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# The Alignment of Stress Management to the Behavioural Management Movement

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## **Author's contribution**

*The sole author designed, analyzed, interpreted and prepared the manuscript.*

## **Article Information**

DOI: 10.9734/AJEBA/2021/v21i1230451

### Editor(s):

(1) Dr. Fang Xiang, University of International and Business Economics, China.

### Reviewers:

(1) Madhu Kumari Gupta, India.

(2) Soheli Datta, University of Calcutta, India.

Complete Peer review History: <https://www.sdiarticle4.com/review-history/72398>

**Review Article**

**Received 22 June 2021**  
**Accepted 29 August 2021**  
**Published 02 September 2021**

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## **ABSTRACT**

Stress management is a wide spectrum of techniques and psychotherapies aimed at controlling a person's level of stress, especially chronic stress, usually for the purpose of and for the motive of improving everyday functioning. Although there are several stress management techniques, that of Job redesign, Job rotation, Social support, and Employee counseling were adopted from the work of Miller (2008). Stress management was aligned with the Behavioural school of management thoughts. First the paper delineated the importance of stress management in individual, group and organizational life, detailing the four techniques mentioned earlier. Secondly, the article evaluated the behavioural management philosophy ; which gives primacy to psychological considerations, but treats fulfillment of emotional needs, mainly as a means of achieving other primary economic goals, and finally the alignment of the behavioural management philosophy with stress management .In conclusion , the behavioural management philosophy provide the antidote foundation for the ultimate elimination of dysfunctional stressors, while it was recommended amongst other; management should utilize job redesign to check emotional exhaustion. This would ensure increased quality of work life and employee job satisfaction.

**Keywords:** *Stress management; behavioural management philosophy; job redesign; job rotation; social support; employee counseling.*

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## **1. INTRODUCTION**

Since the Hawthorne experiments were carried out in the United States, there has been an increased interest in the application of the ideals of behavioural sciences in management. The imperativeness of employee wellbeing has considerably become a topical arena of attraction to a number of scholars for some decades (Mxenge, Dywili, & Bazana, 2014), Champoux [1].

While the scientific management movement focused primarily on production, management, organization, technology and science, little attention was given on how humans are impacted and how they could react when faced with issues. The Behavioural management philosophies were exclusively on the job individuals performed and how they could be improved and reduce job related stress where they arise. Organizations, are increasingly realizing that their most prized assets are their employees, as this give them competitive advantage in a business era that is dynamic and intensely competitive. Some behavioural scientist who contributed to gain insight in ways to achieve managerial effectiveness and developing techniques to utilize people more effectively in organizations are, Abraham Maslow, Chris Argyris, Rensis Likert, Douglas McGregor, Frederick Herzberg, Kurt Lewin, Chester Bernard, Mary Parker Follet, George Homans and Warren Bennis to mention a few Tamunomiebi [2]. Behavior Management Philosophy is constructive in nature, and imbibes such methods as diversion, praise for appropriate behavior, encouragement for effort, a part in the back approach to make workers have a sense of being part of the team.

On the score, providing an employment brand that encourages the retention of talented and committed workforce becomes inevitable. Shermerhorn and Wright [3] noted that the vulnerability of employees to stress arising from their daily jobs is mainly due to the dynamic nature of the business environment. Miller [4] noted that stress is an emotional process in which stressors from the work environment causes strain in individuals, referred to as stress (burnout) that results into psychological, physiological, and organizational consequences. This implies that, stress is a state of depression that can distort employee and organizational wellbeing, and performance at all levels.

The Behavioural scientist tried to promote behavior management skills. For them Behavior management includes all of the actions and conscious in-actions to enhance the probability of people, individuals and groups, choose behaviors which are personally fulfilling, productive, and socially acceptable, Baldwin and Baldwin (1986). Behavior management is used when an individual tries to stop problem behavior from another individual. Behavior modification and behavior therapy are two ways to help with behavior management. Behavior therapy is used when an individual is trying to find the course of the behavior, why the individual is behaving the way they are doing. It is a technique to increase or decrease behavior. It is believed that using these techniques, one can achieve behavior management.

Although, opinions exist that burnout which is the product of extreme stress has a strong affinity with depression, when experienced by victims [5], extreme stress is characterized by three key features mainly: exhaustion, accompanied with hyperactivity, and eroded emotional resources; loss of personality in which case, a victim experiences social isolation from the work and colleagues; a depletion of personal achievements, while celebrating feelings of incompetence and failure at work. In essence, this implies that, stress and depression have antecedence linkages with stressors arising from the work environment.

Generally, Stress has been found to be associated with some individuals and organizational level consequences, leading to impaired wellbeing, quality of work life, and actual service delivery. Another consequence is dysfunctional turnover. Also Horng, Teng and Baum [6] found that poor emotional stability arising from excessive stress can lead to poor problem solving, and poor management of distressful conditions. What is made apparent is that, when employees experience unrelenting job stressors at work, they will experience stress that will affect their wellbeing, work life balance, and job performance, making adherence to behavioural management philosophies inevitable.

## **2. LITERATURE REVIEW**

### **2.1 Stress Management**

According to Maslach, Schaufeli and Leiter [7], Stress typifies a depressed state of emotional

exhaustion arising from the consequences of extreme cases of stressors from the work environment. Maslach argues that the manifestation is as a result of incompatibility between an employee doing the job, and the demands of the job. Therefore, for stress not to be experienced; it then follow that, there should be a sync or match between the person doing the job, and the demands of the job (required resources). Stress was originally an engineering term introduced into the vocabulary of the social sciences by Hans Selye in 1936. Selye defines Stress as Non-specifically induced changes within a biological system [8].

Selye [9] asserts that it all seems ominous for individuals and organization. Life is demanding, fast paced and often unpredictable but we are more adaptable than most of us realize. Stress management is effective because it teaches people skills for reversing the "stress response". Through stress management, we learn where our real control lies and how to manage stress effectively. Champoux [1] define stress management as the process of maintaining stress at a level that will be optimal for the individual and the organization. This means that stress could be managed using both individual and organizational level strategies.

Emotional exhaustion is the most conspicuous to be noticed out of the three dimensions of stress [5]. Employees who experience stress through emotional exhaustion manifest indices such as moodiness, frustration and agitation that will in time, distort both emotional and physical aspects of the job. This is so because, emotional incompetence or disorder, negatively affects, physical incompetence [5]. The second dimension is depersonalization also called cynicism, people who are rendered detached from the jobs they perform, may develop with negative orientations. Apparently, this occurs when an employee becomes unable to cope with the extreme demand of the job that might even lead to withdrawal behaviours. Consequences involved in this regard include job dissatisfaction and negative feeling, including poor job performance, turnover conflicts, and poor interpersonal relationships with colleagues [7]. The third measure, which is inefficacy of employees, simply states that employee who experience burnout lack the competence to achieve personal accomplishments, regarding the job.

According to Miller [4] and Mishane and Von Glivnow [10] Stress is an extreme case emotional depression that manifest as a result of extreme stressors emanating from the work environment. Champoux [1] notes that Stress is a chronic state of emotional exhaustion that results from dysfunctional stressors. He argues that stress is mostly experienced by employees who are engaged in either caring services or where responsibilities are based in interactions; such as nurses, customer services representatives, and social workers.

Folkman and Lazarus [11] opines that stress management is the need of the hour, however hard we try to go beyond a stress situation; life seems to find new ways of stressing us out plaguing us with anxiety attacks. Moreover, be it anxiety, mind-body exhaustion or our erring attitudes, studies tend to overlook the causes of stress, its effects and how to manage stress adequately. In such unsettling moments, we often forget that stressors, if not escapable, are fairly manageable and treatable.

Ikekwe [12] postulates that excessive work demand may be stressful to the employee and potentially leads to emotional strains when it exceeds the employees ability to bear. Our beliefs are the lens through which we look at life. If the expectations we have for ourselves, others and the work do not match reality, we will experience cognitive dissonance. Stress management courses and programs also teach people about the role of exercise and diet in healthy live, how to confidently and assertively express our desires in stressful situations, ways to be better managers of our time and resources and finally making our work more meaningful and productive.

According to Champoux [1] the essence of stress management is to keep dysfunctional stressors at an optimal level, to avoid the occurrences of psychological, physiological, and organizational consequences associated with such stressors. It is important to assert that; stressors cannot be completely eliminated, but could be maintained at a realistic level for both the individual and the organization. It has been argued severally that not all forms of stress are bad or should be reduced. This is hinged on the fact that certain stressors are said to be functional or good to be experienced by the employees (*eustress*). Kinyita and Hannah [13] identified Eustress as the other aspect of stress. Hence, emphasis is on the management of the form of stress that is

dysfunctional, that can impair individual and organizational wellbeing.

Furthermore, stress management can also be described as an organizational effort to create an environment of reduced work-related pressures and promotes work relationships within the organization. Stress is currently an evolving phenomenon amongst organizations and workers. This is owed to the increasing stress levels that affect workers experiences at the workplace. Workers experience and constantly feel stressed up and therefore, the need exist for adequate measures to be explored in this direction; or the effective management of the dysfunctional outcomes of such stress levels experienced by the workers. [14]. Stress at work is exponentially increasing, as a result of various external variables which include the likes of technological advancement and the fluctuations of a Nation's economy.

Workplace stress has become even a greater problem as a result of task configurations, globalization and the increasing demand of jobs within most organizations, leading to increased job insecurity which would make workers experience stress and also be distressed [15]. A study made by Institute of Psychiatry noted that workers with high-demand jobs usually experience twice the risk of developing serious anxiety and high stress levels when compared with others in occupations and jobs that are less demanding [16].

Modern organizations are known to operate in dynamic environment where managers are concerned with change, organizational improvements and survival [17]. The manager in pursuit of rational solutions is continuously confronted with irrational behaviours, ambiguity and stress. Also changes in business environment, and issues such as knowledge revolution as well as pace of technological development and institutional, social structure, occupations and organization generally increases stress [17].

Ahmed and Ramzan [18] assert that stress is an undesired feedback individual or objects have to severe pressure or other types of expectations placed upon them.

Kompier and Aust [19] also asserts that, good reasons exist for combating stress at work. It is a burden for individual employees and their families and costly to companies and society.

Moreover preventing stress at work is a sign of good corporate citizenship as it respects modern legislation that stimulates the provision of a good quality of working life.

Many organizations are currently facing various stress related problems with resulting consequences such as drops in product quality, reduction in level of their customer satisfaction, with most of these problems emanating from the fact that their key and knowledgeable workers are leaving the organizations [20]. Schwepker [21] supports the argument that there is a positive and statistically significant relationship between employee turnover intentions and actual leaving behavior as it is described by various studies. In other words, the intention to leave a job is an immediate precursor to actually leaving.

Lambert, Hogan and Barton [22] also stated in their study that employee turnover intention can be affected by the various measures of satisfaction with work roles and expectations; it is also stated that, employee turnover intention can be considered as a symptom of poor work relations and dissatisfaction at the workplace. Also Egan, Bambra, Thomas, Petticrew, Whitehead and Thomson [23] advocates that a decrease in employees turnover shows increases in organizational performance which also reduces the cost attached with hiring, and retraining of new employee's. Campbell-Sills, Cohan, and Stein [24] opined that one pervading description of stress relates to the occurrence of feelings out of pressure which the worker or individual within the organization experiences.

Following the tenets of the Behavioural school, most organizations carry out different activities and events which can be considered as motivational and inspirational with a view to curbing and managing stress at the workplace. This is so, because such programs are believed to offer assistance to the employees to reduce their stress to a minimum level [14].

As we have earlier informed elsewhere in this review, individual and organizational stress management strategies span three levels namely: stress reduction strategies, stress resilience, and stress recuperation strategies. These strategies could be explored at the individual and organizational levels [1]. While stress reduction strategies aim at reducing the level of stressors an individual experience from the work environment, stress resilience strategies tend to beef up the level of resilience

of the employee in coping with or ending stressors from experiencing dysfunctional consequences. On the other hand, stress recuperation strategies aim to assist the individual rejuvenates back from the distress he or she may have experienced.

Munz, Kohler, and Greenberg [25] noted the best panacea is to explore an admixture of both individual and organizational level strategies. This implies that if those strategies are affectively explored, stressors that are dysfunctional will be reduced to a low ebb or will be optimally eliminated. Johnnie [17] emphasizes that "No matter the level of intensity of measures taken at work to eliminate the problem of stress, it has been argued that the problem of stress has become so dominant that it cannot be eliminated". The best we can do as managers is to design appropriate mechanism to reduce stress at work. Stress as a problem has taken the 'front seat' at work place, therefore, we can only make deliberate efforts to ensure that it is minimized or reduced drastically to a manageable proportion.

## 2.2 Stress Management in Organizations

Of all stress influences, the psychological ones are the most subtle and difficult to deal with because most people refuse to accept emotional distress. People are more willing to admit to physical disorders but usually will deny psychological pain. To manage organizational stress effectively therefore requires proper identification of the available sources of stress, alongside a diagnosis of the symptoms of job stress. This will help managers in tackling stress-related matters from their roots. Robyn and DuPerez [26] pointed out that from the organization's standpoint management may not be concerned, when employees experience low or, and moderate levels of stress. The reason as pointed out earlier in this study is that such levels of stress may be functional and lead to higher employee performance, but high levels of stress, or even low levels sustained over long periods of time, can lead to reduced employee performance and, this requires action by management for improvement. While limited amount of stress may benefit an individual's performance, we do not expect employees to see it that way from the individuals stand point, even low levels of stress are likely to be perceived as undesirable. It is not likely, therefore for employees and management to have different notions of what constitutes an acceptable level of stress on the job. What management may consider as a positive stimulus

that keeps the adrenaline running is very likely to be seen as "excessive pressure" by employees, Robyn and DuPerez [26].

Leung, Ng, Skitmore and Cheung [27] stated that the level of stress experienced depends largely upon its causes, as stress occurs when a person's adaptive response to a stimulus places excessive psychological or physical demands on that person. People and organizations should be concerned about how to manage it more effectively. There are many strategies that have been developed to help in management of stress in the workplace. Quick [28] stated that some of the strategies for managing stress are for individuals and others are geared towards organization. Robyn and DuPerez [26] recognized individual and organizational approaches to managing stress. The writer would be looking at four (4) techniques of stress management as stated by Miller [4].

## 2.3 STRESS MANAGEMENT TECHNIQUES

### 2.3.1 Job redesign

One of the strategies for managing stressors emanating from the work environment is to redesign the job that is exhaustively tasking in terms of overload or one that puts the employee under pressure. According to Miller [4], one of the workplace factors that can impact the wellbeing of employees is work overload, or even tasks that are not clear. Consequently, this calls for the redesigning of the employee's job that will either reduce or eliminate the stressor [4]. Coetzee and De Villeirs [29] argue that growth in temporal appointments and casual work arrangements can be attributable to increasing strain and pressure on most organizations to perform and also be effective.

Some scholars argue that organizations working towards the need for effectiveness uses temporary contract to get rid of low performing workers to offer effective employees permanent employment thereafter. Others have argued that such approaches may lead to loss of knowledgeable and effective employees. Due to constant changes, problems and challenges, a lot of organizations have more stressful work environments [30].

Also, job redesign refers to the configuration and arrangement of jobs, tasks, and roles within the framework of the organization, and how such is

enacted, modified, structured as well as the impact of these structures, enactments, and modifications on the worker and his relationship with other workers and the organization as a whole [31]. An example of a traditional job design is concerned with the level of flexibility, autonomy and the extent of supervision experienced by the worker at the workplace. It is a reflection of the high levels of interdependence and time pressure experienced by workers and the extent to which they are able to collaborate on their jobs and with other staff, and receive feedback from; customers, suppliers, and co-workers. In each case, the job can be reconfigured or restructured, by the management or in some cases by the workers themselves as a means to altering the structure and content of the job or role, with the intent of improving outcomes such as work condition, relationships and also well-being [31]. Continuous career monitoring is important to eliminate the danger of Job obsolescence, demotion or dismissal. Redesigning jobs give employees more responsibilities, greater participation in decision making, more autonomy, and increased feedback and reduced stress.

### **2.3.2 Job rotation**

Job rotation can be defined as the performance of a given role on a temporary basis over an agreed temporary period of time. Developed in the 1980's in Denmark, it is a way to reduce employee boredom and stress. Job rotation is a technique that enhances motivation, develop workers' outlook, increase productivity, improve the organization's performance on various levels by its multi-skilled workers, and provides new opportunities to improve the attitude, thought, capabilities and skills of workers, Casad [32]. Job rotation is also a process by which employees laterally mobilize and serve their tasks in different organizational levels; when an individual experiences different posts and responsibilities in an organization, ability increases to evaluate his capabilities in the organization, Asensio-Cuesta, Diego-Mas, Cremades-Oliver and González-Cruz [33].

Job rotation is a model of training through which already employed staffs leave their job to go on further training and unemployed people are brought into their places for work [34]. Job rotation can also be seen as the result of employees systematically moving from one particular job to another within the organization in order to achieve planned objectives. An objective of job rotation is mainly to prevent job boredom

or stress. Management usually adopts this approach where employees are shifted between two or more job assignments to expose them to more areas of the organization. In job rotation, employees are moved between jobs over a period of time and this movement is planned to achieve different purpose [35]. According to Malinski [36] it is an organized movement of staff from one job to another and he also adds that an individual does not have to leave job to get a more satisfying job.

Oparanma and Zeb-Obipi [37], assert that based on the notion that change is a constant part of any organizational life cycle; our major goal should focus more on how to make the process as positive and exciting as possible. In other words, challenges encountered as a result of changes in role sets could be overcome simply by focusing more on the positive side of these changes.

Job rotation refers to a systematic shifting of employees from one job to another and, in most cases, over pre-arranged intervals [38]. It essentially involves rotating employees from one position to another in a lateral fashion and is characterized by having tasks that require different skills, and at times, tasks with different responsibilities. Cosgel and Miceli [39] argue that it should only be applied when the incremental benefits of its applications outweigh the benefits of work specialization. This means that it is necessary to carry out a cost benefit analysis before using job rotation and it should only be applied where it is rational to do so. An important aspect of job rotation is in its inherent ability to promote organization learning. Ortega [40] argues that job rotation indeed can promote organization learning better than specialization in circumstances where there is little information about the relative import of different job tasks. Job rotation is also important in the development of employees [41]. This means that when properly designed and executed, job rotation can result in improvement of capacity of employees hence resulting in enhanced task performance and productivity. Ostroff and Kozlowski [42] show that job rotation facilitates information sharing and socialization and this results in a more knowledgeable employee base and the resultant effect is that employees undertake their tasks much better, hence enhancing work place productivity for the employees individually and collectively. Zeira [43] argues that job rotation is an important technique of augmenting employee's task commitment and job

involvement and as such plays an important role in facilitating normal functioning of organizations thereby helping drive efficiency and effectiveness, which ultimately leads to enhanced workplace productivity.

### **2.3.3 Social support**

According to Newstrom and Davis [44], social support encompasses the network of helpful activities, interventional relationships that enable employees to have satisfaction of certain vital needs. The authors went further to argue that social support could take the form of instrumental nature (task assistance) information, evaluative and emotional. By extension therefore, social support can come from supervisors, co-workers, friends and even family members. Newstrom and Davis [44] suggest that one means through which dysfunctional stressors could be managed is through social support. The strategies of stress management we have so far examined do not foreclose the use of other strategies that are known and useful.

Social support can be described as the perception or experience that one is recognized, cared for, valued, perceived as an important part of a social network and a necessary element or factor within a framework of social relations [45]. Existing taxonomies and categories of social support have usually been examined in several ways. These can come in the form of information social support which occurs when one individual offers assistance to another to understand a stressful or pressure-related situation better and to ascertain what resources and coping strategies may be required in coping or managing such situations; Instrumental social support which is concerned with the provision of tangible assistance such as services, finance, and other specific services or aids to fellow workers or peers; Emotional social support involves the provision of warmth and nurturance to fellow workers as well as the reassuring of the highly difficult issues to avoid, which have contributed to high levels of stress experienced by employees in today's organizations.

The unequal distribution of resources price, fluctuations of commodities, as well as increased competition amongst organizations, have been identified as some of the problems that have contributed to stressful working environments [30]. Erosion in compensation and poor assurances of job security has also been identified as major problems facing modern

organizations, thus contributing to their inability to retain high-performing workers. Workers feel threatened by job insecurity as more appointments are short-term and temporal contracts as opposed to the previous security of being employed permanently [46].

Positive psychology has been "informed by decades of research examining positive emotions, characteristics, values, and institutions that support and enhance individuals" [47]. Social support has been identified as one such enhancing agent that has received considerable attention in child and adolescent literature. Research has described social support as an expansive construct that describes the physical and emotional comfort given to individuals by their family, friends, and other significant persons in their lives (Israel & Schurman, 1990). Research has consistently shown that low levels of social support are related to a variety of poor psychological [48], social [49], academic [50], and health-related (Frey & Rothlisberger, 1996) outcomes for adolescents.

Conversely, high levels of support can mitigate the negative impact of psychosocial stress on mental [51] [52], behavioral [53], and academic outcomes [54]. For instance, teenagers who receive more social support are less likely to display angry and hostile behaviors throughout adolescence and have a decreased probability of exhibiting such behaviors in adulthood [53].

Researchers have consistently indicated that youth derive social support from a number of sources (e.g., parent/family, peers/classmates, and teachers), and social support from each source is associated with beneficial outcomes [55]. Supportive peer relations have been associated with lower rates of depression and anxiety [56] less peer victimization [57], and lower drop-out rates for inner-city adolescents [58] suggesting that close peer support may serve a protective mental health function for adolescents. Peer support has also been shown to correlate inversely with other indicators of internalizing psychopathology in adolescents and co-occur with psychological wellness among adolescents [59].

Notably, research has proven that the actual receipt of social support is not necessary for achieving beneficial outcomes; the mere perception that one has received support is often adequate. For instance, one study found that the perception that social support is available seems

to mitigate the negative impact of a stressful event and to hasten recovery even if social support is not actually verified or used [60]. In other words, simply having the belief that one is supported, even if the person does not use this support, holds positive implications for successful development.

### 2.3.4 Employee counseling

The use of interpersonal and communication skills often regarded as counseling within organizations can be considered as part and parcel of stress management strategies available to the organization. Managers most often are required to undergo brief training courses in counseling so as to equip them with the necessary skills required to recognize signs of disturbance in workers and the evidence of pressure or stress from their work. It is important however that the distinction should be made to identify the roles of managers (expectations of them) and also what they are not expected to do while considering counseling with their workers [61].

Managers must understand the limits and boundaries of what they are allowed and should offer within the counseling parameter. They have to understand that counseling is a process which does not take place accidentally. It is effective when it is properly planned and organized. This is so because the manager's lack of skill, experience and patience can mitigate negatively on the counseling process. It is therefore relevant that, the manager acts and behaves proactively for the development of his group and constituents. The manager's role is to offer assistance to the workers in order to enable them develop clear objectives, to develop and manage their own plan of activities and to have a clear and concise picture of what is required or expected of them at the workplace [31].

## 2.4 Behavioural Management School

The Hawthorne experiments, has led to an increased interest in application of behavioural science in management. The human relations approach has evolved into modern behaviourism. The term modern behaviourism refers to the current stage of evolution of the behavioural school of management, which gives primacy to psychological considerations but treats fulfillment of emotional needs mainly as a means of achieving other primary economic goals. Much of the discussions under behavioural schools can

as well be considered under organizational (modern) humanism in modern management theory. Important behavioural scientists who contributed to gaining insight in ways to achieve managerial effectiveness, and developing techniques to utilize people more effectively in organizations, are ; Abraham Maslow, Douglas McGregor, Chris Argyris, Frederick Herzberg, Rensis Likert, Kurt Lewin, Chester Barnard, Mary Parker Follett, George Homans and Warren Bennis. They had rigorous training in various social sciences and used sophisticated research methods. They regard the classical management theory as highly mechanistic, which tends to degrade the human spirit and is non-responsive to the human needs. As against overly specialized jobs, under-utilized people, too much control over employees with no scope to make decisions and little concern about subordinates' needs for recognition and self-fulfillment, the behaviourists preferred more flexible organization structures with jobs built around the capabilities and ability of average employees. It is difficult to classify all these researchers as neoclassical theorists. Many of them should be considered as contributors to modern management theories in general, social system theory and modern humanism theory in particular. Secondly, the behavioural school is a logical extension of human relations school and both in turn lead to social system theory and modern behaviourism [62].

Behavioral management school could best be described as the study of observable and verifiable human behavior in organizations. It centers on people and their interactions, hence, contributions and limitations of the human relations school, and the behaviourism school overlap to a considerable extent. All of them are largely concerned with motivation. Theories concerning motivation are classified in many ways. They argued that the design of work has not changed enough to keep pace with changes in the needs of today's employees and believed that employees today desire diverse and challenging work [62]. They preferred participative and group decision-making, process of self-direction and control, instead of imposed control. They put forth the practical realistic model of human motivation and stressed the situational constraints and social aspects of organizational and environmental changes.

**Research on this school had been focused on three major area:** First, the individual behavior in the organization has become very important,



leading to studies related to Personality, learning, change, motivation, attitude and leadership styles [2]. Second, behavior of the group in relation to norms, interactions, patterns, group conflicts, and problem solving.

The third area of focus for the behavioural management schools, deals with how complex organization is viewed, in relations to other total organizational members, by offering inducements that contribute in some way to at-least one of its goals. Individuals are willing to accept organizational membership when their activities in the organization contribute to their personal goals [2]. The extent of goal fulfillment which is the main focus is expected to motivate the man's continued membership of the organization.

Looking at few of the major contributors to this school of thought as mentioned in Tamunomiebi [2]; Maslow (1945), propounded the Hierarchy of needs, starting from the physiological basic needs, to a more abstract need of self actualization. He opined that the lower needs must be satisfied first before the next higher needs. His needs hierarchy is listed below:

- Physiological needs ( Food , water, air)
- Safety needs ( Severity and protection, Shelter )
- Love and Affectionate needs (group , family and colleague)
- Ego or Esteem needs (recognition, attention and appreciation)
- Self actualization (Self fulfillment)

**The Hierarchy of needs was based on the following premise:** The behavior of individuals is dominated and exterminated by the most basic of unfulfilled needs, Individuals would systematically satisfy a need at a time, More basic needs would most likely take precedence before higher needs.

Tamunomiebi [2] gave more insight to other contributors; Herzberg (1960) in his contribution to the behavioural management school postulated that Job satisfaction and Job dissatisfaction were not opposite ends of a continuum but in fact two separate dimensions. He deduced Hygiene factors like fringe benefits and better company policies as maintain factors that do not satisfy. For true satisfaction, intrinsic factors like achievement, recognition, responsibility and accomplishment were mentioned. Other contributors like McGregor (1961) advocated for humanistic assumptions of

man which expresses itself in his rational and objectivities, as opposed in seeing these as tools. The latter he called Theory 'X' and the former Theory 'Y'.

Vroom (1964) in his contribution expressed motivation as a function of expectation.

Webber (1947) focused on bureaucracy in organizations. The behavioural school got the same criticism as the human relations school as it neglected other factors in the environment for the exclusive treatment of the behavior of the individual, Tamunomiebi [2].

Rensis Likert as stated in Tamunomiebi [2] developed the 'system 4 theory' in management, which is referred to as participative group. By creating supportive relationships, managers can facilitate the productivity of such groups. Likert distinguished four types of leadership styles: 1) Exploitative authoritative. 2) Benevolent authoritative. 3) Participative consultative, 4) Participative management systems. Chris Agyris as stated in Tamunomiebi [2] recognizes the that, individual and formal organizations, as two elements, are often in conflict, seeking separate goals. He maintains that formal organizations creates, in a healthy individual, feelings of failure and frustration, short time perspective and conflicts. He argues that the classical model's chain of command, unity of directions, span of control and task specialization are repressive and restrictive devices that tend to be dysfunctional, as they deprive individuals of their growth potentials and self actualization. Agyris was emphatic that individuals should participate in important decision that affects his work, as this affords the individual greater job satisfaction and improved performance.

## 2.5 Aligning Stress Management to the Behavioral School of Management Thought

Following the work of the behavioural management philosophers, studies sighted obvious deviation from the classical schools whose philosophies were more productivity bound, leading to dysfunctional stressors on employees, which often leads them to stress, and affect set goals of the organization. The classical management theory was highly mechanistic, which tends to degrade the human spirit and is non-responsive to the human needs. Against overly specialized jobs, under-utilized people, too much control over employees, with

no scope to make decisions, and little concern about subordinates needs for recognition and self-fulfillment, the behaviourist's preferred more flexible organization structures with jobs built around the capabilities and ability of average employee. The fact that the employee sees himself as having no input on his work environment and believes he is compelled to meet production targets without consideration of his own inputs, creates tendency that would get him all stressed up, leading to individual stress which ultimately leads to organizational stress [63].

The contributions of Abraham Maslow who propounded the Hierarchy of Needs, and other contributors, motivates workers to look up to some expected movement in the hierarchy of needs and career growth. This eventually reduces the impact of dysfunctional stressors, which usually creates strains that ultimately lead to stress. The contributions of these persons, with the human factor as primary, has lead to stress reductions in the contemporary work environment. Their push for effective employee motivation and growth, gives workers a sense of belonging and feelings of active participation in their work. It also provides some feeling of autonomy in decision making regarding the best and effective way to perform work [62].

Following the tenets of the Behavioural school, most organizations carry out different activities and events which can be considered as motivational and inspirational with a view to curbing and managing stress at the workplace. Some of this may include happy hour with staff and family, extended maternity period, extended vacations, flexible work hours, working from home options, improved work – life balance, incentive pay for extra work done, etc. These offers or programs are believed to motivate employees leading to reduced stress to a minimum level [14]. Human resource management professionals have also been identified to restructure employees work through various forms of job redesign option and reconfigurations, by concentrating on the demands, expertise, methods and practical knowledge of workers and the provision of suitable control and feedback mechanisms. This is carried out through the adjustments of the work surroundings as well as the allocation of the task proportionally to all workers. Some organizations equally ensure that, the workers are equipped with relevant skill-sets and also acquire the proper training to be able to function

adequately within their role expectations and work framework [64].

Emphasis has also been made, to ensure the implementation of flexible working hours (As in the Hawthorne experiment) that enable and give workers enough room to function, provide assistance to the workers with regards to guidance, and direction where and when needed [62].

It is also imperative that management offer support and encouragement to their workers and also allow for their participation in decision making courses, so as to enhance their confidence at the organization, and on their jobs. This would further enhance the capability of them carrying out their jobs effectively and with the right frame of mind and attitude. Another organizational approach to stress management which aligns with the behavioural management philosophy, is having a horizontal line of authority rather than a vertical one; this would build the confidence levels in the workers and promote communication between workers (junior staff) and the management of the organization. It is also important to build friendly and respectful relationship between work peers, supervisors, managers and customers of the organization, as this would generally create a conducive work environment, devoid of rancor and leading to lower stress levels [63].

### **3. CONCLUSION AND RECOMMENDATION**

The behavioural management philosophy aligns positively with stress management techniques in contemporary individual, group and organizational life. It can be inferred that stress management techniques are very necessary and important in modern organization. The writer is of the view that people oriented philosophy of the behavioural management school, are highly effective in dealing with stress related issues in modern day scenario as against earlier schools or philosophy.

The behavioural management philosophy provides the antidote foundation for the ultimate elimination of dysfunctional stressors. The behavioural school makes psychological considerations but treats fulfillment of emotional needs mainly as a means of achieving other primary economic goals, this definitely provide some level of stress mitigation leading to psychological, physiological and mental well

being of individual employees and the Organization at large.

**Therefore, the study made the following recommendations:**

- I Management should utilize job redesign to check emotional exhaustion. This would ensure increased quality of work life and employee job satisfaction.
- II Organizations should use try as much as possible to prevent or minimize depersonalization through the effective utilization of job rotation.
- III Organizations should provide necessary framework of social relations to provide warmth and nurturance to workers at difficult times.
- IV The use of interpersonal and communication skills within organizations should be considered as part and parcel of stress management strategies for employee counseling.

**COMPETING INTERESTS**

Author has declared that no competing interests exist.

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