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Maximizing E-Governance in Handling Work Related Stress on Service Delivery in the Covid-19 Era

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Abstract
The strength of any organization largely depends on her workforce but work load related stress can affect the effectiveness of such organization. Effective and efficient service delivery is always the hallmark of every establishment, the last quarter of 2019 globally can best be described as an era of "new normal" in the history of mankind, the discovery of the dreaded corona Virus (Covid-19) in the city of Wuhan China created another lifestyle in human relations. This pandemic has changed everything that concerns human interaction in the entire globe ranging from; health to transportation, communication, teaching, learning, and the act of governance. The study relied on content analysis and review of extant literatures. The study revealed among other things that work related stress negatively affect service delivery in various Institution Public or Private. The study concluded that work related stress increased in government agencies due to restriction of movement and Government order that worker from grade level 1- 9 should work from home. The private sector surmounted the challenge due to the existing mechanism in place especially the use of Information communication technology (ICT) to drive their activities. The study recommends that the government needs to invest on broadband network to increase internet penetration in the country. The Management needs to device a method of obtaining feedback from their workers regarding the work situation so as to be able to redesign jobs to enhance job performance and effectiveness.
Keyword: *Motivation, Employer, Employee, labour turnover, service delivery, counterproductive behaviours, Presenteeism*

1. Introduction
As the COVID-19 pandemic forces lockdowns, most countries including Nigeria and municipalities are pursuing digital government strategies, many with innovative initiatives – but vast numbers of people still do not have access to online services, according to the 2020 edition of the United Nations E-Government Survey. The 2020 ranking of the 193 UN Member States in terms of digital government – capturing the scope and quality of online services, the status of telecommunication infrastructure, and existing human capacity. Although Nigeria slipped two places in the global e-government development index to rank 143 out of 193, the Federal Government said it planned to lift the nation to the 50th position (Taiwo Ojoye, 2019).

Job stress has a vital importance and has become a key challenge for organizations because of the impact it has on the performance of individual as well as organization. Employees serve as assets for an organization, but when they are stressed, undesirable circumstances such as increased absenteeism; low productivity, low motivation and usually job dissatisfaction which eventually effect the employee work behavior and may result in the exhibition of counter productive work behavior. Job-stress has become a global phenomenon and a great concern to employees and other

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stakeholders in organizations. Syed, Muhammed, Aftab and Shabana (2013) posit that job-stress is considered to be a worldwide problem and increasing steadily especially in developing countries where most government organizations are yet to fully embrace Information and Communication Technology integration in delivering services to the public. However, one of the challenges of government and of course the legitimate expectation of the citizens of a developing country such as Nigeria is the ability of the public service to properly direct their aspirations towards improving the general welfare of the citizens. This is because the primary responsibility of government is to deliver services through its public service effectively and promptly to citizens at affordable prices, particularly now that the country is under civil rule following the wind of democracy which has blown over countries of the world. Regrettably, the ability of the Nigerian public service to effectively and efficiently manage public affairs and ensure prompt and quality service delivery had always been called into questioning over the years. Consequently, a number of far-reaching reforms on its structure and personnel management aimed at improving its performance have been put in place by the Nigerian government since its inception. This crisis of poor service delivery is also witnessed in the educational and health sectors, This assertion is buttressed by the output of these universities which are graduates that lacks the requisite skills to fit in into available employment opportunities in the labour market. This poor output in the educational and other critical sectors of the economy can be partly attributed to the fact that the stakeholders are made to multitask, stress arising from such work overload have had dire consequences on their service delivery.

The above assertion informed the opinion of Yayale, (2014), who posited that service delivery presupposes that in public service, there is a contractual relationship between the public and the service provider (government agency) which obliges the latter to render services to the former in the most satisfactory way, be it in terms of utility, quality, convenience, timeliness, cost, courtesy, communication or otherwise. Igwurube, (2016) contended that the observation of the above tenets of service delivery by employees has been hampered by the enormous demand and expectation placed on their work. In a university for example a lecturer handles the undergraduate, postgraduate full time, part-time, sandwich, at various levels and also still need to combine these with administrative works and other relate work. All these factors could make the academic staff susceptible to work related stress which could have dire consequences that do manifest in form of; increased absence through sickness, premature labour turnover, and premature retirement due to ill health, loss of production quality and value and shoddy deals.

Therefore work related stress among employees in government and non-government establishments calls for serious attention both from government and management of these institutions. In view of this, Reskin (2011) explained that strategies for managing stress are categorized under organizational and individual strategies. Organizationally, she posited that the practice of effective communication should be encouraged by the management so as to avert the consequences of role conflict and misplacement of priorities, the practice of participative management should be encouraged (this reduces role stress), the management should endeavor to map out clearly defined roles that are realistic and stimulating, decentralization should be encouraged; Fair and just distribution of incentives and salary structure be implemented; Work rotation and Work enrichment should be promoted, a Just and safe working atmosphere be created; effective hiring and orientation procedure should be in place; and an employee on accomplishing and over exceeding their targets be appreciated. Individually, she also pointed that: there is the need for the employees to make a to-do" list daily, prioritize the acts in the lists and plan the acts accordingly; they should as well be hard working, strive to achieve goals but not to harm family, health or peer. They should have optimistic approach about their work, develop emotional intelligence at workplace/offices, build social support, counsel themselves so as to overcome stress and should always help others.

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It is against this background that this study evaluated the effect of work related stress on the service delivery in Covid_19 era. Work related stress could be considered as one of the irritating administrative problems that continue to pose threat to the service delivery and goal attainment of administrative staff. However, it is observable that within the internal environment of the workplace, lack of staff training and development programmes can hamper employees' ability to adapt to changes in work environment in the light of the current wave of information and communication technologies that have substituted traditional practices at the workplace. The importance of public servants career training and development both in education, health institutions and other sectors of the economy become imperative if the employees must perform optimally. The above assertion informed the opinion of Onah (2008) who rightly observed that in Nigeria; most organizations find it difficult to identify the manpower development and training needs of their employees, and even where the need is recognized, the exercise is often in-appropriate, haphazard or premised on a faulty diagnosis of organizational training needs. In other situations, where training and development programmes happen to occur, deployment of staff so trained may be without regard to the skill the staff acquired, leading to frustration of personnel so trained and also general inefficiency, poor service delivery and stress. Public enterprises in Nigeria are fond of this practice. The workforce is generally under- tapped, under-utilized and therefore falls short of its anticipated contributions to the realization of organizational goals. Arising from the foregoing, it becomes imperative to ascertain if failure to ascertaining employee training and development needs before embarking on manpower training and development exercise constitutes stressors. Another worrisome problem that induces work related stress among employees which have impeded effective service delivery is role conflict and work overload. This situation arises from different tensions and pressures mounted on an average worker such as increased workload emanating from administrative responsibilities, not so suitable work environment, family expectations and the pressure to grow on the work. Coping with all these factors amidst work demands constitute serious impediment to the service delivery of the workers in both public and private agencies. Moreover, Work satisfaction or lack of it is fundamental to the intention of employees to stay or quit a work. This is because employees are more likely to be committed, creative and productive at work when they are reasonably satisfied with their works.

2. Conceptual and Theoretical Epistemology

Job-stress is defined as the perception of a discrepancy between environmental demands (stressors) and individual capacities to fill these demands (Topper, 2017). Omolara (2018) described job-stress as the adverse psychological and physical reactions that occur in an individual as a result of their being unable to cope with the demands being made on them. The causes of job- stress in the opinion of Christo and Pienaar (2016) include perceived loss of job, and security, sitting for long periods of time, lack of safety, complexity of repetitiveness and lack of autonomy in the job. In addition, job-stress is caused by lack of resources and equipment; work schedules such as working late or overtime and organizational climate are considered as contributors to employees stress. According to Pediwal (2011), job-stress is a phenomenon that every employee or employer faces at job and handles it differently according to one's own way. It is basically a mismatch between the individual capabilities and organizational demand. Malek (2010) also defined job stress as an unpleasant emotional situation which an individual experiences when the requirements of job are not proportional to his ability to cope with the situation. It is a well-known phenomenon which expresses itself in different work situations and affects the workers differently. Oke and Dawson, (2008) agreed that job-stress refers to the response of individual characteristics towards the working conditions and it is shaped by the context within which work takes place. Haider and Supriya, (2017) affirmed that stress is now becoming the global issue which is affecting all the countries, all categories of employees and

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societies. The stress begins with the demand and opportunity from environment for a person and ends with the individual's response to that demand and opportunity (Shah, 2013).

In addition, Nnabuife, Onyeizugbe & Onwuka (2012) opined that both work demand, organizational structure, tension, pressure, anxiety, anger and other uncomfortable situation in the working and social environment are primary indicators of work related stress among employees. They further stated that the responses given to any condition or event at the workplace that produce any change as: psychological and /or emotional changes are associated with work related stress. Therefore, work related stress technically refers to instances/situations/conditions where employees of varying organization and institution are subjected to varying degrees of discomforts in their working environments/workplaces/offices. Thus, work related stresses are concerned with emotional, situational and psychological discomforts experienced by employees while performing their statutory duties in their workplace. Johnson, (2010) categorizes work related stress as physical and psychological work related stress. Physically, work related stress relates to condition that irritate or brings immediate or long term negative effect on the employee's physical or bodily health; whereas psychologically, work related stress brings immediate or long term irritation or negative effect on the employee psychological or mental state concluded the source.

Occupational Safety and Health, (2017) classify work related stress as: psychological disorders; emotional strains; maladaptive behaviours, and cognitive impairment. They further states that these groups of work related stress are stereotypically associated with various biological reactions that may ultimately lead to compromised health, such as cardiovascular or in extreme cases death. In a nutshell, Peterson, (2010) exclusively summarized the cause of stress among employees as: Lack of control (feeling as if you have no control over your work or work duties is the biggest causes of work related stress); increased responsibility (taking on extra duties in your work is stressful); work satisfaction and performance (Do you take pride in your work? If your work is not meaningful, you may find it stressful. Do you feel insecure about work performance? This is a major cause of work related stress); uncertainty about work roles (Being unsure about your duties, how your work might be changing or the goals of your department or company leads to work related stress); poor communication (Inability to talk and discuss your needs, concerns and frustration creates work stress); lack of support (No support from your manager (Boss) or co-worker makes it harder to solve other problems at work that are causing stress); and poor working conditions (unpleasant or dangerous physical conditions, such as: crowding, noise, or ergonomic problems causes stress).From his opinion, work related stress among employees is caused by a variety of condition and factors such as: organizational, individual, extra-organizational, and the nature of the works. Within this arena, Champagne, Nebrega & Brodie (2011) note that work related stresses are caused by such condition as the presents of physical stressors, ergonomic stressors, mental stressors, psycho-motor stressors, and techno-stressors. Hence, from the discussion so far, it is evidence that varying stress were caused by varying stressor; irrespective of the organization institution and employees concerned.

E-Governance or Electronic Governance?
A new paradigm shift has been developed in the field of governance by the application of Information Communication Technology (ICT) in the processes of governing called Electronic-Governance or E-Governance. Since the start of the 1990s, the terms e-commerce and e-product have been integrated into various e-forms of government processes. Governments have now tried to use the efficiencies of their techniques to cut down on waste. E-government is a fairly broad subject matter, but all relate to how the services and representation are now delivered and how they are now being implemented.

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Many governments around the world have gradually turned to Information technologies (IT) to keep up with today's demands. Historically, many governments in this sphere have only been reactive, but recently there has been a more proactive approach in developing comparable services such things as e-commerce and e-business. To demonstrate their commitment, readiness, and seriousness in joining the knowledge age, governments at different levels in Africa are taking the initiative to drive the ICT revolution in the public service in particular and society in general. For example, in pursuance of this goal in Nigeria, in 2003 government established the National Information Technology Development Agency (NITDA) while in 2004, it also set up the public service network (PSnet) that has enabled the integration of all Ministries, Departments, and Agencies (MDAs) through the internet (Agunloye, 2011). Also, the federal government in Nigeria launched into orbit, the Nigerian communication satellite (NIGCOMMSAT 1), the first of its kind in Africa, which has become a critical ICT backbone infrastructure for the growth of the nation's broadcast and telecommunication industry (Chukwu-Okoronkwo,2015:4). However, while an electronic transaction is being increasingly embraced, not much has been done by e-government to digitalize its information and distribute same to all sectors of society particularly, the rural areas.

The Concept of Service Delivery
The delivery of quality services to clients and customers in both public and private organization is very paramount for the attainment of organizational goal. The realization of the above objective of quality service delivery is a function of the commitment of the staff and other work related variables such as working environment, job design, incentives and remuneration or organizational reward management among other things. Service delivery in the words of Alex, (2016) entails the act of providing or making available goods and service to the client and customers of the organization in the most effective and efficient manner in such a way that the time and place of rendering such service doesn't constitute any inconvenience to the recipients. In line with the above thought, Igwurube (2016) contended that the poor service delivery has for over time now being the bane of progress in the Nigeria public sector. He emphasized that the provision of essential services and public utilities in Nigeria is far from being described as efficient. Most times these services that are rendered at the expense of the tax payers' money are being abused by the service providers to the utter inconvenience of the service recipients. Nnabuife (2016) contended that efficient service delivery among female academic staff in Nigeria Universities has been marred by work overload, role conflict arising from work demand and non-work related engagements such as family pressures.

In the inaugural speech of former president Olusegun Obasanjo delivered on May 29, 1999. He asserted that Nigerians have for too long been feeling short-changed by the quality of public service rendered by the public bureaucracy, government officials became progressively indifferent to propriety of conduct and showed little commitment to promoting the general welfare of the people and public good. Government and all its agencies became thoroughly corrupt and reckless. Members of the public had to bribe their way through in Ministries and Parastatals to get attention and one government agency had to bribe another government agency to obtain the release of their statutory allocation of funds. Service delivery orientation has also provoked a role of state redefinition which revolved around a functional review that seeks to deregulate public service monopolies through delivery innovations and introduction of other delivery modes as franchising, outsourcing, management contracting, commercialization and sometimes outright privatization (Olaopa, 2008). Kim, (2013) is of the view that service delivery is a concept that represents an elegant word for getting goods and services to people in a way that meets their expectations. Service delivery is crucial for the public sector too, as part of government social contract with citizens.

Service delivery priorities in development include material infrastructure like roads, power grids, health care, education, water systems, and social protection. Okon, (2018) posited that public

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sector service delivery in Nigeria has recorded a history of woeful failure and disappointment, particularly in the public enterprises sub-sector such as Electricity Distribution companies (DISCOS), Nigeria National Petroleum Corporation (NNPC) ,Federal Road Maintenance Agency (FERMA) etc. Similarly, the Nigerian civil service has often come under heavy criticism for poor organization, planlessness, over-staffing, indiscipline, red tapism, secrecy, insensitivity, rigidity, over centralization, apathy, incompetence, corruption, favouritism, rudeness, laziness, truancy and malingering.

Yayale, (2014), is of the opinion that the concept of service delivery presupposes that in public service, there is a contractual relationship between the public and the service provider (government agency) which obliges the latter to render service to the former in the most satisfactory way, be it in terms of utility, quality, convenience, timeliness, cost, courtesy, communication or otherwise. Fagbemi, (2016) suggests a list of activities, which will result in effective service delivery culture. They include reviewing of the past performances of the factors in the near and far of environment which impact upon service quality delivered by the public sectors and closing the lacuna between citizen expectations and their actual experience. They are to connect people to the service, accessing the service and delivering the service. Scholars have agreed on the truism that the improvement of service delivery in the public service is not a one-day affair, but a continuous process that involves reinforcing both personal and material service delivery processes. Afegbua, (2011) suggests some possible approaches. These according to him include: Establishment of customer-service task forces, having regular meetings with customers and employee's regular information through news letters or other publications, creating a good reward system, applying problem-solving approaches, and employing quality management strategies (Afegbua, 2011).

Effect of Work Related Stress on Employee Service Delivery
Across the globe, the impact of the global pandemic Covid-19 has adversely affected every facet of human existence, observation shows that work related stress occasioned by the Virus has and will continue to have a dual effect on the employees' service delivery. In this regard, its effect could be positive or negative. Positively, work related stress according to some renowned authors has contributed the following to the overall output of employees of different organization or Institutions due to innovative ideas and devises that has been introduced to help. Forthrightly, the experience of stress as a result of Covid-19 is not always bad as distraction always forms part of human life. In this context Fraser, (2010) notes that the absence of stress from any working environment is in itself a source of stress. For instance, the fact that one is not alone in the world provides a relief. Indeed, no human being can stay completely for a long time without any form of distraction. Consequently, distraction in the form of intolerable working condition, hash supervision, and unrealistic working hours brings about stimulation and simulation of human organ, thereby enabling the body to function optimally. In a similar fashion, Mauro, (2008) stated that work stress bring out the best in an individual worker and equally induce an employee to discover innovative and smarter way of doing thing. As a result, the source concluded that positively, work stress causes people to break records. Hence, on a general note, as different employees view work stress as a situation or condition that will instil hard work competitiveness and self-development among the employees of different organization. This is because sometimes, it is normal to have some work stress; as it releases hormones that speed up the employee heart and make him/her breathe faster with a burst of energy. In this circumstances stress are useful especially when there is a need to focus on and finish a big project.

On the contrary, other school of thought also posits that work stress affects employee service delivery negatively. Prominently these arrays of scholars/authors contributed immensely to the negative impacts of work-related stress on employee service delivery. Firstly, champagne, Nobrega

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& Brodie, (2011) identifies that work-related stress have both short-term and long-term effects on the employees of organization. They emphasized that the short term effect includes: headache, sleep disturbances, stomach upset, difficulty concentrating, short temper, work dissatisfaction, and low morale whereas the long-term effects includes: cardiovascular diseases, diabetes, weakened immune function, musculoskeletal disorders, and depression. Therefore, in their own assertion, work stress entirely bedevils the health status of employees with some adverse and/or severe degree of ailment. Moreover, it has also been stated that work related stress experienced by the employees in their work has negative impact on their health, performance and behaviour in the organization. Primarily, it leads to absenteeism, deterioration in work performance, cribbing, over-reacting, arguing, getting irritated, anxiety, deteriorating health, improper eating habits, excessive smoking and drinking, and sleeplessness (Organization for Safety and Health, 2007).

In addition, Rosch (2010) asserts that work related stress generally fray nerves, keep the employee up at night and contributes to health implication such as heart disease and depression. Relatively, he also posits that chronic work strain endangers the employee's physical and emotional health. So, from his statement, it is evident that irrespective of whether it is called "work related stress" or "work strain"; the truth remains that: the physical and emotional health of the employee as well as their overall cognitive and psycho-motor wellbeing are grossly affected negatively. In a related development; Martin (2005) report that employees experiencing high level of stress practically suffers feeling of anger, anxiety, depression, nervousness, irritability, tension, hypersensitivity, criticism, and mental blocks. These according to him adversely affects the employees and provides the platform for lower poor service delivery, resentment of supervision, boredom, low self-esteem. Others includes inability to concentrate and make decision, apathy, short attention span, burn out, and work dissatisfaction.

Therefore, work related stress puts drastic effects on employees. Employees in stress cannot meet the expectations of their organization, because of facing physical, psychological and organizational burnouts (Khattak, 2011). Employees in service organization are subjected to high degree of work related stress, which is the major reason for employees' poor service delivery at work (Ismail & Hong, 2011). Shahid, (2012) contended that Work related stress affects negatively on the female employees well-being which creates dissatisfaction and negative emotions towards work and ultimately the quality of service they deliver decreases (Tsaur & Tang, 2012). Work related stress directly affects the employees' service delivery and both of them are mutually related to each other (Salami, 2010). Undefined role, work relationships, work security, lack of work autonomy, work home interface, compensation and benefits, lack of management support are the key sources of creating work related stress. Due to these sources of stress, employee engagement to work decreases and ultimately it negatively affects the output of the employee in terms of the services delivered (Coetzee & Devilliers, 2010). In the opinion of Nowack, (2010), it is estimated that 40 to 60 percent of all employees rate their works as being stressful and having drastic impact on their family balance and health. More than 70 percent of U.S workers think that there is no healthy link between their family lives and work, and more than 50 percent women in U.S have chosen to stop out from professional careers after large investment in formal education and training (Salami, 2010).Work related stress has a considerable importance for the organizational concern, because it has a direct effect on the employee's health and the quality of services they deliver (Bytyqi, 2010). Due to globalization and high competition among organizations, employees perform their duties beyond the routine working hours. Such changes in the nature of work increases the tendency of work related stress, which affect the workers physical and mental health. These negative effects of work related stress are not only destructive to the individual employees, but also for the organization (Salleh, 2008).

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Causes of work Related Stress

Employees feel stressed due to a set of various reasons and therefore the reactions of stress at the workplace are not a separate aspect. Fairbrother, & Warn (2013) contended that increasingly, the stress level is changing rapidly among the employees due to a set of various reasons such as work overload, over crowdedness at the workplace, generating of loud noises by machines and arousal of conflicts among the employees and the employer due to poor or inadequate decisions. Stress can arise because of transitions made in our personal lives. Personal issues that contribute to stress are those such as domestic problems in the house like losing loved ones, financial problems and divorce. These could be categorized as individual causes that lead to stress. On the other hand there is also stress that is caused by organizational factors these factors are those faced by the employees at the workplace. Issues such as role uncertainty; that is not being able to know exactly what we are supposed to do and what others expect from us and also having too much work at hand with little time to accomplish it can cause stress at the work place. Further organizational factors of stress are poor working conditions where the employee is often too distracted, where there is noise, chilly or too warm temperatures and where the workplace is often filled with people running here and there. Whereas Issues that contribute to stress are lack of control, suddenness, and ambiguity; especially undefined role is the foremost reason of stress at work. Some organizational factors that can be considered as stressors mostly depend on the types of job and specification of works. These play important role regarding the issues related to stress, for instance if the job is high-stress or not. High stress jobs are the kind of jobs that require plenty of time and put the employees under the pressure of work. It is also notable that often the employees suffer from poor working situation, if the work is performed in an unpleasant environment (Bloisi,2007).

Generally, job stress can arise from either the environment of work that is organizational or situational stress or from the characteristics of the workers themselves that is dispositional stress (Riggio, 2003). Some sources of organizational stress include:

(a) Work-Related Factors
This occur in the form of work overload especially I jobs requiring speed, output or concentration, or under-utilization, which may occur when workers feel that their knowledge, skills or energy are not being fully utilized, or when jobs are boring and monotonous.

(b) Organizational Structural Factors
Organizational Structural Factors include physical conditions in the work environment ranging from noise, heat, poor electricity etc. Other structural factors such as staff rules and regulations, poor reward systems, lack of freedom or even lack of clear career path, may all bring about (Ogundela, 2005).

(c) Interpersonal Stress
This often results from difficulties in developing and maintaining relationships with other people such as colleagues, students or even subordinates in the university environment. Politics and struggles over power in the university can also be important sources of stress (Murphy, 2008).

(d) Organizational Change
A stable work environment is generally comforting and reassuring to workers hence the occurrence of major changes in the organization tend to cause stress. Such change could be in the mode of operation, change of supervisor or introduction of office automations and information and communication technology (ICT) related devices especially when the employee does not have the requisite skill to use them.

(e) Dispositional Stressors
These are stressors arising from the individual characteristics of the workers themselves. One of such is the Type A personality or Type A behavioural pattern which research has shown is characterized

by excessive drive and competitiveness, a sense of urgency, impatience and underlying hostility. Workers with this personality type have been found to experience or report higher stress than other personality types e.g. Type B, under the same workload. This distress is the one that adversely affects employees' mental and physical health and, in turn, their performance (Robinson, 2011).Cooper and Marshall, (2008) was of the view that there are many other causes of stress among employees of the tertiary institutions and which includes work over load, work under load, time management, traveling strains, dual role and conflict of roles, organizational norms and experience.

Work Related Stress and Employee Job Satisfaction
In the modern world, it has become very important for management to understand behaviour related problems of people working in their organizations for achieving the predetermined goals. The issues which are gaining importance these days for management to run the organizations (enterprises) successfully are understanding employees' organizational / occupational role stress, their quality of work life as per their requirements and their satisfaction with works. The level of behavioural issues such as organizational role stress and work satisfaction will vary from person to person, group to group and organization to organization. So, undertaking a study on these areas of management related problems are of much importance. Furthermore, in this difficult economy, many employees are finding it harder than ever to cope with work related stress in their workplaces or offices. Regardless of occupation, seniority, or salary level; employees are spending more and more of their workdays feeling frazzled and out of control, instead of alert and relaxed.

Consequently, these scenarios are not friendly to employees of different organization and institution. Hence, their overall physiological, psychological, mental and cognitive wellbeing are in great dangers. Similarly, the socio-economic status as well as the growth and development of institution or organization are found to have been bedevilled by the gross effects of job stress on the satisfaction employee derives in carrying out their duties. In view of this, several authorities had commented the following as regards the extent of effect of job stress on job satisfaction among employees in a typical organization cum institution.

Outstandingly, Aguolu, (2009) asserts that role ambiguity is a catalyst for job dissatisfaction and frustration among employees in the non-academic staff category in Nigeria tertiary institutions. He maintains that delegating professional duties to para- professional and / or non-professional staff in the tertiary institutions in Nigeria is a form of role conflicts. And these according to him create discomforts, chaos and unhealthy atmosphere within the workplace; with the resultant effect being low job satisfaction, poor service delivery and inefficient management of the assigned administrative duties. Typically, situations where non-academic staff are faced with a sets of obligation, requiring them to do within specified time limit; with inadequate information about their roles. Such staff is bound to be frustrated and confused and will definitely serve their institutions inefficiently.

In the same vein, Neville, (2008) also maintains that the extent of effect of work related stress in tertiary institutions generally results from environmental inadequacies and the nature of tasks performed by the non-academic staff at each department or section of the institution. He further contended that inadequacies in office management, ventilation, lighting, air conditioning, preservative infrastructures, library building construction, humidity control, emotion control, and burglary proofs poses a serious threat to the satisfaction and commitment an employee pays to his/her work. As a result, the employees' mental health is affected; thereby reducing their performance considerably. Similarly, he also explained that varying tasks performed by the non-academic staff produces tangible amount of job stress; which affects the social, physical, mental and health status of the non-academic staff. These states of affairs degrade the job satisfaction of the non-academic staff resulting to poor service delivery and high tendency of the employee to quit from the job.

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In a similar fashion, Iwusi, (2010) maintains that unresolved job stress leads to burn-out which are a condition that makes an individual to lack the mental or physical ability and commitment to carry on with his/her job. The source equally reports that born-out leads to absenteeism (courtesy of illness, loss of energy and ability, and will power to carry on with the job). Thus, non-academic staffs who suffers from burn out, in most case may completely be absent from work, or lack commitment in the work and may ultimately require constant medical attention. These however, create additional responsibilities for other staffs; that may or may not breakdown as well. Indeed, these scenario leads to work overload, which is another form of stress. So, generally stress lowers employee's commitment job satisfaction, performance and impedes the efficient services of the non-academic staff the source concluded (Obosede and Grace, 2018).

More so, Cooper, (2006) investigated the rate of employees' exposure to job stress and discovered that it produces a problem popularly referred to as "presenteeism". This disease according to the source occurs when an individual suffers from strong and prolonged attachment to their workplaces/offices. In other words, presenteeism refers to condition of compulsive devices to be present at the work place even if one is sick or on leave. Presenteeism is a concept that refers to the practice of being present at one's place of work for more hours than is required, especially as a manifestation of insecurity about one's job. It represents one of the general symptoms of employee insecurity.

Strategies for Management of Work related stress
For workers and/or employees everywhere, the troubled economy may feel like emotional roller coaster. "Layoffs" and "budget-cuts" have become bywords in the work place; with the result of increased fear, uncertainty, and higher level of stress. With job and work places stress increasing exponentially in time of economic crisis, it is important to learn new and better ways of coping with the pressure. Consequently, the ability to manage stress in the work place can not only improve the employee physical and emotional health as discussed earlier but can also make different between success and failure on the job. Thus, with contagious emotions and stress, there is an impact on the quality of the interaction among employees. Therefore, the better an individual manages his or her own stress, the more positively it affects those around the person and less negatively other people's stress affects the person. In the same manner, White (2017) emphasized that thought and actions are used to counter and reduce the effects of stress. Indeed, the source further states that individual can use variety of methods to handle stress. However, the use of any method solely depends on the circumstances and the ability of the individual to use it. For instance, optimistic and resilient employee reacts differently to stress at varying dimension. Hence in which ever method, thought method:
  i.   Recognize warning signs of excessive Stress at work
  ii.   Reduce job stress by taking care of yourself
  iii. Reduce job stress by prioritizing and organizing tasks
  iv.   Reduce job stress by improving emotional intelligence
  v.   Reduce job stress by breaking bad habits

Consequently, to learn how managers or employees can reduce job stress "action method"; coping ability in relation to an individual self-esteem and value (optimistic, pessimistic, and resilient) matters the author asserted. Furthermore, George, (2017) maintains that coping is a process which facilitates realistic problem solving ethics. The coping process of job stress reduction according to him allows emotion and reasoning to interact and co-exist without mutual violence. Therefore, the technique and /or method used by an individual to cope with job stress may be an improvised strategy, or a patterned method for problem solving he alerted. Moreover, Murphy, (2008) stated that in the management of job stress at workplace coping and adaptation method are paramount.

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However, he differentiated the methods by: noting that adaptation strategies assumes that the individual employee has automatic control and response ready for any situation while coping is needed when dealing with stress that requires to be corrected and have exceeded the individual's adaptive resources. From this middleman point of view, methods cum strategies as action, thought, coping and adaptive methods have been identified as some of the measures in place for stress reduction at workplaces.

Similarly, Burke &Weir (2010) emphasized that some coping behaviour as: proactive, reactive, rational and irrational are used in dealing with job stress at workplaces. These coping behaviour according to the paper are practical efforts and / or measures used by both the employee and their managers in the correction of situation and condition that causes a stressful atmosphere. In summary, all the coping method has the same objective of preventing, reducing, or resolving stress and its consequences they concluded. As a basic, they maintained that to cope well with stress, preventive and corrective measures are taken by individuals and organization /institution to survey the environment and identify the condition, events or situations that causes stress. In addition, the organization usually appraises their staff to determine the level of stress anxiety among them. In most case(s) they introduce wide range of stress management activities via the organization of counselling services, training and well-articulated human resource management systems. Like Wisely, Auerback & Gramling, (2008) distinguish broadly two types of coping methods as problem focused method and emotion focused method with the goal of both methods cantered on the control of job stress level. Specifically, they explain the problem focused method as a coping method where people try to short circuit negative emotions by taking action to modify, avoid or minimize stress; and emotion focused coping as a method of trying to moderate or eliminate unpleasant emotions in positive ways through relaxation, denial and wishful thinking. They outlined the problem focused coping method as the most effective method that allows people to have realistic opportunities to changing aspects of their situation. And equally, declared the emotion focused coping method to be only effective in the short – term which helps to reduce the stress level before engaging the problem focused method and taking actions.

However, many methods could be used by employees depends on the one suitable to an individual to reduce stress in the form of tension and anxiety. Such methods involve the use of social support, bio feedback, relaxation, resourceful environment and aerobic exercise (Ajala, 2010). In a broader concept, he explained the earlier mentioned methods thus: social support system (including support from friends, families, co-workers and managements which helps in emotional sustenance, self-esteem and value, good health etc.); Bio feed-back (consisting of technique to voluntary control of individual stress requiring physiological responses as skin temperature, muscle tension, blood pressure and heart beat rate; which lowers physiological and psychological arousal); Relaxation (involving of mediation on attention focusing which reduces hypertension, migraine and chronic pain); resourceful atmosphere (consisting of environment where job resources of varying types, forms and kinds are provided in right condition and quantity for use by the employee, these situation reduces both physiological, psychological, social and mental stress); and aerobic exercise (consisting of running, biking , skipping, diving, swimming, crawling, e t c; which reduces stress due to anxiety, overweight and excessive heart beat rate.). Indeed, coping is important if any worker is to preserve their health and overall wellbeing. Other methods that can be used to reduce stress are withdrawal method and role change method he concluded.

Structurally, Redfern, (2005) foretells that well-organised physical environment must be provided by the management of the organization or institution, if efficient services and performance are to be delivered by an individual employee. The source maintains that the building, its offices and stores must be environmentally friendly. This is because bad flooring, uncomfortable seats, insufficient office spaces, excessive heat or cold, insecure workplaces, e t c. introduces some tangible

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amount of stress in any office or a workplace. And as such, he advocates that such an atmosphere should never be allowed to flourish; as they endangers the physical, psychological, social and mental health of a prospective employee. Above all, the source recommends a restructuring measure to be put in place to ameliorate this ugly situations /condition in the workplaces. Closely related to the above, Lee Hourquent and MacDermid, (2002) found that employees perform better and become more engaged in their work as a result of the organization's supporting system initiative for a work-life balance. This ultimately results in productivity gains. This system according to them also have reduced work load and opportunities to balance work and life; leading to individual employees working more effectively and creatively as a result of a rich , external life outside of work and personal fulfilment in multiple roles. Accordingly, this shows that reduced work load arrangement generally enhances employees' wellbeing and leads to a decrease in stress, less fatigue and fewer health problems.

Utilization of E-Governance to Reducing work Related Stress in Healthcare and other Government Services during (Covid-19) era
There have been broadly two categories of solutions, which have been deployed. The first category is related to the medical and healthcare response to the pandemic while the second is Government service delivery. The usual features of healthcare and medical management related applications being used at the state level include (a) Tracking the geographical spread of the pandemic on a real-time basis using (geographical information system) GIS-linked tools; (b) Features for the real-time patient and related data upload by healthcare professionals, a covid-19 task force in every state and local government, Covid-19 call Centre operators into a single central database; (c) Monitoring of availability and utilization levels of hospital facilities and beds; (d) Managing the demand, availability and utilization levels of equipment like ventilators as well as essential medical items, including N95 masks and Personal protective equipment (PPEs). Many of these solutions are also providing a layer of data analytics with simulation and predictive functionalities for further spread of the disease in a particular geographic area, including identification of potential hotspots, demand for hospital beds, associated equipment, and consumables.

The second category of technology solutions is more generic and covers different types of Government services. Some of the most common applications involve
 (a) Receiving requests from households for essential items in containment zones followed by real-time tracking of delivery of these items;
(b) Managing and tracking a set of vendors for doorstep delivery of groceries and other essential items in specific localities to facilitate reduced footfalls and social distancing in local markets;
 (c) Allocating time slots to citizens for purchasing grocery, medicines and other essential items at local markets.

Local governments have also been quite innovative and leveraged these solutions to provide livelihoods in their locations. For example, there have been instances of hand cart vendors or rickshaw pullers (who register on the app) being paid on a daily or a monthly basis by grocery and other outlets in local markets to make doorstep delivery to customers in a particular locality, with the customer directly making payment to the local market shop through the app without having to physically visit the outlet.
While the above apps and technology solutions were developed as part of the response to the covid-19 pandemic, they have also provided several additional benefits.

❖ First, they have led to increased technology adoption by Government and local council officials, citizen's households, grocery retail outlets, unorganized street vendors, and handcart rickshaw pullers, many of whom were not active technology users earlier.

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❖ Secondly, large sections of new users like grocery / retail outlets in the local market, handcart pullers, and street vendors who have hitherto been a part of the informal unorganized sector have now been somewhat formalized through the adoption of online payment mechanisms and featuring in a database maintained by the local government, which can be subsequently used for other Government schemes and initiatives.

It is fairly well accepted now that the pandemic is likely to continue for some time at least and Governments across the world including in Nigeria have stated that "we have to learn to live with the virus." Given the significant economic costs associated with a lockdown, it has also become imperative for the Government to facilitate a calibrated resumption of economic activities and delivery of Government services to citizens. The "new normal" is therefore likely to see continued usage of both categories of applications and technology solutions discussed above over the near to medium term. Till now, the ecosystem behind this new set of e-governance solutions has been driven largely by separate initiatives taken by stakeholders at the Central Government, State Governments, and Local Governments. However, the time may have now come for Government to consider national and state-level initiatives for (a) Sharing best practices towards improving features and functionalities of the apps/solutions and also bring in an extent of standardization; (b) Streamline and strengthen the existing policy and regulatory mechanisms around the delivery of Government services, data privacy issues, and technology and data standards. This may help facilitate sustainable adoption and maximization of benefits both to citizens and the economy at large.

Conclusion
Today, the poor working environment has expose many employees especially since the new dreaded Covid-19 came into existence. This situation has given rise to low productivity, Job turnover due to death of affected employees that passed on as a result of covid-19, inefficiency and lack of adequate commitment in job performance. It recommends among others, that government needs to invest on broadband network to increase internet penetration in the country. The Management needs to device a method of obtaining feedback from their workers regarding the work situation so as to be able to redesign jobs to enhance job performance and effectiveness. Galvanized Nigeria Labour law. Nigerian labour law looks into the rights, working conditions, minimum wage, termination clauses, and many other rules set by the government of Nigeria. The current version of the act was put into place in 2004, five years after their current constitution was established. Increase broadband penetration through the use of optic fibre cable (OFC). Based on an analysis of the digital quality of life index in 2020, Nigeria ranked 81st out of 85 countries. Broadband penetration currently stands at 42.1%. The FGN targets 76% this year (2021). The absence of a unified RoW fee(The RoW charge is the levy paid to state governments for the laying of Optic fibre by telecoms operators) across the country continuously stalls the advancement of broadband fibre networks. Alternative energy like solar and wind turbine for rural dwellers not connected to national grid. The most popular renewable energy sources currently are: Solar energy; Wind energy; Hydro energy; Tidal energy; geothermal energy.

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