EFFECT OF EMOTIONAL INTELLIGENCE ON JOB STRESS IN THE PRESIDENTIAL AMNESTY PROGRAMME, ABUJA

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Abstract

A lot of mental issues are seen and experienced from workplaces due to the high level of work-related pressures and lack of abilities to handle them with efficiency. These activities could be chunks of mails to go through and reply, phone calls, meetings, rescheduled meetings, requests from colleagues to give a helping hand, and so on. This could lead to job stress and a drop in the performance of employees, depreciation in innovativeness, aggressive behaviour towards colleagues and clients at times. The study thus investigates the effect of emotional intelligence on job stress with a case of Presidential amnesty programme, Abuja. The study adopted a survey research design and structured questionnaires were used. Descriptive statistics and t-statistics were used. Findings from the study revealed that self-awareness has a positive and significant effect on job stress in the Presidential Amnesty programme, Abuja; while self-management has a positive and significant effect on job stress in the Presidential Amnesty programme, Abuja. Based on these findings, the study suggests that there is a need for management to help its staff to improve on their self-awareness in order to reduce their job stress. Management needs to focus on developing workers to have strong self-awareness so that they can be realistic in whatever choices they make and in doing their work. The study also recommends that the management should optimize staff's self-management abilities if they are to reduce their job stress which will then lead to the attainment of overall organizational objectives.

Keywords: Emotional Intelligence, Job Stress, Self-awareness and Self-management

Introduction

Organizations are created to achieve certain objectives which are mostly that of profitability, because of that, they make the maximum use of the hours they pay their employees. This means that the employees will have to engage in so many activities to accomplish before the end of their working hours. These activities could be chunks of mails to go through and reply, phone calls, meetings, rescheduled meetings, requests from colleagues to give a helping hand, and so on. The same daily mundane routine may tire out the employee or in other words stress them on their jobs. Stress has been linked to a dropping in the performance of employees, depreciation in innovativeness, aggressive behavior towards colleagues and clients at times (Jang & George,

2017). The workplace had become a high-stress environment in many organizations cutting across industries. Employees were experiencing a high level of stress due to various factors such as high workload, tight deadlines, high targets, type of work, lack of job satisfaction, long working hours, and pressure to perform. Interpersonal conflicts at the workplace, such as boss-subordinate relationships and relationships with peers, were also a source of stress. Stress at the workplace was linked to absenteeism, higher attrition, and decreased productivity. Stress led to fatigue, irritability, poor communication, and quality problems/errors (Goswani & Talukdar, 2013).

High-stress levels also affect the morale and motivation of the employees and prolonged exposure to stress without effective coping mechanisms could lead to a host of physical and mental problems. For instance, stress could lead to stress-induced gastrointestinal problems, irritable bowel syndrome, acidity, acid reflux, insomnia, depression, and heart disease. Moreover, stress could push the victim toward high-risk behavior such as smoking, drinking, and substance abuse. Stress-related illness led to an increasing in absenteeism and attrition affecting the profitability of the organizations(Afang, 2017).

The presidential amnesty programme was initiated in Nigeria by the late Umaru Musa Yar'adua GCFR, on the 25th of June 2009, and it was aimed at resolving the protracted insecurity in the Niger-Delta as at that time. The main objective of the programme is to contribute to security stabilization in Nigeria through the disarmament, demobilization, rehabilitation, and provision of reintegration of ex-militants as a pre-condition for medium and long-term development. The programme has provisions for beneficiaries who are trained and employed in various sectors and hence it has offices around to follow up on the stated objectives. In August 2018, no fewer than 2,500 beneficiaries were trained and are expected to be employed in the fishing sector in line with the federal government's economic recovery growth plan (ERGP) to restore growth in the economy (Uwugiaren & Francis, 2018).

The inability of the employee to have or develop emotional intelligence can probably lead to job stress (Goswani & Talukdar, 2013; Judith, 2016). This is because, job stress is a pervasive problem, which affects all professional and occupational groups of individuals in society. It causes a lot of mental and physical illness. Furthermore, it is costly to organizations and companies due to reduced performance of the employees, increased absence from work,

medical costs and disability of the workers and funding for new recruitment (Yamani, Shahabi, & Haghani, 2013). Based on this assertion it is drawn that employees that are stressed on the job tend to be less productive and less useful for the organization because they are unable to give there all to the activities of the firm. This is a problem because when the employee is unable to deliver his/her duties diligently, then the firm is unable to meet up with its goals and objectives. Job stress can pose a problem in the presidential amnesty programme because when the employees are stressed out, they unable to give their best which can prevent the programme from reaching its objective.

The study thus provides answers to the following questions**:**

i. To what extent does self-awareness affect job stress in the Presidential Amnesty programme, Abuja?

ii. How has self-management affected job stress in the Presidential Amnesty programme, Abuja?

In-line with the research questions, the following hypotheses were raised and tested**:**

H_{01}: Self-awareness has no significant effect on job stress of Presidential amnesty programme, Abuja

H_{02}: Self-management has no significant effect on job stress of Presidential amnesty programme, Abuja

The study was done on emotional intelligence, work-life balance, and job stress. Various views have been brought up about the components of emotional intelligence however; this study was limited to the use of some of the variables stated by O'Neil, (1996). The study was also limited to using the variables of work-life balance as stated by Saeed and Farooqi (2014).

Concept of Job Stress

Stress is an unwanted reaction by individuals to relentless demands or other types of pressures placed upon them. An urge and multi-disciplinary literature points towards a lot of key elements such as workload, work environment, and management support, in determining how stressful the job can be and its effect on employees mental and physical health, all life situations, even positive ones, cause/create a certain degree of stress (Eustress, 2010). Major causes of

occupational stress have been recognized as role demand, task demand, and organizational structure (Khanet, 2007). A study conducted by Farooq and Fayyaz (2007) hinted that there is a bear on over the impact of stress on the banking employees and productivity. The tremendous growth in communication and information technology has caused awareness of the global economy amongst the minds of the common masses.

According to Goswani and Talukdar (2013), job stress is defined as an adverse reaction people have to excessive pressure or demands placed on them at work. In other words, job stress is developed as a result of the complexity of work activities which is beyond the capability of the employee. For stress to exist, the demand from the environment (the job) versus the capability of the individual (the employee) will typically be considerably out of balance (Afang, 2017). Besides, work stress happens because of many factors that influence an employee in facing stress on their work. One of the most factors that influence work stress is work demand and time. The workplace had become a high-stress environment in many organizations cutting across industries. Employees were experiencing a high level of stress due to various factors such as high workload, tight deadlines, high targets, type of work, lack of job satisfaction, long working hours, and pressure to perform. Interpersonal conflicts at the workplace, such as boss-subordinate relationships and relationships with peers, were also a source of stress (Rani & Yadapadithaya, 2018).

According to Yogeshwaran (2016), job stress is defined as a condition of physical or mental strain or physical/emotional wear and tear that can be the result of a real or perceived threat. While an over-stressed condition can have a negative impact on people, some stress will result in higher performance if the stress is handled effectively. To further support this definition, job stress is be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker (Jang & George, 2017). In other words, job stress impacts on both the physical and emotions of the individual. According to Samaei, Khosravi, Heravizadeh, Ahangar, Pourshariati, and Amrollahi (2017) job stress is defined as those responses that happen as a result of the conflict between job demands and the amount of time and control the employee has over meeting these demands.

Hence, no person can afford to neglect stress and its consequences because stress and strain would adversely affect the physical, mental, intellectual, social and spiritual well-being of a person. It is generally acknowledged that the physical, social, and psychological conditions present in the workplace may have either stress-relieving or stress-inducing potential.

In another point of view, Job stress is defined as the adverse reaction people have to excessive pressures or other types of demand placed on them at work (Sherafatmandyari, Moharramzadeh, & Amery, 2012). In other words, this definition shows that the physical pressure that the employee receives from work which is above his or her capability is bound to create a reaction. To support this definition, Sunil and Rooprai (2009) defined job stress as the stress that is generated due to conflicting demands in one's job. Conflicting demands according to the definition means the conflict that arises as a result of the quantity of the job as against the capability of the employee. The job can be much and the capability of the employee is not equipped for that kind of task. This eventually causes conflict.

Concept of Emotional Intelligence

Over the last decade, emotional intelligence has drawn significant interest from academics and human resource practitioners throughout the world (O'Neil, 1996). The development of emotional intelligence skills is important because it is an area that is generally overlooked when skills development programs are designed.

The concept of EI was first proposed by Salovey and Mayer in 1990, and they defined it as a form of social intelligence that involves the ability to monitor one's own and others'feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action.

Emotional intelligence is also defined as social intelligence that enables people to recognize their own, and other peoples' emotions. In other words, emotional intelligence has to do with the individual understanding himself and the behavior of his colleague in the workplace. It has to do with understanding that everyone is created different and the ways people think are different. Moreover, emotional intelligence enables people to differentiate those emotions and to make appropriate choices for thinking and action (Sunil & Rooprai, 2009). To further support the previous view on emotional intelligence, Goswani and Talukdar (2013) defined emotional intelligence as intelligence that may be learned, developed and improved. This definition shows

that emotional intelligence is not a trait that is an individual is been born with and even if certain individuals are being born with it, it is a trait that can be learned, developed and improved upon.

The existence and potential importance of forms of intelligence other than memory and problem solving have long been recognized, most notably by some of those most closely associated with establishing the contemporary understanding of cognitive intelligence (Sherafatmandyari, Moharramzadeh, & Amery, 2012). However, it was the work of Goleman (1995) and its emphasis on the potential benefits of EI, which caught the attention of practitioners and management researchers. In the last two decades, the interest in EI has been simultaneously intense and controversial. Essentially, two distinct formulations of EI have emerged: an ability model and a mixed model. The ability model, most closely associated with the work of Mayer and Salovey (1993), actually predates Goleman's (1995) work and is an empirically derived combination of emotion and intelligence.

Mayer and Salovey (1993) defined EI as the ability to advantageously deal with one's own emotions and those of others in problem-solving and decision making‖. The key dimensions of an ability model are generally described as the ability to monitor one's own and others' feelings and emotions; to discriminate among those emotional states.

Empirical Review

Jang and George (2017) examined the impact of emotional intelligence of employees on job stress, affective commitment, and turnover intention in the restaurant industry. Although emotional intelligence may play a critical role in the hospitality industry where there is a high component of human contact with the customers, few studies have been conducted to investigate how the emotional intelligence of employees influences work-related outcomes in the restaurant context. The sample for this study consists of 250 non-supervisory employees drawn from causal restaurants located in the Midwestern area in the U.S. The survey was distributed to the respondents by the restaurant manager at each property during a shift meeting. Structural equation modeling with path analysis is used to test the proposed hypotheses. The study discovered that emotional intelligence impacts on employee job stress positively.

It should have been combined with secondary data and the tools of analysis used were also not stated.

Samaei, Khosravi, Heravizadeh, Ahangar, Pourshariati, and Amrollahi (2017) found out the relationship between emotional intelligence and job stress with occupational burnout of nurses working in public hospitals of Kerman. The study employed descriptive-analytical and cross-sectional research design. The population of the study was 300 nurses working in Kerman hospitals who were selected randomly by the stratified method. Organizational and demographic questionnaire and occupational burnout, emotional intelligence and job stress questionnaires have used. Structural and confirmatory factor analysis models were used to measure the model of the study. Emotional intelligence and job stress affect occupational burnout. The study discovered that there were meaningful and negative relationships between emotional intelligence and job stress ($P<0.001$) and increasing emotional intelligence results in decreasing job stress. Based on the findings and the significance of occupational burnout and its adverse effects on nurses, one of the plans for decreasing the syndrome of occupational burnout in nurses could be concentration on the improvement of psycho-personal factors of job environments including emotional intelligence and job stress.

The study did not use e-views or stata to analyse the data, which are current and unique in presentation.

Mohammed and Nagy (2017) investigated the relationship between emotional intelligence and job stress among academic members at the faculty of nursing - Cairo University. A convenient sample of 40 academic members at the faculty of nursing was recruited in the study. A descriptive correlational research design was utilized in the study. The research was carried out at the Faculty of Nursing, Cairo University and the nurses made up the population of the study. Three tools were used to collect data of this study include Socio-demographic data questionnaire, Job Stress Questionnaire, and Emotional Intelligence Questionnaire. The findings of the present study revealed that the majority of academic members had job stress (95%). There was a highly significant inverse relationship between job stress and emotional intelligence. The study concluded that there was a negative connection between emotional intelligence and job stress among academic faculty members. This study recommended that the nursing faculty members need to attend training courses on emotional intelligence to improve their social skills and to expand their proficiency at work. Additionally, there is a great need to take into consideration fair and equal distribution of work duties among the faculty members to decrease the workload.

The scope was stated, OLS and apriori expectations, but failed to mention whether e-views or stata or any other econometric statistical tool were employed.

Rashid, Bajwa, and Batool (2016) determined the profound effect of emotional intelligence on job stress, job satisfaction and organizational commitment of bank employees. The participants were 330 bank employees. The questionnaire was used to collect information from the respondents. The questionnaire was adopted from Multan who completed a questionnaire package including emotional intelligence scale, generic job satisfaction scale, anxiety stress questionnaire, and organizational commitment scale. The study made use of descriptive statistics and regression analysis to analyse the collected data. The finding shows that emotional intelligence significantly predicts job stress, job satisfaction and organizational commitment of employees and emotional intelligence has positive, negative and no correlation with organizational commitment, job stress, and job satisfaction respectively. This research suggests that emotional intelligence must be a part of employee training to uphold employees' ability to develop a successful performance with their organization.

Goswani and Talukdar (2013) explored the relationship between emotional intelligence and job stress among engineers at public sector organization in India. The study employed the survey research design and the data was collected from a sample of 30 engineers working in a public sector organization at the managerial level at Assam. Emotional intelligence was measured by a scale developed by M.K. Mandal, and job stress was measured using the occupational role stress scale by Uday Pareekh (1983). The mean and SD values were calculated and found to be moderate in case of stress level and higher in case of emotional intelligence level. Regression analysis showed that the influence of emotional intelligence was significant in occupational stress levels among engineers at managerial level.

The scope of the study was not mentioned, the tools of analysis used and how it was derived were not stated, but went straight to findings of the study and this makes the study a bit confusing.

Yamani, Shahabi and Haghani (2013) investigated the relationship between emotional intelligence (EI) and job satisfaction (JS) in the faculty members of Isfahan University of Medical Sciences (IUMS) Iran. The study adopted a correlational research design. The population of the study comprises of 202 faculty members of IUMS. The data was gathered through the use of valid and reliable questionnaires. The collected data was analyzed by SPSS

software using descriptive statistics, Pearson correlation coefficient, t-test, analysis of variance (ANOVA) and linear regression analysis (α=0.05). The study discovered that 142 individuals (70.30%) filled out the questionnaires. 75% of the respondents were male and 98% were married. There was an inverse correlation between the total score of EI and the level of JS (r=-0.235, p=0.005). Moreover, among the factors of EI, self-awareness and self-management scores had a significant inverse relationship with the level of JS. Linear regression analysis showed that the EI factors explained approximately 7% of the variance of JS levels of the teachers. The study concludes that Individuals with high EI have less JS. Since the EI can be taught, it can be expected that the JS of faculty members can be reduced through training them on emotional intelligence.

Sherafatmandyari, Moharramzadeh and Amery (2012) examined the relationship between emotional intelligence and job stress in office workers and youth in India. The population of the study was 220 employees. The sample of 144 persons was selected randomly from among the employees. Data collected for the study was done with the aid of questionnaires. The reliability test was done on the instrument used and it was discovered to have a scale of 0.85 and job satisfaction had a coefficient of .81. To organize and describe the raw scores, methods of descriptive statistics such as (tables, frequency distribution, mean, standard deviation, etc.) are utilized. In inferential statistical, Kolmograf Smirnoff test (KS) was used to determine the normality of the data and all analyzes were performed using SPSS software. The study discovered a significant relationship between emotional intelligence and job stress. Among the components of emotional intelligence, there is a significant relationship between self-awareness and stress. There is a significant relationship between empathy and stress. There is a significant relationship between social skills and job stress. There is no significant relationship between self-control with job stress. There is no significant relationship between motivation and job stress. In this study the population was not stated, tools of analysis like e-views or SPSS was not indicated and there was no scope of the study.

Sunil and Rooprai (2009) examined the role of emotional intelligence in managing stress and anxiety at the workplace in India. The study employed the use of survey research design and data was collected with the aid of questionnaires. The study examined two null hypotheses that investigate the measurement of emotional intelligence as a predictor in managing Stress and Anxiety. 120 Management students were taken for the study. Emotional Intelligence Scale,

Stress Inventory and General Anxiety test were used for the measurement of all the variables. Descriptive statistics, Correlation, and Regression analysis were used for data analysis. Results indicate that there was a significant relationship between Emotional Intelligence and the variables of Stress and Anxiety. Stress management component and anxiety component; emerge as statistically significant concerning the relationship with Emotional Intelligence.

The scope was also stated but the econometric statistical package of analysis was not stated. But a very good study at the end, bringing out the R-square and F-test of the study

Discrepancy Theory

Discrepancy theory was propounded by Wilcock and Wright (1991). This theory is also referred to as the value-percept disparity model. This model hypothesizes that satisfaction depends on the extent to which outcomes which an individual thinks he/she derives from work correspond to the outcomes pursued at work. The model has three essential elements namely the perception of some aspect of the job, an implicit or explicit value standard, and a conscious or subconscious judgment of the gap (discrepancy) between one's perceptions and one's values (Atheya & Arora, 2014). Perception is the awareness that a matter existed as well as a cognitive judgment of the matter against a cognitive standard. A value judgment was defined as "an estimate of the relationship of some existent (matter) or judged relationship to one's value standards (normative standards).

The theory also posits that among the most important values or conditions conducive to job satisfaction are: mentally challenging work with which the individual can cope successfully; personal interest in the work itself; work which is not too physically tiring; rewards for performance which are just, informative and in line with the individual's personal aspirations; working conditions which are compatible with the individual's physical needs and facilitate the accomplishment of his work goals; high self-esteem on the part of the employee; agents in the workplace who help the employee to attain values such as interesting work, pay and promotions, whose basic values are similar to his own, and who minimize role conflict and ambiguity (Mohammed & Nagy, 2017).

Goleman's Emotional Intelligence Theory

Goleman's emotional intelligence theory was propounded by Goleman in 1995. The theory posits that emotional intelligence is a wide array of competencies and skills that drive

leadership performance. The theory posits that emotional competencies are not innate talents, but rather learned capabilities that must be worked on and can be developed to achieve outstanding performance. Goleman believes that individuals are born with a general emotional intelligence that determines their potential for learning emotional competencies. According to Mohammed and Nagy (2017), emotional intelligence is about having the ability to understand and manage the emotions of yourself and also those around you.

Goleman's theory also posits that it is not sufficient for managers to have a high IQ and be technically skilled. If they wanted to win the hearts and minds of staff they also needed to be emotionally intelligent. Goleman identified five characteristics that managers needed to develop if they were to be successful. They include self-awareness, motivation, empathy, social skills, and self-regulation. They theory opined that a brilliant brain and a high IQ are rather useless if empathy is not understood. When the emotions of the individual are hard to be understood and the person is a stranger to his own heart and lacks social awareness, that individual becomes unconnected, cannot manage fear, and be assertive (Judith, 2016).

The theory further posits that two separate minds live in the brains of individuals, one rational and one emotional, and why the five skills making up emotional literacy are a much bigger predictor of happiness and success than the capacity by which it is usually measured which is IQ. The theory showed that when the individual is rational in his approach to the organizational activities then there is bound to be productivity. Goleman's theory, therefore, becomes one of the major theories that are used in terms of analyzing and getting the best out of emotional intelligence in the organization (Afang, 2017).

The study, therefore, adopts both the discrepancy theory, because the theory talks about the psychological and the physical components that have the likelihood of bringing job stress to the employee.

Methodology

This study adopted a survey research design. Survey research designs are used when the objective is systematic or descriptive of facts and characteristics of a given population or sample of the population or area of interest is factual and accurate. This means that it has a quantitative approach and relies on numerical evidence to form conclusions or test hypotheses (Makabe, Takagai, Asanuma, Ohtomo, & Kimura, 2012).

The population of the study comprised of all the management and operational level employees in the presidential amnesty programme office in Abuja. The population of the study is therefore 107 (According to Amnesty report, 2017) and it was used also used as the study sample. Convenience sampling was adopted as it is one in which the researcher selects a sample consisting of only those sampling units which are conveniently available. Mugenda and Mugenda (2003) advise that to use convenience sampling, one must first decide on the criteria under which the population should fall.

The study made use of a primary approach with the aid of questionnaires for data collection. The questionnaires contained closed-ended questions because it was easy to administer, cheap and less time-consuming. The questionnaires were rated in a Likert-5-point Scale of "large extent– to- a low extent".

The questionnaires were administered validated using a comprehensive reliability test known as Cronbach alpha and the result is presented in Table 1.

Table 1: Result of Reliability Test

Variable	Alpha Values
Job stress (5questions)	0.95241
Self-awareness (5questions)	0.84111
Self-management (5questions)	0.77547
Test to scale	**0.82479**

Field Survey, 2019

In the case of this study, the levels of alpha are well above the 0.60 typically accepted level, demonstrating a high level of internal consistency. As shown in Table1, the alpha levels for the different indicators averaged an alpha coefficient of 0.82479and it is greater than 0.60, fully supporting the reliability of the constructs.

Data analysis deals with statistics used to analyze data organization, interpretation, and presentation of data collected. Data analysed was presented by the use of tables and analyzed by the use of t-test in line with the research objectives. The regression is employed to test the significant relationship between emotional intelligence and job stress in the Presidential Amnesty programme, Abuja. It further shows a precise quantifiable measurement of the degree of relationship between the dependent and independent variables

The One sample t-test is given by the formula**:**

$$t = \frac{X - \mu}{S / \sqrt{n}}$$

Where:
X = sample mean
μ = population mean
S = standard deviation
n = total number of observations

t-test was employed to test the difference between means. Whatever the relationship of the data being studied, t-test reduces to the estimation of two variances, and the comparison of these variances in order to establish whether the difference between them is statistically significant, or whether it is due to chance, in which case we can conclude that there is no real difference between the variance-estimates.

IV. Results and Analysis

Data Presentation

Table 2: Self-awareness and job stress

Self-awareness	Strongly Disagree	Disagree	Undecided	Agree	Strongly agree
Workers with strong self-awareness are usually realistic	9.1	1.8	5.5	36.4	47.3
Self-aware workers are normally not over self-critical or naively hopeful	5.5	0.9	14.5	62.7	16.4
Self-awareness is a propensity for self-reflection and thoughtfulness	4.5	1.8	3.6	50.9	39.1
Self-aware people typically find time to reflect quietly	4.5	0.9	2.7	14.5	77.3
Self -aware people; think things over rather than react impulsively	22.7	2.7	7.3	43.6	23.6

Source: Field survey, 2019

Table 3: Self-Management and job stress

Self-Management	Strongly Disagree	Disagree	Undecided	Agree	Strongly agree
Persons who possess emotional self-control always endeavor to manage their disturbing emotions and impulses, to their advantage	9.9	19.8	1	38.6	30.7
Leaders-managers who have transparent life, live their values, and where necessary they openly admit mistakes and fault	5.4	13.4	59.1	16.8	5.4
Leaders-managers who possess strength in achievement, have high personal standards that drive them to constantly seek performance improvements for themselves and those they lead	2.2	2.2	66.9	26.5	2.2
Achievement-oriented leaders are interested in continually learning, teaching and want to do things better	4.2	6.3	60.8	26.6	2.1
An optimistic leader can roll with the punches, seeing an opportunity rather than a threat in a setback	30.0	30.9	7.3	19.1	12.7

Source: Field survey, 2019

Descriptive Statistics

To have a pointer of the data used in the study, the first point of call at the data in the form of descriptive statistics was carried out. This gives us a good idea of the forms in the data and the nature of the estimations to be carried out. The summary statistics are presented in Table 4.

Table 4: Descriptive Statistics Results

	N	Mean	Std. Deviation	Skewness	Kurtosis	Jaque-bera (P.V)
Job stress	107	4.2147	2.2541	0.117	2.266	1.8521(0.111)
Self-awareness	107	3.8647	1.8522	-0.257	1.932	2.2352(0.353)
Self-management	107	2.3558	1.9658	0.127	1.471	1.9963(0.418)

Source: Authors Computation, SmartPLS-3 (2019)

Results from the descriptive statistics are captured in Table 4. The results showed that Job stress has an average of 4.21; while Self-management and Self-management averaged 3.86and 2.35. The analysis was also fortified by the value of the skewness and kurtosis of all the variables involved in the model. Skewness, which measures the shape of the distribution revealed that the skewness coefficients for Self-awareness are -0.257, indicating that the distribution is

symmetrical around the mean and thus close to normal distribution while Job stress and Self-management are positively skewed.

Variables with the value of kurtosis less than three are called platykurtic (fat or short-tailed), and all the variables qualified for this as shown by their respective values of 2.274 (for Job stress), 1.192 (for Self-awareness) and 1.598 for Self-management.

Test of Hypotheses

The two hypotheses earlier formulated at the beginning of this study were approached by the use of one sample t-test statistical tool. The level of significance for the study is 5%, for a two-tailed test. The decision rule is that we shall accept the null hypothesis if the critical t-value (of ±1.96) is greater than the calculated value, otherwise, reject the null hypothesis. Besides, If the Probability (PV) is less than 5% or 0.05 (that is PV < 0.05), it implies that the variable in question is statistically significant at 5% level; otherwise, it is not significant at that level.

Test of Hypotheses One:

H01: Self-awareness has no significant effect on job stress in Presidential amnesty programme, Abuja.

Table 5: T-Test Result on Self-awareness and job stress in Presidential amnesty programme, Abuja.

Test Value = 1.96					
			Mean	95% Confidence Interval of the Difference	
t-calculated	df	Sig. (2-tailed)	Difference	Lower	Upper
4.26	107	0.001	3.214	2.356	6.1114

Source: Authors Computation, SPSS 24 (2019)

Table 5 revealed that there is a positive significant difference between Self-awareness and job stress in the Presidential Amnesty programme, Abuja. This was captured by the value of the t-statistic (F*) 4.26 which is greater than the tabulated value of 1.96. The probability t-statistic value of 0.001is also less than 0.05. Therefore, we reject the first null hypothesis (H01) and conclude that Self-awareness has a significant effect on job stress in the Presidential Amnesty programme, Abuja.

Test of Hypotheses Two:

H02: Self-management has no significant effect on job stress in Presidential amnesty programme, Abuja

Table 6: T-test Result on Self-management and job stress in Presidential amnesty programme, Abuja

Test Value = 1.96					
			Mean	95% Confidence Interval of the Difference	
t-calculated	df	Sig. (2-tailed)	Difference	Lower	Upper
3.17	107	0.042	0.0100	1.0067	4.0267

Source: Authors Computation, SPSS 24 (2019)

Table 6 revealed that there is a significant relationship between self-management and job stress in the Presidential amnesty programme, Abuja as indicated by a high value of the *t*-statistic (t*) 3.17 and it is significant at the 5.0 percent level. The probability t-statistic value of 0.042 is less than 0.05. Therefore, we reject the null hypothesis (H02) and accept the alternative and then conclude that Self-management has a significant effect on job stress in Presidential amnesty programme, Abuja

Discussion of Findings

Findings from the study revealed that self-awareness has a positive and significant effect on job stress in the Presidential Amnesty programme, Abuja. This finding suggested that workers who have strong self-awareness are usually realistic in what they can and cannot do thus affecting their Job stress. Self-aware workers are normally not self-critical or naively hopeful so they don't spend a lot of time criticizing themselves being too ambitious. Self-awareness empowers employees to do self-reflection and be thoughtful thus self evaluate themselves from time to time. Self-aware people can pre-think things over before taking any actions and this enables them to make better decisions and judgments which improves the quality of their performance and avoid costly mistakes. This is in line with the findings of Jang and George(2017) whose study showed that emotional intelligence impacts on employee job stress positively.

More so, the study revealed that self-management has a positive and significant effect on job stress in the Presidential Amnesty programme, Abuja. It showed that Self-management was a predetermining factor in causing a positive variation in Job stress. Management can make use of

persons who possess emotional self-control to ensure that they always are in control of their disturbing emotions and impulses for purposes of their benefit hence enabling them to perform better and reduce their stress. It's backed up by McPheat (2010) whose study showed that self-management enables employees to take responsibility for their behaviors, mistakes and in general emotions and understand how these aspects impacted on their daily lives and Job stress. This is however contrary to the works of Mohammed and Nagy (2017) whose study revealed that there was a negative connection between emotional intelligence and job stress among academic faculty members.

Conclusion and Recommendations

The main purpose of the study was to determine the effect of emotional intelligence on job stress with a case of the Presidential amnesty programme, Abuja. The study confirmed the theory that social awareness positively affects Job stress. It is thus concluded that emotional intelligence has a positive and significant effect on job stress in the Presidential Amnesty programme, Abuja.

Based on these findings, the following recommendations were made**:**

i.   The study recommends that self-aware workers should be encouraged to refrain from being over self-critical or naively hopeful in doing their work. Self-awareness should serve as a propensity for self-reflection and thoughtfulness. Self-awareness needs to be encouraged and promoted so that the employees are in a better position to evaluate their actions and make very informed decisions.

ii.   The study also recommends that the management should optimize staff's self-management abilities if they are to reduce their job stress which will then lead to the attainment of overall organizational objectives.

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