



Stress Management And Performance In Public Health Institutions In The South-East Of Nigeria

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ABSTRACT

This study Investigated Stress Management and Performance of employees in Public Health Institutions in the South-Eastern States of Nigeria with particular reference to five selected Public Health Institutions in the area. The challenges and pressures in the health care sector which necessitated the need for a continuous change in Management strategies and administration, and the increased demands on employees to perform was the motivating factor for this research. The objective of this study is to investigate stress management and performance in Public Health Institutions in the South-East of Nigeria. The study follows a quantitative research approach using cross-sectional survey research design. The study population was 2007, from which a sample of 396 was drawn from the population using Borg and Gall formula (1989). The reaction to the study posited a response rate of 75.76% (300). Simple linear regression analysis was used in testing the hypothesis with the aid of SPSS computer software version 23. The study revealed that there is no positive relationship between role conflict and performance in the public hospital under study; career development positively influences performance in the public hospitals understudy and there is a strong positive relationship between organizational leadership and performance in public hospital understudy. The study conclude stress management had a significant positive effect on the performance in public health institutions in the South-East. Based on the results, some recommendations were made which include; organizations and their managements should endeavour to reduce the multiplicity of roles borne by the employees to boost performance. Organizations and their managements should recognize that many employees see job hopping as the best opportunity for growth and materials gain, and therefore should endeavour to acknowledge this trend and take counteractions to foster an atmosphere of growth where employees are able to recognize the opportunities for gain and advancement that exist within the organization. Management of organizations should endeavour to discourage their senior executives in creating a culture characterized by tension, fear and anxiety; the imposition of excessively tight controls and the establishment of unrealistic pressures to perform in the short-run in order to reduce undue stress on the workers.

Keywords: Role Conflict, Career Development and Organizational Leadership

INTRODUCTION

Human resources practitioners, occupational health physicians, professionals and managers in many types of organizations have placed a significant focus on workplace stress because of the effects it has on productivity (Birion and Karanika-Murray, 2014; Pridgean & Whitehead, 2013). Globalization, innovation, changes in technology, increased competition, work intensification; workforce diversity as well as artificial intelligence has led to increased pressure and stress in the workplace (Kalliath & Kalliath, 2012). Omolara (2008) of a view that occupational stress is 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. It is the adverse psychological and physical reactions that occur in an individual as a

result of his or her inability to cope with the demands being made on him or her. It is tension from extraordinary demands on an individual. From the lay-person's perspective, stress can be described as feeling tense, anxious, or worried. Ivancevich, Konopaske and Matteson (2005) are of the view that stress is an adaptive response, moderated by individual differences, that is a consequence of any action, situation, or event that places special demands on a person.

Dean (2002) viewed stress-related illnesses as the leading cause for low productivity levels in the workplace. Immense pressure at work has led to stress, which made it the number one factor causing illness. Organizational leaders must intervene to ensure a healthy workforce increase productivity, remove inefficiencies; Lower costs, encourage behaviours that will contribute positively to the social and psychological environment of the workplace (Karam, 2011). It is therefore against this background that this study investigates stress management and performance in University Teaching hospitals in the South-East of Nigeria.

Statement of the Problem

Stress management is a wide extreme of creative requirement of techniques and psychotherapies adopted to control an individual's numerous physical and mental distresses with the aim of and for the purpose of enhancing everyday functioning. Stress are peculiar drawback to the health worker. It affects the health worker physical and mental capability as well as decreases their efficiency and affects their physical and psychological well-being of individual's health. Studies in the past has revealed that signs of stress in the health industry is increasing and it reduces productivity, increases management pressures and makes health practitioners to be suffering from various ailments. The prevalence of occupational stress among health workers is an endemic problem. Adzakpah (2016) showed evidence of nurses in St. Dominic Hospital, at Akwatia, Ghana who experienced work related stress above average of the Weinean Occupational Stress Scale.

The general business problem is that excessive workplace stress results in lower productivity, increased costs, and lower profits (Avey, Luthans, Hannah, Sweetman and Peterson, 2012; Sinha and Subramanian, 2012). Thus, to Garrison and Bly (1997) when stress is not handled well, absenteeism, turnover and medical compensation increase, and productivity decreases. Nevertheless, quite recently, health care in Africa including Nigeria faces difficult challenges such as shortage of health workers, increased case loads for health workers due to migration of skilled health personnel, and the double burden of disease and the HIV/AIDs scourge that affect both the general population and health personnel (Die-lem, Coung, Anh, and Martineau, 2003). Moreover, worldwide health care systems, whether public or private, are facing pressures to reduce costs, be more productive, innovative and improve the quality of care (Alves, 2003; D'Aunno, Fotler and O'Connor, 2000). Thus, due to these challenges and pressures in the health care sector, there has been the need for a continuous change in management strategies and administration, and the demands on employees to perform have been increasing. This has brought a lot of pressure on the employees, who are expected to deliver a world class service without the corresponding increase in resources, and in some cases training, yet those who fail to deliver are threatened with dismissal and other forms of punishment. With jobs very difficult to come by these days in Nigeria, Many employees are grumbling under this pressure. Cases of employee stress are therefore on the ascendancy.

In view of the above, this study is being conducted to investigate the effect of stress management (from the prisms/element, role/job conflict, career development, and organizational leadership) and performance (clinical efficiency, efficacy focus on personnel and safety) in tertiary hospitals in South-East, Nigeria.

Objectives of the Study

The broad objective of this study is to investigate stress management and performance in Public Health Institutions in the South-East of Nigeria. The following specific objectives are to:

1. Examine the relationship between role conflict and performance in the Public Health Institutions in the South-East, Nigeria.
2. Ascertain the influence of career development on the performance of tertiary Public Health Institutions in South-East, Nigeria.
3. Determine the effect of organizational leadership on the performance of Public Health Institutions in South-East, Nigeria.

Research Questions

Based on the objectives of the study, the following research questions guided the conduct of the study.

1. What is of the relationship between role conflict and performance of Public Health Institutions in South-East Nigeria?
2. To what extent does career development influence performance of Public Health Institutions in South-East Nigeria?
3. To what extent does organizational leadership influence performance of Public Health Institutions in South-East Nigeria?

Scope of the study

A study of this nature ought to be carried out with a larger number of public health institutions in the South-East Area of Nigeria. However, the study scope is limited to five public health institutions which include: The University of Nigeria Teaching Hospital (UNTH), Enugu, Nnamdi Azikiwe University Teaching Hospital (NAUTH), Nnewi, Imo State University Teaching Hospital, Orlu, Imo State. Alex Ekwueme Federal Teaching Hospital Abakaliki, Ebony State, Abia State University Teaching Hospital Aba, Abia State. Subject or content scope is on stress management and performance. The variable scope centers on role conflict, career development, organizational leadership,. Also, the unit scope is the employees in the five public health institutions in South-East Nigeria, while the time Scope is between 2016 and 2020.

Significance of the Study

This study is very important and would go a long way in notifying all organizations, most especially those in the service sector on the need to ensure the effective management of stress for their employees.

The study will also add to the existing store of knowledge. Thus, the findings will add to studies that have been done, so that people in other parts of the country and the world at large can also appreciate the problem. It will also provide suggestions on how to reduce the effects of stress on employees and organizations.

REVIEW OF RELATED LITERATURE

Conceptual Framework

Stress

The term stress first employed in a biological context by the endocrinologist Hans Seyle in the 1930s. He later broadened and popularized the concept to include inappropriate physiological response to any demand. In his usage, stress refers to a condition and the stress or to the stimulus causing it. It covers a wide range of phenomenon from mild irritation to drastic dysfunction that may cause severe health breakdown (Dwamena, 2012). Omolara (2008) occupational stress is 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. Thus, it is the adverse psychological and physical reactions that occur in an individual as a result of his or her inability to cope with the demands being made on him or her (Moorhead and Griffen, 1998). Hence, it is tension from extraordinary demands on an individual. However, from the lay-Person's perspective, stress can be described as feeling tense, anxious, or worried. Ivancevich, Konopaske and Matteson (2005) are of eh view that stress is an adaptive response, moderated by individual differences, that is a consequence of any action, situation, or even that places special demands on a person.

Stress can also be defined as a psychological and physical reaction to prolonged internal and / or environmental conditions in which individual's adaptive capabilities are over extended. It is an adaptive response to conscious or unconscious threat and con affect an individual emotional, physical and social wellbeing as well as pose a threat to one's health if not dealt with or managed well (Zaidi, 2015). Rees (2001) indicates that occupational stress is the inability to cope with the pressures in a job because of a poor fit between someone's abilities and ones work requirements and conditions. To Karanja (2012), stress is a state of tension experienced by individuals facing extraordinary demands, constraints, or opportunities.

Stress being a status happens when an individual recognizes that the conditions that are facing them maybe more than their endurance. It results from an imbalance between demand and resources. Job stress has become a frequent problem across occupations as many organizations nowadays demand a lot from their employees to outrun their competitors. This has led to the built up of numerous stressors that further create challenging and stressful situations for individuals.

Several studies concluded have shown that job stress negatively affect employee performance considering the various factors involved and especially employee job satisfaction. This has been confirmed by studies (Ahmed & Ramzan, 2013) shows that, there exists a negative correlation between job stress and employee performance. A study similar to this was conducted which reveals that factors such as workload, role conflict and inadequate monetary reward are prime source of stress that decreases employee performance. Furthermore, Jeyarai, (2013) investigated the impact of occupational stress among teachers and found out that, stress causes teachers to absent, increase tendency to quit and less likely to pursue teaching career, hence negatively correlated.

In line with this viewpoint, Blumenthal (2003) stresses that when stress increases beyond an optimal point; performance gets to peaks and suddenly decreases thereafter. He further argues that excess stress is detrimental to an individual's productivity and wellbeing, causing dysfunction or disruption in multiple areas. Consequently, this extends to affect the organization and productivity is decreased. Empirically, a study on the impact of job stress carried out by Mead (2000), pointed out that there exists a negative impact of job stress on employee performance if the stress is not managed efficiently. Consequently, stress negatively impacts both the individual and the organizational performance.

Stress Management

Stress Management is a set of techniques and programmes intended to help people deal more effectively with stress in their lives by analyzing the specific stressors and taking positive actions to minimize their effects. It is a wide spectrum of techniques and psychotherapies aimed at controlling a person's level of stress, especially chronic stress, usually for the purpose of improving everyday functioning (Wikipedia, 2019). Thus, stress Management refers to the interventions designed to reduce the impact of stressors in the workplace (Agrawal, 2001). These can have an individual focus, aimed at increasing an individual's ability to cope with stressors. Stress management programmes can also have an organizational focus and attempt to remove the stressors in a role. Organizations have adopted various strategies to curb stress in the workforce. Common strategies used to alleviate stress include; exercise, social resources, avoidance, reading, hobbies, movement and meditation (Gulwadi, 2006). In other words, stress reducing techniques involve adding a daily exercise routine, finding a hobby, writing your thoughts, feelings and moods down and also speaking with a trusted on about what is bothering you.

Performance

Job performance refers to both the process of performance and the outcomes delivered by performance. The process of performance refers to the actions and behaviours of employees in the workplace (Bakker, Demerouti and Lieke, 2012). The outcomes of performance refer to the production of products and services that align to the strategic objectives of an organization (Boyd, et al, 2011). Moreover, three different types of performance have an association with different stages of stress. Task performance relates to the fundamentals of the job; inter-persona performance refers to the relationships between the employee, colleagues and management; and organizational performance derives from – good interpersonal relationships, high staff morale, an integrated workforce, a sense of loyalty, and a motivated workforce (Leung, et al., 2011).

Theoretical Framework

This work is anchored on the Effort-Reward/Imbalance (ERI) theory of Parker (2014), Ganster and Perrewe, (2011) and Siegrist, (2001). The effort – reward imbalance (ERI) theory was enunciated by Siegrist (2011) and has found considerable intellectual support in Ganster and Perrewe (201); and Parker (2014). In effort – reward imbalance (ERI) theory, employees and managers expect reward and recognition for expended effort, underpinned by examination of job performance. Thus, in ERI, social reciprocity/ social exchange reflect the norm of return expectancy in which separate rewards reciprocate

efforts (Ganster and Perrewe, 2011). Re-ciprociety for efforts leads to positive emotions that promote positive health and well-being (Parker, 2014), whereas failure to reciprocate efforts leads to negative emotions and sustained stress (Siegrist,2001). The central concept of ERI theory relates to the existence of an imbalance between perceived effort (Job demands) and reward (Ganster and Perrewe, 2011; Siegrist, 2011).

Thus, based on the principles of ERI theory, a lack of reciprocity between job demands (costs) and rewards (gains) elicits negative emotions with a propensity to sustained stress/ autonomic and neuro-endocrine activation (Siegrist, 1996). Hence, self regulation is important for health and well-being and is dependent on successful social exchange (Siegrist,2001).

In this regard, employees often feel that leaders and managers do not reward them adequately for their efforts by way of (a) salary, (b) promotion, (c)esteem, and (d) job security (Hyvonen, Felot, Kinnunen and Tolvanen, 2011; Olejniczak and Salmon, 2014). Little or no reciprocity leads to negative emotions and an increased risk of ill health as a consequence of increased stress (Hyvonen, et al., 2011; Olejniczak and Salmon, 2014). Researchers associate high ERI with employees who believe they receive a poor reward for their efforts (Hyvonen, et al., 2011). In contrast, researchers associate low ERI with employees who believe they receive a fair reward for their efforts (Allisey, Rodwell and Noblet, 2012). Employees with high ERI are more susceptible to stress and illness and have higher burnout and slower recovery rates than employees with low ERI (Feldt, et al., 2013).

Empirical Review

Researchers had examined the causes and effects of perceived workplace stressors. Evidence shows clearly that organizational leaders spend billions of dollars on last time each year and incur increased health casts and lost productivity due to stress. Obirih (2014) conducted a study on occupational stress and burnout in selected banking industry in Kumasi using 110 bank workers in Kumasi. The main objective of the study was to assess relationship between occupational stress, burnout, and employee performance. Convenience sampling was used to select the subjects. In collecting data on occupational stress, burnout and work performance questionnaires were administered to the bank workers. Descriptive statistics including means, standard deviations, pie charts and graphs were used to analyze the data collected. Correlations and regressions were used to find relationships between the variables. The study revealed that major causes of occupational stress among the bank workers were the workers not getting ample time to deal with family issues and working longer than scheduled times. The study found a significant positive relationship between occupational stress and burnout among the workers. Further, both occupational stress and burnout had significant negative relationships with work performance by the regression result.

Madineh, (2013) conducted a survey on the relationship between time management with job stress and performance in material and procurement of National Iranian South Oil Company. 250 personnel were selected using stratified random sampling, 228 completed and returned the questionnaire. Pearson's coefficient of was used to analyze the data. The result indicated that there is a significant relationship between time management and job performance and that there is a significant relationship between job stress and job performance.

Subha, Shakil (2013) conducted a study on impact of stress on employee productivity, performance and turnover. Field study was conducted with questionnaire as the Primary data collection instrument. Data was analyzed using statistical techniques with SPSS Version 16. The factors affecting stress were identified as; personal issues, lack of administrator support, lack of acceptance for work done, low span over work environment, unpredictability in work environment & inadequate monetary reward. Analysis showed immense support for negative relationship between stress and job performance; greatly affected career change over and job satisfaction. The results showed that high level of stress existed with no managerial concern for solution consequently lowering the employee performance.

Ashfaq and Ramzan (2013) study title "effect of job stress on employee's job performance". This study examines the relationship between job stress and job performance on bank employees of banking sector in Bangladesh. A sample of 144 participants was used, which include the senior, customer services officers

and managers of well reputed rising bank in Pakistan. The data were obtained through close ended questionnaire. A statistical test of correlation result indicated that a negative correlation existed between job stress and job performances, and that job stress significantly reduces the performance of an individual.

Chowwen (2013) carried out a study on occupational stress among bank employees, in south East Nigeria. This study examined the influence of joint and independent predictions of emotional intelligence, perceived leadership style and job characteristics on occupational stress among bank workers in South East, Nigeria. The method adopted is a survey involving 210 male and female bankers. Five hypotheses were tested with two fully and three partially confirmed. Emotional intelligence, perceived leadership style and job characteristics significantly and jointly predicted stress. In addition, those with high emotional intelligence reported lower stress experience compared with those with low level of emotional intelligence. This lies in the identification of the factors that are central to a person controlling his/her stress and suggesting strategies to promote the stress reduction process. It was suggested in the study that employers can help employees change their perceptions of stress, provide them with strategies to help them cope and improving their confidence in their ability to do so.

Goswami (2015) study evaluated empirically the impact of occupational stress on employees' performance in Banks. The sample was collected from Banks of major cities of Rajasthan State. Relevant data were collected through structures questionnaire. The Z-test was used to analyze the hypothesis. The result showed that occupational stress brings about subjective effects such as fear, anger and anxiety among employees resulting in poor mental and psychological health. Based on these findings, it was recommended that Banks should reduce psychological strain, job insecurity, and clear role ambiguity, through job redesign.

METHODOLOGY

Cross-sectional survey research design was adopted in this study. The study was carried out in five Public Health Institutions in South-East Nigeria, The data for this study was source from primary sources. The study population comprised 2007 permanent employees, of the selected public health institutions selected for the study. Borg and Gall formula (1989) was used to obtain a Sample size 396 For the analysis of data, percentages and tables were used. Face and content validity was adopted while test-retest reliability was used in determining the reliability of the instruments. The hypotheses were tested by the use of simple linear regression analysis with the aid of SPSS Computer soft ware.

DATA PRESENTATION AND ANALYSIS

Table 1: Respondents opinions regarding the relationship between role conflict and performance in organizations.

| S/N | STATEMENT | SD | D | N | A | SA | Total |
|------------|--|-----------|----------|----------|----------|-----------|--------------|
| 1. | In this organization, there are too many contrary demands relating to an individual's role, responsibilities, objectives, and expectations and this leads to high levels of job related strain. | 80 | 10 | 30 | 20 | 160 | 300 |
| | | 26.67% | 3.33% | 10% | 6.67% | 53.33% | 100% |
| 2. | In our organization, role occupants experiences inconsistencies in the role demands such that the roles demanded of them are contradictory, ambiguous, confusing or inconsistent with each other or with the self. | 60 | 40 | 30 | 20 | 150 | 300 |
| | | 20% | 13.33% | 10% | 6.67% | 50% | 100% |
| 3. | In this organization, there are multiplicity of roles borne by individuals which gives rise to conflicts in terms of which roles to accomplish before the other, and in terms of roles that demand the simultaneous attention of the role occupants. | 30 | 80 | 10 | 20 | 160 | 300 |
| | | 10% | 26.67% | 13.33% | 6.67% | 53.33% | 100% |

Source: Field Survey, 2020

Table 1 above posited that too many contrary demands relating to an individual's role, responsibilities, objectives, and expectations and leads to high levels of job related strain. 180 (60%) of the respondents strongly agreed/agreed that too many contrary demands relating to an individual's role, responsibilities, objectives, and expectations and leads to high levels of job related strain, 90 (30%) opposed to the idea, while 30(10%) were neutral to the statement. On whether role occupants experiences inconsistencies in their role demands, 170 (56.67%) strongly agreed/agreed to the statement, while 100 (33.33%) completely rejected the idea, with 30 (10%) were neutral to the opinion. Also, 180 (60%) respondents strongly agreed/agreed that there are multiplicity of roles borne by individuals which gives rise to conflicts in terms of which roles to accomplish before the other, 110 (36.67%) opposed the idea while 10 (13.33%) were neutral to the statement.

Table 2: Respondents opinions regarding the influence of career development on performance in organizations

| S/N | STATEMENT | SD | D | N | A | SA | Total |
|-----|---|------|--------|-------|-------|-----|-------|
| 1. | In this organization, we create an enabling environment and provide needed infrastructure to guarantee unabated development of employees' career. | 30 | 50 | 10 | 60 | 150 | 300 |
| | | 107% | 16.67% | 3.33% | 20% | 50% | 100% |
| 2. | In our organization, there is lack of job security fear of redundancy, obsolesce and numerous performance appraisals which causes pressure and strain stress. | 120 | 15 | 5 | 10 | 150 | 300 |
| | | 40% | 5% | 1.67% | 3.33% | 50% | 100% |
| 3. | In this organization, the frustration of having reached one's career ceiling, or having been over promoted results in stress. | 150 | 10 | 5 | 15 | 120 | 300 |
| | | 50% | 3.33% | 1.67% | 5% | 40% | 100% |

Source: Field Survey, 2020

Table 2 indicate that create an enabling environment are created with provision of needed infrastructure to guarantee unabated development of employees' career. 210 (70%) respondents strongly agreed/agreed with the statement, while 80 (26.67%) totally disagreed and 10(3.33%) were neutral to the statement. On whether there is lack of job security fear of redundancy, obsolesce and numerous performance appraisals which causes pressure and strain / stress, 160 (53.33%) strongly agreed/agreed with the statement, 135 (45%) strongly opposed to the statement while 5 (1.67%) remained neutral with the view. Furthermore, 135 (66.67%) strongly agreed/agreed that the frustration of having reached one's career ceiling, or having been over promoted results in stress, 160 (30%) disagreed with the view while 5 (3.33%) were neutral with the view.

Table 3: Respondents opinions regarding the relationship between organizational leadership and performance in organizations.

| S/N | STATEMENT | SD | D | N | A | SA | Total |
|-----|--|--------|--------|-------|-------|-----|-------|
| 1. | In this organization, our senior executives create a culture characterized by tension, fear and anxiety. They establish unrealistic pressures to perform in the shot run, impose excessively tight controls and routinely dismiss employees who do not measure up to standard. | 50 | 40 | 10 | 20 | 180 | 300 |
| | | 16.67% | 13.33% | 3.33% | 6.67% | 60% | 100% |
| 2. | In our organization, our most senior executive uses transformational leadership which reduces relational conflicts and thus stress. | 150 | 10 | 5 | 15 | 120 | 300 |
| | | 50% | 3.33% | 1.67% | 5% | 40% | 100% |
| 3. | In this organization, our most Senior executive uses laissez-faire leadership which is associated with increased psychological distress and lack of social support in combination with job strain. | 150 | 5 | 10 | 120 | 15 | 300 |
| | | 50% | 1.67% | 3.33% | 40% | 5% | 100% |

Source: Field Survey, 2020

Table 3 above show that 200 (66.67%) strongly agreed/agreed that their senior executives create a culture characterized by tension, fear and anxiety, 90 (29.99%) were in opposition while 10 (13.33%) were neutral to the statement. On whether the most senior executive uses transformational leadership which reduces relational conflicts and thus stress, 135 (45%) respondents strongly agreed/agreed, while 160 (53.33%) totally disagreed with the statement, and 5 (1.67%) were neutral. 135 (45%) respondents strongly agreed/agreed that their most Senior executive uses laissez-faire leadership which is associated with increased psychological distress and lack of social support in combination with job strain, 160 (51.67%) opposed to the idea while 10 (3.33%) were neutral.

Test of Hypothesis

Hypothesis One

Ho: There is no positive relationship between role conflict and performance in the organizations understudy.

Hi: There is a positive relationship between role conflict and performance in the organizations understudy.

Model Summary"

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|--------------------|----------|-------------------|----------------------------|---------------|
| 1 | -.499 ^s | .488 | .486 | 1.16265 | .014 |

a. Predictors: (Constant), Role Conflict

b. Dependent Variable: Performance

ANOVA"

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|------------|----------------|-----|-------------|---------|-------------------|
| Regression | 383.846 | 1 | 383.846 | 283.963 | .000 ^b |
| 1 Residual | 402.821 | 298 | 1.352 | | |
| Total | 786.667 | 299 | | | |

a. Dependent Variable: Performance

b. Predictors: (Constant), Role Conflict

Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|----------------------------|-----------------------------|------------|---------------------------|-------------|-----------|
| | B | Std. Error | Beta | | |
| (Constant) 1 Role Conflict | -.033 .667 | .156 .040 | -.499 | -.211 6.851 | .833 .600 |

a. Dependent Variable: Performance

R = 0.499

R² = 0.4888

F = 283.963 = 6.851

: = 0.014

Interpretation:

The regression sum of squares (383.846) is less than the residual sum of squares (402.821), which indicates that more of the variation in the dependent variable is not explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is due to chance.

R, the correlation coefficient which has a value of 0.499, indicates that role conflict does not positively affects performance in the public hospitals understudy. R square, the coefficient of determination, shows that 48.8% of the variation in performance is explained by the model.

With the linear regression model, the error of estimate is low, with a value of about 1.16265, The Durbin Watson statistics of 0.1010 which is less than 2, indicates there is no autocorrelation.

Role conflict coefficient of 0.499 indicates role conflict does not positively affects performance in the public hospitals understudy, which is not statistically significant (with $t = -6.851$). Therefore, the null hypothesis should be accepted and the alternative hypothesis accordingly rejected, thus there is no positive relationship between role conflict and performance in the public hospitals understudy.

Hypothesis Two

Ho: Career development not positively influences performance in the public hospitals understudy

Hi: Career development positively influences performance in the public hospitals understudy

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .977 ^a | .954 | .954 | .34782 | .129 |

a. Predictors: (Constant), Career Development

b. Dependent Variable: Performance

ANOVA

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|------------|----------------|-----|-------------|----------|-------------------|
| Regression | 750.615 | 1 | 750.615 | 6204.575 | .000 ^b |
| 1 Residual | 36.051 | 293 | .121 | | |
| Total | 786.667 | 299 | | | |

a. Dependent Variable: Performance

b. Predictors: (Constant), Career Development

Coefficients

| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
|-------|-----------------------------|---------------------------|---|------|
| | | | | |

a. Dependent Variable: Performance

R = 0.977

R² = 0.954

F = 6204.575

T = 78.769

DW = 0.129

Interpretation:

The regression sum of squares (750.615) is greater than the residual sum of squares (36.051), which indicates that more of the variation in the dependent variable is explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is due to chance.

R, the correlation coefficient which has a value of 0.977, indicates that career development positively affects performance in the public hospitals understudy. R square, the coefficient of determination, shows that 95.4% of the variation in performance is explained by the model. With the linear regression model, the error of estimate is low, with a value of about .34782. The Durbin Watson statistics of 0.129 which is less than 2, indicates there is no autocorrelation.

Career development coefficient of 0.977 indicates career development positively influences performance in the public hospitals understudy, which is statistically significant (with $t = 78.769$). Therefore, the null

hypothesis should be rejected and the alternative hypothesis accordingly accepted thus career development positively influences performance in the public hospitals understudy.

Hypothesis Three

Ho: There is no strong positive relationship between organizational leadership and performance in the public hospitals understudy

Hi: There is a strong positive relationship between organizational leadership and performance in the public hospitals understudy.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .978 ^a | .956 | .956 | .33904 | .114 |

a. Predictors: (Constant), Organizational Leadership

b. Dependent Variable: Performance

ANOVA

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|------------|----------------|-----|-------------|----------|-------------------|
| Regression | 752.411 | 1 | 752.411 | 6545.475 | .000 ^b |
| 1 Residual | 34,255 | 298 | .115 | | |
| Total | 786.667 | 299 | | | |

a. Dependent Variable: Performance

b. Predictors: (Constant), Organizational Leadership

Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------|---------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| (Constant) | Organizational Leadership | .184 | .977 | .978 | 5.563 | .000 |
| | | | .033 | .012 | 80.904 | .000 |

a. Dependent Variable: Performance

R = 0.978

R² =0.956

F = 6545.475

T = 80.904

DW = -0.114

Interpretation:

The regression sum of squares (752.411) is greater than the residual sum of squares (32.255), which indicates that more of the variation in the dependent variable is explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is due to chance.

R, the correlation coefficient which has a value of 0.978, indicates that organizational leadership positively affects performance in the public hospitals understudy. R square, the coefficient of determination, shows that 95.6% of the variation in performance is explained by the model. With the linear regression model, the error of estimate is low, with a value of about .33904, The Durbin Watson statistics of 0.114 which is less than 2, indicates there is no autocorrelation.

Organizational leadership coefficient of 0.977 indicates there is strong positive relationship between organizational leadership and performance in the public hospitals understudy, which is statistically significant (with t = 80.904). Therefore, the null hypothesis should be rejected and the alternative

hypothesis accordingly accepted, thus there is strong positive relationship between organizational leadership and performance in the public hospital understudy

Summary of Findings

The following were the major findings of this study:

1. That there is no positive relationship between role conflict and performance in the public hospital under study.
2. That career development positively influences performance in the public hospitals understudy.
3. That there is a strong positive relationship between organizational leadership and performance in eh public hospital understudy.

CONCLUSION

This work has specially addressed stress management and performance in selected public hospitals in eh South – East of Nigeria. The study revealed that Tis no positive relationship between role conflict and performance in the public hospitals understudy. The study further reveals that career development positively influences performance in the public hospital under study. Moreover, the study also observes that there is a strong positive relationship between organizational leadership and performance in the public hospitals understudy.

RECOMMENDATIONS

On the basis of the findings of the study, the following recommendations were made.

1. Organizations and their managements should endeavour to reduce the multiplicity of roles borne by the employees to boost performance.
2. Organizations and their managements should recognize that many employees see job hopping as the best opportunity for growth and materials gain, and therefore should endeavour to acknowledge this trend and take counteractions to foster an atmosphere of growth where employees are able to recognize the opportunities for gain and advancement that exist within the organization.
3. Management of organizations should endeavour to discourage their senior executives in creating a culture characterized by tension, fear and anxiety; the imposition of excessively tight controls and the establishment of unrealistic pressures to perform in the short-run in order to reduce undue stress on the workers.

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