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STRESS MANAGEMENT AND PERFORMANCE OF PUBLIC HOSPITALS IN IMO AND ABIA STATES, NIGERIA

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Abstract

This study focused on stress management and performance of public hospitals in Imo and Abia State, Nigeria. The work was carried out to identify the extent stress management enhances employee effectiveness. The design adopted was survey; questionnaire was used as an instrument of data collection. The data collected were presented in tables and analyzed using Simple Percentages, and Mean Statistics. It was discovered that there is significant relationship between reduced workload and patient patronage; there is significant effect of reduced workload on industrial peace and harmony; financial motivation significantly enhances patient patronage; there is significant relationship between financial motivation and industrial peace and harmony; staff training significantly affects patient patronage; and there is significant relationship between staff training and industrial peace and harmony. The study concludes that the achievement of improve patients patronage and industrial peace and harmony depends on effective stress management. Based on the findings, it was recommended that there is need to reduced workload of employees who are over-stress to as they can concentrate well and attract more patients to the hospital. More so, workers should be involves in sharing work scheduled to make sure that they did not have unaccomplished workload so as to achieve industrial peace and harmony.

Key words: Stress Management, Performance, Public Hospitals, Reduced Workload, Patient Patronage, Industrial Peace and Harmony, Financial Motivation and Staff Training.

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Introduction

Employees in Nigeria organizations were performing their functions as it ought to be before the introduction of Structural Adjustment Programme (SAP). Then, organizations have required number of workforce that take care of the organizational functions. However, the introduction of SAP in 1980s changed the situation. Then the issues of competitiveness, high level of competition, effective private sector participation, efficiency and deregulation set in. The above situation brought more responsibilities to organizations; hence increase work load and more stress for employees. The situation has not still changed till date. According to Adele (2018), some of the reasons for high level of stress in the work place include less number of workers for jobs that require more people, changes in technology, and high organizational responsibilities/workloads. This is because competition is growing day by day thus increasing the levels of stress among employees. The contemporary Nigerian (like the Federal Medical Centres) requires effective and qualified human resources in high number so that medical and administrative organizational functions could be performed with less stress for workers.

Medical profession and people working in medical organizations are in career with stretched running hours, high workload, administrative bottlenecks and complicated pertinence based. For that, the issue of stress is very high in the health or medical sector. Sharma, Sharma and Devi (2010) opined that people in human service line of work, of which health sector organizations is one, are often required to spend substantial time in concentrated involvements with other people and when patients' problems are not solved instantaneously; the situation may become more uncertain and exasperating. For the fact that health is involved, the employees go under many stresses to deliver. If all levels of employees must achieve their goals and enhance organizational performance, there is need for effective stress management in the Nigeria organizations, especially health outfits like federal centre. Due to their major roles in attending to the medical needs of the public, it is clearly understandable that employees are the most important assets of any the organization and so cannot be treated like machines.

STATEMENT OF THE PROBLEM

The contributions of effective stress management on employee performance cannot be neglected. This is because stress management makes workers to put in their best in the organization. However, most organizations attain high performance by saddling employees with work overload in order to meet deadline and this has psychological and physical effects on the employees which sometimes results to something contrary to what these organizations want to achieve (Dikenna, 2021). To him, in some medical organizations, there is no proper implementation of employee leave, break or less work periods. This is because few workers are employed to do work required to be done by many workers. More so, the subject matter of this work "stress management and

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performance using hospitals has been a rare research area". For example, Ubonso (2020) focused on the impact of stress on employee turnover rate at University of Port-Harcourt Teaching Hospital. The work did not consider how to manage stress to boost employee performance, and did not use hospital in south east. Uyi (2021) studied stress and workers effectiveness in selected private hospitals in Lagos, Nigeria. The work used private hospital, and neglected public hospitals. It is based on the above gap that this work was necessitated; hence focusing on stress management and performance of public hospitals in Imo and Abia State, Nigeria.

Conceptual Review

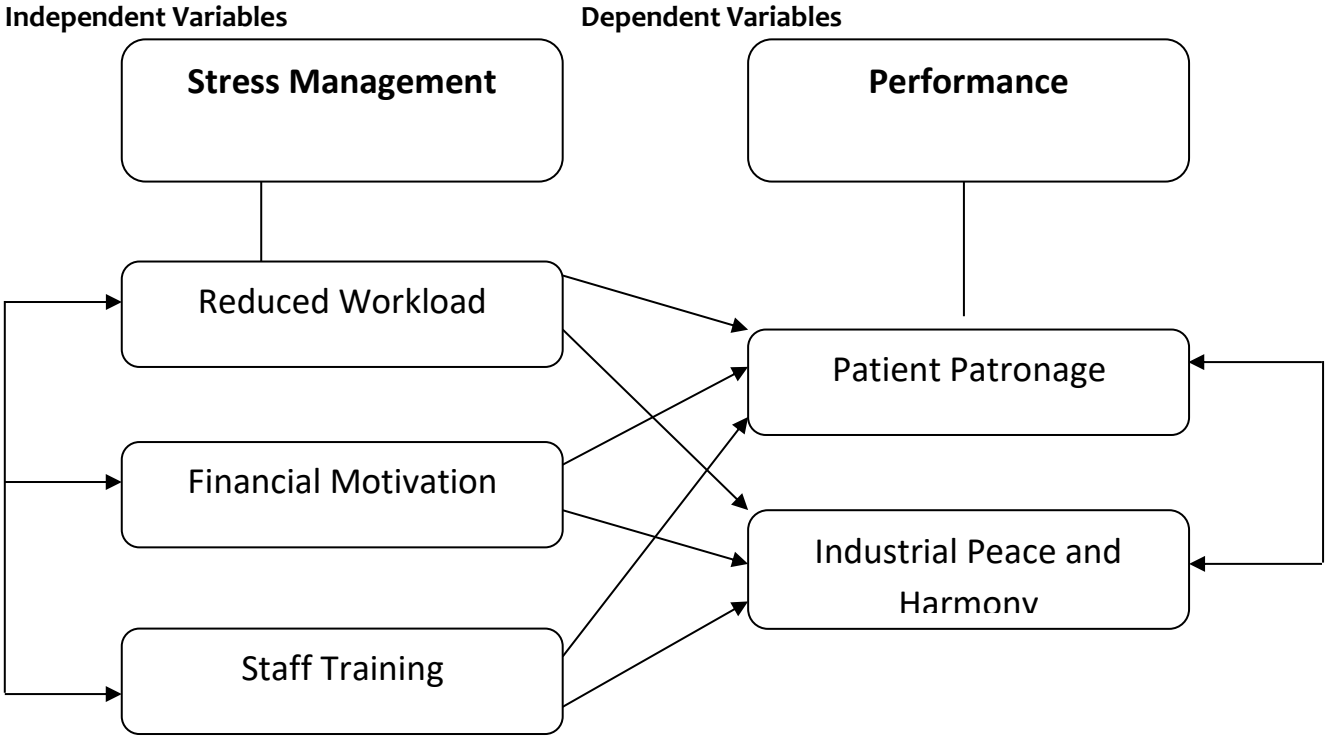

Fig. 1: Operational Conceptual Framework.
Source: Researcher's Desk, 2023

OBJECTIVES OF THE STUDY

The main objective of this study focuses on stress management and performance of public hospitals. The study has the following specific objectives which are to:

1. determine the relationship between reduced workload and patient patronage.
2. assess the effects of reduced workload on industrial peace and harmony.
3. identify the extent financial motivation enhances patient patronage.
4. investigate the relationship between financial motivation and industrial peace and harmony.
5. analyze the extent staff training affects patient patronage.

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6. investigate the relationship between staff training and industrial peace and harmony.

RESEARCH QUESTIONS

Based on the objectives, the following research questions will be used for the study.

1. What is the relationship between reduced workload and patient patronage?
2. What are the effects of reduced workload on industrial peace and harmony?
3. To what extent does financial motivation enhance patient patronage?
4. What is the relationship between financial motivation and industrial peace and harmony?
5. To what extent does staff training affect patient patronage?
6. What is the relationship between staff training and industrial peace and harmony?

CONCEPTUAL REVIEW

The Concept of Stress

Stress has been defined by many authors in different ways, as it takes different forms depending on the situation. Stress is a physiological and psychological response to a condition that threatens or challenges a person and requires some form of adaptation or adjustment. It includes those external factors that lead to the fear and anxiety for the person. Olagunju (2021) defines stress as 'a chronic complex emotional state with apprehension and is characteristic of various nervous and mental disorders.' In essence, stress is a manifest response to an individual to defiling basic needs of life in an environment of competing needs. Topper (2017) defines stress as a person's psychological and physiological response to the perception of demand and challenge. Work-related stress is a pattern of physiological, emotional, cognitive and behavioural reactions to some extreme taxing aspects of work content, work organization and work environment.

Stress Management

Stress management entails effective planning, organizing, staffing, coordinating, controlling and directing organizational workers towards the achievement of the organizational vision and mission statements in recognition of the human factor at work base on the feelings, needs and aspirations of the workers (Uzoeshi, 2017). It is management of human and material resources in a way that will reduce work load, motivate employees, train them, reduce pains and other stressful factors that will discourage or deter the organizational workers from contributing effectively to the achievement of the organizations goals. Individuals may try to reduce stress through better management of their time, through prioritizing activities by importance and urgency, as well as scheduling activities according to the priority set.

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Strategies for Stress Management in Nigeria Organizations

1. **Reducing the work load of employees:** According to Barrera (2017), work overload is where the employee has too much work to do because of imposition of datelines which often causes stress in employees. One of the ways of managing workload of employees is by reducing the workload of employees. When this is done, the employee productivity will increase and such will be beneficial to the organization. Most workers, especially those in health sectors have high level of overload (Emmanuel, 2019). Work overload affects employee output, effectiveness, and reduce the achievement of the organizational goals. The management of public hospitals should work hard and reduce the work load of workers by employing more people.
2. **Effective financial motivation of employees:** Financial remuneration makes workers to be very happy on their job, make them to take the work/organization as theirs, and therefore serve as a strategy to reduce stress (Kim, 2014). Low remuneration (poor salaries, allowances, and other work benefits) is a major factor affecting employee job performance. The employees should be motivated in the organization. So motivation should be in the way of salary increase, good allowances, extra time allowance, promotion and other better condition of services to help them perform their job better (Anozie, 2022).Certain percentage of finance which public hospitals generate should be used to maintain the organization effectively. This is because finance is the engine of any administrative/managerial organization, hence its availability could lead to success and none availability may negatively affects the success of any system (Barrera, 2017). Such finance will help to motivate workers, manage their stress.
3. **Training and development of staff:** When employees get good training on their job, they perform very well. For that, training helps them to know the best strategies to manage stress. Through training, employees know the right way to use tools and machine hence reducing the extent of physical involvement in the job. Through such training, workload which causes stress are drastically reduced. According to Peretomode and Peretomode (2021), training is a strategy used to inculcate skill to organizational workers especially the junior staff, and development is a way of increasing the skill and knowledge of management staff, all for better performance. So public hospital staff should be developed and trained to perform their job better. To reduce the stress of worker in the hospitals, the equipments needed for work should be provided and workers should be trained for using them. These will enable the staff to have confident on the system and perform their functions very well.

Performance

Performance is the level of organizational effectiveness, efficiency, productivity, output maximization, industrial harmony, employee discipline and overall goal achievements in

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organization (Kashim, 2021). Performance is associated with the quantity of output, quality of output, timeliness of output, presence/attendance on the job, and efficiency of the work completed [and] effectiveness of work accomplished (Mathis & Jackson, 2019). To them, performance is defined as the record of outcomes produced by a specified job function or activity during a specified time period. According to this definition, performance is set of achievements produced during a certain time period. Performance is not only related to the action but also involves judgment and evaluation process (Ilgen & Schneider, 1991). Emmanuel (2018) identified that the execution of work activities or job duties is termed as employee performance that requires effectiveness, efficiency and better quality.

Measuring Performance

In this work, performance is measured using patient patronage and industrial peace and harmony.

1. **Patient patronage:** According to Onu (2010), patronage can be said to mean regular utilization of a particular health facility by some patients, their families and others'. Patronage is the extent to which patients patronize a particular product or services. Such patronage could be high or low depending on many factors. The extent patients prefer a particular hospital is an indication of patronage. In health institutions like hospitals, patients are the recipient of products and services. People patronize organizations products/services at one time or the other. Patronage is the support, encouragement, privilege, or aid that an organization or individual bestows to another (Assael, 2018).
2. **Industrial peace and harmony:** Organizational harmony refers to a friendly and cooperative agreement on working relationships between employers and employees for their mutual benefit (Ladan, 2012). According to Puttapalli and Vuram (2012), industrial/organizational harmony is concerned with the relationship between management and employees with respect to the terms and conditions of employment and the work place. In effect, it is a situation where employees and management cooperate willingly in pursuit of the organization's aims and objectives.

THEORETICAL FRAMEWORK

Person-Environment (PE) Fit Theory

This study is anchored on Person-Environment (PE) fit theory of stress. The theory was developed by French, Caplan and Van Harrison, 1982; and popularized by Caplan & Harrison in 1998; and Edwards & Cooper, 1990. This theory traced its origin in 1980 during the time of industrial expansion in Africa. The industrial expansion put more workloads on the employees because they were more work with less number of workers. PE Fit theory of stress asserts that the interaction between an individual and his or her

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environment determines whether or not a situation is stressful for that person. It assumes that human behaviour is a function of the person and the environment, and that a person's vocational satisfaction, stability and achievement depend on the congruence or fit between the person's personality and the environment in which the person works. This theory was used because it proved that the extent of stress an employee undergoes depends on the nature of work in the work environment. Here, the nature of work environment in the public hospital is very stressful for workers.

This is because Federal Medical Centre Owerri, Imo State and Abia State University Teaching Hospital Abia State are the only effectively functional public hospital within Imo and Abia States, and for that members of the public within Imo and Abia environment prefer the hospitals than private hospitals or other less functional public hospitals. On this, the employees of Federal Medical Centre Owerri, Imo State and Abia State University Teaching Hospital, Abia State have very high workload leading to high stress. Person-environment fit theory as an example, suggested that "work-related stress arises because of inconsistency between skills, resources and abilities of employees and the demands of the work setting". Stress can also arise "when there is a lack of fit between either the degree to which an employee's attitudes and abilities meet the demands of the job or the extent to which the job environment meets the workers' needs. Here, the extent of employee job performance depends on depends on the level of stress they undergo. Here, effective stress management is needed in an organization like Federal Medical Centre Owerri, Imo State and Abia State University Teaching Hospital Abia State so as to enhance workers performance and productivity.

Empirical review

Table 1: Summary of Empirical Reviews

S/N	Author	Year	Topic/objective	Location	Methodology	Findings
1	Ekundayo	2014	Occupational stress and employee's productivity in the workplace	Nigeria	Secondary data	Occupational stress is an adaptive response to an external situation that results in physical, psychological and behavioral deviation for the organizational participant
2	Odoyo and Simiyu	2014	Assessing the stress management strategies adopted by banks in Eldoret	Kenya	Survey design, purposive sampling, stratified sampling, Descriptive and inferential statistics	Stress management had effect on product innovation strategies
3	Udegbe	2014	The effect of stress management on business performance	Awka State	Convenience sampling method, questionnaire, factor analysis, correlation analysis and reliability analysis	Stress management affected both the new product development business plan and business performance (growth)

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4	Anyanwu, Okenjom and Enyi	2015	Occupational stress and management strategies of secondary school principals	Cross River State	Survey through interview	Poor working environment, pressure from teacher, etc affect the performance of principals irrespective of gender
5	Farooq, Habib and Aslam	2015	Influence of stress management on consumer purchase intentions in Punjab	China	Descriptive analysis, probability sampling technique and questionnaire	Stress management has positive impact on firm growth
6	Patrick, Bisi, Chibogu and Ebenezer	2015	The effect of stress management on the patronage of toothpaste among consumers	Ado-Ekiti	Questionnaires, purposive sampling technique, Pearson-moment correlation analysis and multiple regression	Among stress management enhance toothpaste products availability
7	Rukevwe	2015	management affects business performance in small and medium-sized enterprises (SMES) in an up-and-coming market like Nigeria in Benin City,	Edo State	OEC correlation, interview system through survey method, percentage and Spearman correlation statistics	Stress management leads to customer acquisition and profitability
8	Azuka	2017	Stress management problems in Nigeria organizations using Nigerian breweries Aba	Abia State	Descriptive survey research design, oral and telephone interview, simple percentage and analysis of variance	Poor stress management and funding are the major challenge
9	Manabete, John, Makinde and Puma	2016	Job stress among secondary school administrators and teachers in Nigerian secondary schools and technical colleges	Nigeria	Personal observation through survey method	Appropriate strategies to deal with stress, especially for teachers and school heads include regular medical checkups, exercises, like jogging, bicycling and muscle relaxation
10	Ajagu	2018	The effect of stress management on the business performance of manufacturing firms using the Nigerian Bottling Company Port-Harcourt	Rivers State	Descriptive survey design, questionnaire, simple percentage and chi-square	Stress management control has positive effect on the standard of goods produced by firms
11	Nwinyokpugi	2018	Organizational stress management and employees	Nigeria	Survey research design, interview	All tested dimensions of organizational change management (change

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			productivity in the Nigeria banking sector		system and mean statistics	communication, change identification, employees' engagement, change implementation and incentives) are significantly associated with the measures of employees productivity
12	Ugwu	2018	Stress management strategy for organizational effectiveness using Dangote cement	Calabar	Survey research design, questionnaire and mean frequency	Democratic and eclectic management are the basic strategies for enhancing effective for organizations
13	Atongdemand James	2019	Factors that influence stress management in the upper east region: a case study of Bolgatanga Municipality	Ghana	Purposive sampling technique, stratified sampling technique, questionnaire, frequencies and percentages	The need for improved market performance, profit increase, and organization growth are the needs for stress management
14	Femi, Temitope, Amamhe and Olaiya	2019	The effect of stress management on consumer patronage of Cadbury Plc	Lagos State	Questionnaire, simple percentages, frequencies distribution, mean, standard deviation and median; and regression analyses	Stress management has a significant effect on consumer patronage
15	Obinani	2019	The impact of stress management on organizational performance using Nigeria Bottling Company	Lagos State	Descriptive survey research design, questionnaire, simple percentage and chi-square	There is there is significant the impact of stress management on the standard of goods produced by the Nigeria Bottling Company
16	Abosede	2020	Stress management among female academic in some selected Nigerian tertiary institutions	Nigeria	Secondary data	Female workers are more stressed because they attempt to strike a balance between professional and home responsibilities
17	Al-khalefa	2020	Female physical education teacher stress in primary schools	Bahrain	Secondary data	In Bahrain, work conditions, salaries, bonuses and allowances, status of education, supervision, school facilities, work load and career development were the major causes of stress for principals and teachers
18	Ju-Chun	2020	The impact of stress management on	Johannesburg, South-Africa	Descriptive statistics, one-way	Moreover, employees" attitudes toward the new

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			employee satisfaction and engagement		ANOVA, one-way MANOVA, Pearson correlation, Content Validity Index, the exploratory factor analysis, and reliability analysis	performance appraisal program were positively related to their job satisfaction and employee engagement
19	Olajide	2020	Stress management and its effects on organizational performance of Nigerian Telecoms Industries: Empirical insight from Airtel Nigeria	Nigeria	One-way Analysis of Variance	Changes in technology have a significant effect on performance and that changes in customer taste has a significant effect on customer's patronage
20	Dikenna	2021	Stress and performance of MTN services	Imo State	Descriptive survey design, questionnaire, simple percentage and chi-square	Stress has significant effect on customer patronage, stress affects profitability and product innovation leads to customer acquisition
21	Ibezim	2021	The effect of stress management on corporate performance in Starline	Abia State	Survey research design, interview system, simple percentage and Pearson product coefficient correlation	Stress management, and good price enhance customer satisfaction and customer patronage
22	Jideofor	2021	Effects of job stress on employee performance	Imo State	Survey research design, questionnaire, simple percentage and Bar Chart. Also, Pearson Product Moment Correlation Coefficient (PPMCC)	There is significant impact of organizational leadership on employee stress and performance
23	Kashim	2021	work stress and employee's performance	Nigeria	Structured questionnaires and other secondary sources	Work stress can affect employee performance when stress is not handled well, absenteeism, turnover, and medical compensation increase and productivity decreases
24	Madu	2021	Stress management and performance	Lagos	Ex-post facto method and regression	Affordable price leads to increase sales
25	Nnamani and Ajagu	2021	Effect of environmental factors and	Enugu Metropolis	Percentages, Pearson's correlation	There was unsafe and unhealthy work place environment, poor

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			performance in Nigeria: a study of Juhel Company Ltd Emene		coefficients and test statistical tools	motivation, lack of innovation, high cultural interference and allow organizational interpretation process
26	Nwankwo	2021	The effect of stress management on the growth of soft drink industry using seven up Bottling Company Aba	Abia State	Survey research design, questionnaire, simple percentage and Pearson product moment correlation coefficient	There is significant effect of stress management on the profitability of seven up Aba, Abia State
27	Ushie, Agba, Ogaboh and Okorie	2021	The effect of stress management on employees' commitment in agro-based industries	Cross River State	Pearson Product Moment Correlation (r)	Leadership change leads to manageable workload, availability of electricity, and work place that is free from known dangers are positively associated with employees' commitment, and hence performance
28	Yambo, Kindiki and Tuitoek	2021	High school principals' stress in relation to their job experience in school	Kenya	Percentages, mean, and survey through interview	Sources of stress: role based, task based, conflict mediating and boundary spanning had a correlation and dependable relationship with high school principals' job experience in school
29	Zeeshan, Zia, Ali, Muhammad and Niaz	2021	The impact of stress management on the employee's performance in the banking sector	Pakistan	Questionnaire, descriptive statistics and correlation analysis techniques were used for the analysis of data in SPSS software	Organizational change has a positive significant impact on employee's performance in banking sector of Pakistan
30	Ahmed, Rehman, ZAsad, Hussain and Bilal	2022	The impact of stress management on the employee performance in the banking sector	Pakistan	Questionnaire, descriptive statistics, correlation analysis techniques and SPSS software	Organizational change had a positive significant impact on employee performance in the banking sector of Pakistan
31	Anozie	2022	The impact of stress management on the productivity of public sector	Imo State	Survey research design, questionnaire, simple percentage and chi-square	ITC management do not execute effectives stress management in the organization; hence there is high level of over load, working overtime and low motivation of staff

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						(especially drivers) in the organization
32	Awunna	2022	Stress management strategy for organizational effectiveness in public library	Enugu State	Survey research design, questionnaire and mean frequency	Change management has positive impact on organizational good
33	Dada and Falana	2022	gender influence on the stress experience of university lecturers: a comparative analysis	Nigeria	Focused group discussion	Workload, poor professional relationship with colleagues, inadequate salary, pupil mis-behaviour, difficult interactions with parents and expectations of other staff were potential sources of stress
34	Ohamadike	2022	Stress management patterns and its effect on the administrative performance of principals on Ikeduru Local Government	Imo State	Descriptive survey research design, questionnaire, mean frequency and simple percentage	Enhancement of food nutrition is a strategy for stress management, proper relaxation are good strategies for checking stress, stress management patterns increases the productivity of principals, stress management pattern increase the social relationships among principals, teachers and students
35	Onu, Agu and Iloka	2022	effects of work stress on the performance of employees of deposit money banks	Nigeria	Simple percentages and Multiple Regression Analysis at 0.05 level of significance in SPSS version 21	The null hypotheses were rejected and the alternative hypotheses accepted, thereby concluding that significant relationship exists between stress and employee performance
36	Shukla and Oduor	2022	The effect of stress management on the performance of government institutions	Rwanda	Survey research design, questionnaires, interviews, SPSS and Microsoft Excel	Change management enhances organizational growth

GAP IN LITERATURE

Many studies have been executed on related areas of this work. The gap in literature could be summarized the:

1. **Gap on the subject matter:** All the past studies covered related topics in both dependent and independent variables. None of the past works focused exactly on

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the topic of this work which is stress management and performance of public hospitals in Imo and Abia State, Nigeria.

2. **Gap on the type of organization used:** Some of the past work covers stress in private sector; others covered private sector (but not the case studies used in this work, which are public hospitals in Imo and Abia State, Nigeria.
3. **Gap on geographical location of the studies:** Some works focus on related topics, but used foreign institutions without considering Nigeria organizations. Others used Nigeria organizations without using Federal Medical Centre in Imo and Abia States.
4. **Gap on the indices used in the objectives:** The indices used in the objectives of this study (reduced workload, patent patronage, industrial peace and harmony, financial motivation, staff training). For that, research gap exist and there is need for this study. This study focused on stress management and performance of public hospitals in Imo and Abia State, Nigeria.

METHODOLOGY

In this work, survey research design was used. Study population is presented below:

Table 1: Population of study.

S/N	Public Hospitals	Number of Staff
1	Federal Medical Centre Owerri, Imo State	710
2	Abia State University Teaching Hospital, Abia State	190
	Total	900

Source: Personal Unit of the Hospitals, 2023

Taro Yamane was used to reduce the population and use manageable sample size of 277.More so, the purposive sampling method was used. Questionnaire was used as primary source. The collected data were analyzed using simple percentage, and mean statistic.

DATA ANALYSIS AND RESULTS

Research Question One: What is the relationship between reduced workload and Patient Patronage?

Table 1: The relationship between reduced workload and Patient Patronage.

S/N	Questionnaire Items	SA	A	D	SD	N	ΣX	X	Dec.
1	There is positive relationship between reduced workload and Patient Patronage	150	100	10	9	269	929	3.5	Positive
2	When workers has manageable workload, they will attend to the patients well to ensure revisit	120	110	25	14	269	874	3.2	Positive

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3	Attracting more patients is possible when the workers are not over stresses.	100	128	23	18	269	848	3.2	Positive
4	More patents will patronize the health facility if they are well attended to by the medical staff	124	129	9	7	269	908	3.4	Positive
5	If workers workload is effectively managed, the health staff will be patient focused and such will lead to more patronage	118	133	11	7	269	900	3.3	Positive

It was discovered in table 1 that items 1 to 5 were all positive. This is because item 1 has a mean of 3.5, item 2 has a mean of 3.2, item 3 has a mean of 3.2, item 4 has a mean of 3.4 and item 5 has a mean of 3.3; hence all the items have mean scores more than 2.5 and above. It is therefore concluded that there is significant relationship between reduced workload and patient patronage.

Research Question Two: What are the effects of reduced workload on industrial peace and harmony?

Table 2: The effects of reduced workload on industrial peace and harmony.

S/N	Questionnaire Items	SA	A	D	SD	N	∑X	X	Dec.
1	Reduced workload will enhance industrial peace and harmony	123	126	12	8	269	902	3.4	Positive
2	Workers will remain with the hospital if they have manageable work load.	100	99	25	45	269	792	2.9	Positive
3	Most times, high level of industrial disharmony in the hospital is based on numerous work for few staff	111	140	13	5	269	895	3.3	Positive
4	There will be positive management employee relations Management if high work load is reduced	146	113	5	5	269	938	3.5	Positive
5	Much work load lead to strike and industrial dispute	118	133	11	7	269	900	3.3	Positive

It was discovered in table 2 that items 1 to 5 were all positive. This is because item 1 has a mean of 3.4, item 2 has a mean of 2.9, item 3 has a mean of 3.3, item 4 has a mean of 3.5 and item 5 has a mean of 3.3; hence all the items have mean scores more than 2.5 and above. It is therefore concluded that there is significant effect of reduced workload on industrial peace and harmony.

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Research Question Three: To what extent does financial motivation enhance Patient Patronage?

Table 3: The extent financial motivation enhances patient patronage.

S/N	Questionnaire Items	SA	A	D	SD	N	∑X	X	Dec.
1	Improve financial motivation leads to Patient Patronage	144	119	2	4	269	941	3.5	Positive
2	Patient Patronage will increase when staff salaries are increase and the staff attends to patients well	113	111	31	14	269	861	3.2	Positive
3	Payment of hazard allowances will make the staff to be viable and encourage patronage	172	73	17	7	269	948	3.5	Positive
4	Offer of housing scheme for medical staff will make them to leave near the hospital and enhance Patient Patronage	121	129	10	9	269	900	3.3	Positive
5	If medical staff get transport allowances, they will be effective and that will attract more people to the health center	127	114	15	13	269	8.9	3.3	Positive

It was discovered in table 3 that items 1 to 5 were all positive. This is because item 1 has a mean of 3.5, item 2 has a mean of 3.2, item 3 has a mean of 3.5, item 4 has a mean of 3.3 and item 5 has a mean of 3.3; hence all the items have mean scores more than 2.5 and above. It is therefore concluded that financial motivation significantly enhances patient patronage.

Research Question Four: What is the relationship between financial motivation and industrial peace and harmony?

Table 4: The relationship between financial motivation and industrial peace and harmony.

S/N	Questionnaire Items	SA	A	D	SD	N	∑X	X	Dec.
1	There is relationship between financial motivation and industrial peace and harmony	150	119	-	-	269	957	3.6	Positive
2	If health hazard allowance are paid regularly it will lead to industrial peace	118	142	6	3	269	913	3.4	Positive

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3	Most time medical workers embarked on strike because of poor remuneration system	143	113	7	6	269	931	3.5	Positive
4	Lack of allowance and salary increments lead to dispute in health centers	117	127	15	10	269	889	3.3	Positive
5	There is poor relationship between the employers and employees in public hospitals because of neglect of improve staff welfare	132	101	24	12	269	891	3.3	Positive

It was discovered in table 4 that items 1 to 5 were all positive. This is because item 1 has a mean of 3.6, item 2 has a mean of 3.4, item 3 has a mean of 3.5, item 4 has a mean of 3.3 and item 5 has a mean of 3.3; hence all the items have mean scores more than 2.5 and above. It is therefore concluded that there is significant relationship between financial motivation and industrial peace and harmony.

Research Question Five: To what extent does staff training affect Patient Patronage?
Table 5: The extent staff training affects patient patronage.

S/N	Questionnaire Items	SA	A	D	SD	N	∑X	X	Dec.
1	Staff training leads to Patient Patronage	124	129	9	7	269	908	3.4	Positive
2	When medical staff are well trained, they become customer focused in the hospitals	128	125	11	5	269	914	3.4	Positive
3	Workshop training of medical staff will remind them the best ways to care for patients and that will lead to more patient satisfaction	123	126	12	8	269	902	3.4	Positive
4	The rate of new patient will increase when old and new health employees are trained through orientation on the best way to attend to workers	100	99	25	45	269	792	2.9	Positive
5	Seminar and workshop training will lead to more patronage of the hospital	120	110	25	14	269	874	3.2	Positive

It was discovered in table 5 that items 1 to 5 were all positive. This is because item 1 has a mean of 3.4, item 2 has a mean of 3.4, item 3 has a mean of 3.4, item 4 has a mean of 2.9

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and item 5 has a mean of 3.2; hence all the items have mean scores more than 2.5 and above. It is therefore concluded that staff training significantly affects patient patronage.

Research Question Six: What is the relationship between staff training and industrial peace and harmony?

Table 6: The relationship between staff training and industrial peace and harmony.

S/N	Questionnaire Items	SA	A	D	SD	N	∑X	X	Dec.
1	Their relationship between staff training and industrial peace and harmony	121	129	10	9	269	900	3.3	Positive
2	Training will enhance positive relationship between management and staff in the hospitals	111	140	13	5	269	895	3.3	Positive
3	Regular manpower development programmes will encourage industrial harmony in the hospitals	113	111	31	14	269	861	3.2	Positive
4	Technical and safety training of health staff will reduce industrial disharmony	172	73	17	7	269	948	3.5	Positive
5	Poor staff training has affected positive development in the health centers negatively	100	99	25	45	269	792	2.9	Positive

It was discovered in table 6 that items 1 to 5 were all positive. This is because item 1 has a mean of 3.3, item 2 has a mean of 3.3, item 3 has a mean of 3.2, item 4 has a mean of 3.5 and item 5 has a mean of 2.9; hence all the items have mean scores more than 2.5 and above. It is therefore concluded that there is significant relationship between staff training and industrial peace and harmony.

DISCUSSION OF FINDINGS

From the research question one, this study discovered that there is significant relationship between reduced workload and patient patronage. According to Anthony (2017), the effectiveness of stress management can help to enhance organizational stress management, organizational growth and employee job satisfaction. When workers' stress are well management, patients patronage is increase because the health workers will be happy on their job (Topper, 2017).

In line with the research question two, this study discovered that there is significant effect of reduced workload on industrial peace and harmony. In view of Azuka (2017), there is

significant relationship between stress management and timely accomplishment of task among the staff and such leads to industrial harmony. In view of Barrera (2017), the nature of stress management determines the activities, effectiveness and determination of the employees and level of peace in the system. .

Based on the research question three, this study discovered that financial motivation significantly enhances patient patronage. More so, Obinani (2019) opined that there is significant relationship between salary and acquisition of client or customers. Salary is typically determined by comparing market pay rates for people performing similar work in similar industries in the same region (Degenova, 2019). When workers are paid good salaries, they work had to attract new customer. An employee whose salary is higher is likely to be customer friendly and organizational focused.

Based on the results of research question four, it was found that there is significant relationship between financial motivation and industrial peace and harmony. According to Franco (2022), there is significant relationship between fringe benefit and customer acquisition. For Yapa (2014), the purpose of fringe benefits is to increase the economic security of employees and in doing so improve worker retention and customer acquisition across the organization.

Based on the research question five revealed that staff training significantly affects patient patronage. Mullins (2016) opined that most employees have different work schedule depending on the nature of the work in their department, for that, there is need for specific job training on employees' area of work. This will make them to attend to customers well. The issue of stress management according to Kalliath and Brough (2018) can be achieved and be implemented in some departments but becomes impossible in other departments because of poor training, and such leads to high patient turnover rate.

For research question six, it was found that there is significant relationship between staff training and industrial peace and harmony. In view of Kashim (2021), there is significant relationship between stress management and industrial peace among the employees of public hospitals, Owerri. Lakein (2013) posited that the key to successful management is implementation of industrial harmony is stress management. The extent to which employees enjoy more works schedule, high work load, leave and vacation depends on the effectiveness and leadership style of the management (Steiber, 2019).

CONCLUSION

The issue of stress has led to high workload, job turnover, and industrial disharmony in the public hospitals. Some employees, especially medical staff usually seek for job abroad because high workload accompanied by low remuneration. The finding of this work revealed that reduced workload, financial motivation and staff training patient significantly leads to patronage and industrial peace and harmony.. Based on the above, there is need for effective and improve stress management in the public hospital through improve remuneration, training and development, reduce workload and positive

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management staff relationship. When this is done, it will have positive impact of patient patronage, and industrial peace and harmony. Based on the above, this work concludes that the achievement of improve patients patronage and industrial peace and harmony depends on effective stress management.

RECOMMENDATIONS

The following recommendations were made.

1. There is need to reduced workload of employees who are over-stress to as they can concentrate well and attract more patients to the hospital.
2. Workers should be involves in sharing work scheduled to make sure that they did not have unaccomplished workload so as to achieve industrial peace and harmony?
3. Employees' medical hazard should be regularly paid to them to make them work with happiness and attract more patients to the hospital.
4. The remuneration system of the employees should be increase so that the issue of industrial peace and harmony will be achieved and strike action by medical staff reduced.
5. Employees should be well trained through orientation and other forms of training so that they can know the best well to attend to patients and reduce their work stress.
6. Staff training and staff development should be made regular thing in the hospital so as to have good relationship with all stakeholders and avoid industrial disharmony.

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