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EDITOR'S NOTE

The Editorial Board of Bayero Business Review (BBR) is glad once again to present to you volume 7, number 1 of the Journal which is published by the Department of Business Administration and Entrepreneurship, Bayero University, Kano. BBR provides a platform for academics, policy makers and industrialists to extend the frontier of knowledge with regards to theory and practice in Management. To this end, the Journal publishes (bi-annually) original scholarly research underlined with sound academic prowess. The Journal's high quality is ensured by the efforts of our able members of the Editorial Board and the critical paper reviewers as well.

Furthermore, we are happy to remind you that the journal has continued to maintain online presence through a formidable website that is user friendly (http://bayerobizrev.ng/). Again the online presence ensures wide access to the journal in line with global best practice. The journal is still working on the indexing in various global databases.

Again, the Editorial Board is further delighted by the overwhelming response and submissions of manuscripts throughout the country and across different areas of Management. Thus, the Board appreciates the quality and academic excellence of the submissions being received for this volume and the previous volumes as well.

Finally, on behalf of the Board of BBR, I sincerely appreciate the support and contributions of everyone who helped in a way to seeing the success of our great journal. Finally, we thank Allah in whose mercy good things are being accomplished.

Associate Prof. Ahmad Audu Maiyaki
Editor-in-Chief
Bayero University, Kano

Exploring the Impact of Role Congruence on Work-Related Stress and Employee Productivity in Public Health Facilities: A Qualitative Study in Kwara State, Nigeria

By

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Abstract

Currently, healthcare facilities in Kwara State are characterized by massive expansion and high rate of patients' enrolment seeking for medical care which is creating so much misunderstandings leading to physical assaults of healthcare workers by patients' relatives who wrongly assumed they are not getting the required attention and care from these workers but was majorly caused by stress due to shortage of manpower. The shortages of competent healthcare professionals in most public health facilities in Nigeria make the available staff being over-stretched beyond limit thereby causing them a lot of stress which decreased their productive capacities. Hence, this study seeks to evaluate the relationship between role congruence and productivity of healthcare workers in public hospitals in Kwara State, Nigeria. This study is a descriptive study adopting the survey and case study method using the deductive approach and relying on qualitative method. The population of study comprised 2,139 staff across the 46 hospitals owned by the Kwara State government. The interview responses were analyzed and transcribed thematically using Nvivo 12 software. Therefore, this study concluded that effective matching of individual employees' characteristics and attributes with the assigned roles, tasks and responsibilities is an essential determinant that influences healthcare workers' output and productivity. As such, the study recommended that healthcare facilities must ensure they take into consideration the safety, well-being and emotions of healthcare workers while assigning roles and responsibilities in order to exalt positive energies from employees which lead to increased productivity at workplace.

Keywords: Employee Productivity, Public Health Facility, Role Congruence, Stress Management

Introduction

Workplace related stress is an intensifying problem in the organizational settings as it not only affects the employees work life but also impact on employees' safety, mental wellbeing as well as family life.. Work stress is described as those difficulties and tensions that envelopes employees' work environment which affects their productive capacities. It is a crucial impacting variable which influences organizational wellbeing and health of its employees. It impacts on the behavior of employees at workplace. It has a far-reaching impact on the motivation and satisfaction of employees. The productivity of employees and the overall productivity of the organization are affected by levels of stress and motivation. Work stress causes various psychological

problems such as anger, depression, anxiety, irritability and tension which in turn influence employees' degree of motivation (Pato & Kumar 2019). Stress management practices such as stress management training, seminars on job burnouts, supportive organizational climate, yoga and meditation, the close association of co-workers, celebrations are made periodically at the executive level. But, celebration, stress management training and yoga and meditation are the most preferred practices.

Generally, stress is a feeling of emotional or physical tension. It comes from any event or thought that makes an individual feel frustrated, angry, or nervous. Stress is your body's reaction to a challenge or demand. In short, bursts stress can be positive, such as when it helps you avoid danger or meet a deadline. Medline Plus (2021) noted that stress is caused by an existing stress-causing fact or "stressor". There are two main types of stress – *acute stress* and *chronic stress*; and when stress lasts for a long time, it may harm the health of the individual. The 21st century workplace is highly demanding, fast paced and constantly generates anxiety related pressure on workers which often leads to stress. Sampson (2020) observed that positive pressure leads to optimal performance, while negative pressure leads to stress with its negative after-effects.

Workplace stress has become a phenomenon experienced by many employees around the globe. The reasons for this can be attributed to the increasing spate of globalization, dynamic and competitive business environment, among other factors. Since the consistent performance of any organization depends on the overall wellbeing of its employees, the subject of workplace stress requires urgent investigation. Stress refers to the exertion of pressure and the attendant reactions to demands (McEwen, 2007). Work stress is the response of employees to job demands and pressures that are not in line with their knowledge, interest, skills and abilities (Hicks & Caroline, 2007) and affect their capacity to cope (Fried, 2008). Stress arises in wide ranging work situations but becomes worse when employees sense they have little or no control over work processes. Also, role congruence is another crucial variable which arises as a result of member of staff being perceived as having a high and responsible position in one aspect but a lower standing in another respect. Issues arise from the nature of groupings and most times formal relationships within the work group. For instance, work-related relationships can be viewed in a Doctor-Nurse relationship which can cause imbalances of authority and responsibility. According to the World Health Organization, stress is a significant problem of our times and affects both physical as well

as the mental health of people. Stress is defined as a situation where the organism's homeostasis is threatened or the organism perceives a situation as threatening. It is the stimulating state of the mind and body, a physiological and psychological reaction to demands (Bamba, 2016).

Like many countries around the world, the Nigerian business environment is characterized by stress. The socioeconomic structure of the external environment and the demands of the workplace make it pertinent for employees to possess the effective coping strategies, without which performance could be hampered (Oyewunmi *et al.*, 2015). The modern work-place runs on a high speed in terms of work ethics, technology and other demanding attributes that generates anxiety-related tensions on employees as the Nigerian healthcare system like many other sectors of the economy is characterized by stress, hence the need for stakeholders to create structures that allow for effective coping strategies among healthcare workers that would lead to higher productivity (Zhu, 2021). Currently, healthcare institutions in Nigeria, particularly hospitals in Kwara State, are characterized by massive expansion and high rate of patients' enrolment seeking for medical care which is creating so much misunderstandings leading to physical assaults of healthcare workers by patients' relatives who wrongly assumed they are not getting the required attention and care from these workers but was majorly caused by stress due to shortage of manpower. The resultant effects of the incidents mentioned of this include: increased workload for members of the workforce, increased pressure, a sense of powerlessness conflicting demands, organizational change, and a high degree of uncertainty (Cooper, Payne 2008). It is important that service providers in Nigeria's health sector, whether public or private, understand that high levels of workplaces tress can become harmful for individual employees as well as having adverse psychological and physical reactions that happens to employees due to being unable to cope with certain job demands (Joy, 2020).

As a result of shortages of competent healthcare professionals in most public health facilities in Nigeria, the available ones who have not left the shores of the country due to recent ''Japa Syndrome'' are being over-stretched beyond limit thereby causing them a lot of stress which decreased their productive capacities. Most public hospitals for instance, are not adequate in terms of infrastructural deficits due to poor funding by the government. Allocation in states' budgets have become mere political statement or at best annual rituals because most of these provisions are not being implemented by various ministries,

departments and agencies as a result of paucity of funds..

The Nigeria's universal health coverage drive overtime has been bewildered with various challenges; ranging from poor infrastructures, poor population coverage, supply side inadequacies, weak fiscal space and bureaucratic bottlenecks to lack of required political will. This resulted to many households financing their healthcare needs through the regressive out of pocket payment systems. The National Health Accounts in Nigeria which is officially saddled with the responsibility of tracking expenditure in healthcare revealed that over 70% of households' expenses on Medicare are done through this inequitable system called out of pocket expenditure. The above figure is far above the 20-30 percent acceptable threshold set by World Health Organization (WHO). The implication of this is that households are the ones shouldering the burden of healthcare spending in Nigeria, contrary to the universal health coverage guiding principle that put much emphasis on public spending which includes but not limited to social health insurance, drug revolving scheme, health tax and so on. Also, the timely disbursement of allocated funds from the consolidated revenue fund account which is being referred to as healthcare provision fund to the sub-national governments would also help in this direction.

The introduction of the health insurance scheme by the Kwara State government in 2006 has also contributed to the work load of healthcare workers as a result of increasing patients' demands due to higher awareness and affordable costs of treatment and medication. Healthcare has the highest attrition rate with high rate of staff movement to other institutions within and outside Nigeria. There are also reported cases of assaults by patients' relatives on healthcare workers in the course of discharging their duties due to disagreements over alleged lack of attention by healthcare personnel which is mostly caused by shortage of staff and overworking of those on ground.

Role congruence refers to the match between an individual's characteristics and the demands of an occupation. This suggests that a lack of consonance between an individual's traits or interests and the requirements of a job, may have negative effects. Stress is an apparent outcome of a mismatch between an individual and job related demands. Extant literature considers job-related stress as a lack of person-environment fit, while other indicators of incongruence may be unhappiness, dissatisfaction, low performance, turnover and physical illness (Malik, Butt & Choi, 2015)

Currently, hospitals in Nigeria, particularly public health facilities are characterized by

massive expansion and high rate of patients' patronage. The likely effects of this include: increased workload for healthcare workers, increased pressure, a sense of powerlessness conflicting demands, organizational change, and a high degree of uncertainty (Cooper & Payne, 2008). Within the internal environment of the workplace, physical conditions can also trigger stress (Fried, 2008). For instance, excessive noise within the workplace causes physical and behavioral problems as many public health facilities are located in highly congested and unsafe environments. Severe vibration, hot, humid conditions and constant presence of hazardous substances or other hazards can also trigger stress (Aldana *et al,* 1996). Workplace stress may encourage truancy which may later result in high turnover (Cooper, Payne 2008). It is important that organizations in Nigeria's higher education sector, whether public or private, understand that high levels of workplace stress can become harmful for individual employees and the organization as a whole. Hence, to enhance corporate image and achieve competitive advantage, stress management and coping strategies become imperative (Monat & Lazarus 2001; Adeniji & Osibanjo, 2012; Liu *et al.* 2013; Manjunath & Rajesh, 2012). This implies that organizations must have the capability to identify the symptoms of stress and must intensify efforts to reduce stress in the workplace. This can be achieved through effective management and organization of work, as well as, healthy corporate culture (Vieet 2011; Weiss 2012). The above mentioned factors increase employee performance and reduce the propensity of healthcare workers to stressors.

However, stress arises in wide ranging work situations but becomes worse when employees sense they have little or no control over work processes. Work-related stress can be caused by poor work design, lack of recognition, rigid bureaucratic structure that is highly pervasive in the public service sector in Nigeria. Problems usually arise when employee's personal attributes or characteristics are not in synchronization with the demands of the job.

Hence, this study seeks to evaluate the relationship between role congruence and productivity of healthcare workers in public hospitals in Kwara State, Nigeria.

2.0 Literature Review

2.1 Conceptual Review

This section discusses some conceptual clarifications on stress management which is directly linked to employee productivity in hospital environment.

2.1.1 Stress Management Dynamics and Employee Performance in Hospitals

Most interventions to reduce the risk to health associated with stress in the workplace involve both individual and organizational approaches. Individual approaches include training and one-to-one psychology services, clinical, occupational, health or counseling. They should aim to change individual skills and resources and help the individual change their situation. These techniques mirror the active coping (fight/flight) and rest phases (habituation) of the stress model presented earlier. (Boyaci, Sensoy, Beydag & Kiyak, 2014)

Training helps prevent stress through becoming aware of the signs of stress using this to interrupt behavior patterns when the stress reaction is just beginning. Stress usually builds up gradually. The more stress builds up, the more it becomes difficult to deal with analyzing the situation and developing an active plan to minimize the stressors learning skills of active coping and relaxation, developing a lifestyle that creates a buffer against stress practicing the above in low stress situations first to maximize chances of early success and boost self-confidence and motivation to continue.

A wide variety of training courses may help in developing active coping techniques for example, assertiveness, communication skills, time management, problem solving, and effective management. The prevention and management of workplace stress requires organizational level interventions, because it is the organization that creates the stress. An approach that is limited to helping those already experiencing stress is analogous to administering sticking plaster on wounds, rather than dealing with the causes of the damage. An alternative analogy is trying to run up an escalator that's going down! Organizational interventions can be of many types, ranging from structural (for example, staffing levels, work schedules, physical environ ment) to psychological (for example, social support, control over work, participation).

The emphasis on the organization, rather than the individual, being the problem is well illustrated by the principles used in Scandinavia, where there is an excellent record of creating healthy and safe working environments. Assessing the risk of stress within the workplace must take into account the likelihood and the extent of ill health which could occur as a result of exposure to a particular hazard the extent to which an individual is exposed to the hazard the number of employees exposed to the hazard. The analysis of stressful hazards at work should consider all aspects of its design and management, and its social and organizational context. Although the priority is prevention, protective measures can be introduced to control the risk (Challa, 2021).

2.1.2 Concept of Stress Management

Most hospital managers understand stress, intuitively. It is usually an emotional discomfort accompanied by feelings of not being able to cope, that things are falling apart, that one is not in control or it may be just a general unease that all is not well, within an apparent cause. At the physical level, it includes loss of appetite, sleeplessness, sweating, ulcers and other signs and symptoms. In general, stress is the body's preparing itself for activity, without the activity following. As a consequence, the body system is thrown out of balance. Excess acid is secreted in the stomach; adrenalin appears in the blood; heart rates increase and other inappropriate reactions of chronic psychological preparation for action, without the action, leads to disease and disorder. Stress, when is fundamentally a psycho-physiological phenomenon, it has to do with our feelings and emotions and the way our bodies react to them. Cole (2002) described stress as the adverse psycho-logical and physical reactions that occur in an individual as a result of their being unable to cope with the demands being made on them. Mcshane and Hurrell (2001) also defined stress as an individual's adaptive response to a situation that is perceived as challenging or threatening to the person's well-being".

2.1.3 Role Congruence

Role congruence is defined as the match between an individual's characteristics and the demands of his job. This suggests that absence of synergy between an individual's traits or interests and the requirements of a job, may have negative impacts. Osinbajo et al (2016) stated that lack of role congruence may result in job-related stress. Hence, job satisfaction, commitment and performance in a chosen career vastly depend on an individual's personality being in sync with the environment within which the individual works (Adeniji *et al*, 2014). Wang, Huang, Davidson and Yang (2021) also asserted that the environment and personal traits are moderated by the role perceptions of the individual. Stress is an apparent outcome of a mismatch between an individual and job related demands.

Hospitals are generally expected to render quality and prompt service delivery to their patients but this is highly dependent on the caliber of healthcare workers who, to a large extent, determine the quality of services patients receive. Notably, resident medical and other healthcare workers play important roles in achieving the institutions' goals and objectives. But healthcare workers in hospitals may sometimes be burdened with the heavy workloads of providing quality service delivery to the community (Yakasai, Ugwa & Abubakar, 2013). In most public health facilities in Kwara State, like any

other health institutions in Nigeria, much premium is placed on the doctors' performance, particularly in areas relating to proper clinical diagnosis, maintaining the confidentiality of patients, ensuring a good relationship between colleagues and patients and accountability for any course of action in the organization. To sustain a high level of effectiveness in job performance, resident doctors would need a conducive environment such as call rooms and well-lighted environment aside from other motivating factors like good pay, job security, and the chances of promotion (Ogunnubi, Ojo, Oyelohunnu, Olagunju & 2018). Sometimes, when the working environment and other factors mentioned above are lacking or inadequate they may affect job performance or even lead to industrial action, strikes and the lives of the patients in the community that render services to will be in danger.

2.1.4 Employees' Productivity

It is hard to find a clear-cut definition of the concept in recent literature; rather it is often a subject of confusion. It is equated with labor productivity or sometimes even with labor intensity (Choobineh, 2017). The way we have defined the concept of employee productivity is an attempt to holistically consider the phenomenon. While individual studies focus on single aspects, for instance, work, labor, contributions, creativity, employees' well-being, e.t.c. The need to integrate singular factors is becoming increasingly important with a paradigm shift in manufacturing. Considering the concept, we focus more on the micro-level productivity of employees' which encompasses smaller systems on the level of individual industries and organizations.

Literature shows clear a difference between two major aspects of employee productivity. Those are labor productivity and broader set of economic factors. Together they should encompass enough factors to holistically or more comprehensively determine the employee's productivity concept (Walters, 2010; Taylor, et al., 2016). As outlined, existing literature often equates labor productivity with workforce or employee productivity and consequently causing the need for better classification.

In a similar vein, economic employee productivity covers a broader set of factors, which in turn determine the outcomes in employee productivity equation. Relevant factors across the field of economic and business sciences can be identified and included into considerations for economic employee's productivity based on the needs and goals of an organization. The idea behind this classification comes from Walters (2010), which includes both positive and negative factors. Factors with negative outcomes are (1) Low Cooperation, (2) Turnover, (3) Absenteeism, and (4) Administrative Inefficiencies. Sugges-

ted factors with positive outcomes are (1) Creativity and (2) Identity Processes.

Further, we should consider additional factors to describe broader and more comprehensive model. There is evidence that job satisfaction and happiness affect employee productivity (Oswald, et al., 2015). Also, employee engagement is considered as a key factor (Heintzman & Marson, 2005; Ellis & Sorensen, 2007; Markos & Sridevi, 2010). Moreover, we recommend that due to the changing manufacturing models, more additional factors need to be considered to encase the understanding of the phenomenon delivery which is one of the causes of stress for healthcare workers.

2.2 Empirical Review

Mesa, Babera, Montesiros, Alarcon and Martin (2020) in their work titled stress in nursing graduates and healthcare assistants in surgical areas of hospital in Ghana, analyzed the stress level in nursing graduates and healthcare assistants in surgical areas of the public hospitals in Gran Canaria. Quantitative descriptive/ observational statistics was used for the study. Result of findings revealed that workers and nursing graduates from the aforementioned units show a moderate level of stress, but institutions should intervene to minimize it as much as possible.

Jabar and Jasim (2021) studied job stress among nurses at Critical Care Units in Medical City Complex Hospitals in Baghdad City, Iraq. Analysis and data collection was done using descriptive study and result of findings revealed that all staff nurses working in critical care unit suffer from stress; that nurses working in critical care units experience severe level of job stress (71%).

Azizkhani, Mehr, and Isfahani (2021) studied the effect of training on the promotion of emotional intelligence and its indirect role in reducing job stress in the emergency department in Iran. The study aimed at evaluating the role of training in improving emotional intelligence (EI) skills and assessing its indirect effect on reducing job stress in emergency medicine residents (EMRs). The study adopted quantitative research approach and used inferential statistics. According to the results of the present study, training for EI skills can play a significant role in improving EI and reducing stress in EMRs.

In the work of Nashath and Ilankoon (2020) which examined the perceived stress and factors associated with it among nursing undergraduates of the University of SriJayewardenepura, Sri Lanka. The study used cross sectional survey for data analysis and concluded that there is a great need of planning stress management programs to

overcome stress related to the academic and clinical factors which were identified during the study. These beginners in nursing profession should be better equipped and trained to face various challenges of the profession in the future.

Caponnetto, Magro, Inguscio and Maria (2018) investigated quality of life, work motivation, burn-out and stress perceptions benefits of a stress management program by autogenic training for emergency room staff. The paper examined the impact of autogenic and stress management training in emergency room staff's quality of life, work motivation, burn-out and stress perception in Italy. The study adopted test and pre-test and findings showed effectiveness of an autogenic and stress management training in the improvement of quality of life, work motivation, burn-out and stress perceptions for emergency department team.

Bhargava and Trivedi (2018) carried out a research on the causes of stress and stress management among youth in India. The study examined the sources of stress among youth and important, how they cope with the stress. The paper adopted quantitative techniques using regression analysis and results of the findings clearly showed that youth are stressed toward high level. The symptoms identified are being eating, depression and headaches are more among students. It is identified that among all factors, the main causes of stress among youth is relationship stress, financial and psychological stress.

Challa, Goyal & Naidu (2021) worked on perceived stress among post graduate students and its association with academic performance in Turkey. The objective of the study was to examine the reasons for stress among students and descriptive statistics/regression analysis was adopted for the study. Result of findings revealed that the dependent variable "student performance" is influenced by the factors called "emotional factors", "social factors", "financial factors" and "family factors'.

Molek-Kozakowska (2020) asked, where were the organizations committed to stress management interventions? Work-related stress causes individual, societal and economic costs. Stress management interventions (SMIs) are implemented to decrease those costs, reduce the psychosocial harms and increase workers' productivity. It was carried out in Poland and made use of survey method. The study findings showed that 59% are aware of SMIs but only 30% implemented one within the last three years.

Patro and Kumar (2019) investigated the effect of workplace stress management strategies on employees' efficiency in India. The study focused on the espousal of stress management strategies by private enterprises and their influence on employees' efficiency. Descriptive and

analytical research method were adopted for the work. Therefore, the results indicated that stress program interventions and training and development have a significant influence on employees' efficiency.

2.3 Theoretical Review

2.3.1 Job Demand-Resource Model

The job demands-resources (JD-R) model (Demerouti, Bakker & Nachreiner, 2001) explains burnout symptoms on the basis of constellations of workplace aspects. The basic premise of the JD-R model is that employees may work in different work environments, but the characteristics of these work environments can be classified into two broad categories: job demands and job resources that are differentially related to specific outcomes. Looking at the subsystems of the health care systems is not autonomous and as such cannot be competitive. A participative health care with empowered patients and hospitals as providers is important to efficient service delivery and resolution of conflicts which most times lead to stress. Also, the model provides the researcher with the understanding of how work environment can create stress by way of burnout and exhaustion, and how resources such as job autonomy and social support can positively affect stress management which is one of the stressors in the Kwara state public health system.

However, despite the merits of JD-R model, scholars have advanced some criticisms of the model. The first issue is the epistemological status of the model. The fact that all sorts of demands, resources and outcomes can be included in the model is strength as well as a weakness. Job demands are those aspects of the job that require intense physical or mental efforts and are therefore, linked to certain physiological and/ or psychological costs (Demerouti et al., 2001). Deficiently, job design lead to dissipation of energy which causes exhaustion and in the long-run diminishes the health status of an employee. Examples include high work pressure, an unfavorable physical environment and emotionally demanding interaction with clients (Bakker & Demerouti, 2007). The JD-R model was introduced as an alternative to other models of employee well-being, such as the demand-control model and the effort-reward imbalance model. The authors of the JD-R model argued that these models 'have been restricted to a given and limited set of predictor variables that may not be relevant for all job positions. Therefore, the JD-R incorporates a wide range of working conditions into the analyses of organisations and employees instead of focusing solely on the negative outcome variables (e.g. burnout, stress ill-health and repetitive strain.). The JD-R model includes both negative and positive indicators and

outcomes of employee well-being as this is the main issue which this study examines. The model provides the researcher with the understanding of how work environment can affect staff performance by way of burnout and exhaustion, and how resources such as job autonomy and social support can positively affects service

3.0 Methodology

This study adopts a descriptive case study method using the deductive approach and relying on qualitative method common in management research where peoples' behavioral patterns are involved. The qualitative method helps to solicit for information on the perspective and thought of the staff in the areas of stress management and its effects on employee productivity in public health facilities in Kwara State. The population of this study involved the staff of public healthcare facilities in Kwara State, Nigeria. The study focuses on HMB as a result of peculiarities of nature of stress within the nature of case study that necessitated the adoption of qualitative approach which is in line with the submission of Yin (2013).

3.1 Population of the Study

The population of study comprises 2,139 members of staff across the 46 hospitals owned by the Kwara State government including all the cadres of both medical and other healthcare workers under the management of the Kwara State Hospital Management Board (HMB) as shown in the table below. In line with the qualitative approach, the study interviewed key respondents within the case study until saturation was attained at ten (10) respondents, a level which similar responses began to emanate.

Population of Medical Doctors and Healthcare Workers

S/N	Cadre	Population
1.	Medical Doctors	286
2.	Other Healthcare Professionals	1,853
	Total:	**2,139**

Source: Hospital Management Board, 2023

4.0 Thematic Analysis of the Interview Responses

Figures below present the thematic analysis of the study, based on data collected from the in-depth interviews conducted with staff of public health facilities in Kwara State, Nigeria. The analysis presents the answered the research questions which were explored through in-depth interview. The participants were interviewed with the aid

of voice recorder which were transcribed and subjected to accuracy and grammar check. The responses were then arranged based on the response pattern, the pattern were then categorized into themes and sub themes.

The aim of the thematic analysis is to examine and probe the opinion of the staff on stressors and employee productivity in public health facilities in Kwara State, and their mindset. The interview responses were analyzed and transcribed thematically using Nvivo 12 software, where each theme answers each research question. The result was anchored on stress management and employee productivity in public health facilities in Kwara State, and their goals. The study identified themes and sub-themes that described the constructs and variables under consideration. The population of study comprised 2,139 members of staff in the selected medical and health workers of the public health facilities in Kwara State. From the analysis, four major themes were highlighted: employee engagement, employee commitment, service delivery and job satisfaction. Four sub themes were identified as determinants of the effect of role congruence as a variable of stress management on employee productivity. These include role congruence, ergonomics, job satisfaction, service delivery, and also, other sixteen sub-sub themes are identified.

The themes were designed to provide information, confirm the result and support the findings of the quantitative study. Figure below represents analysis of the various themes which are depicted by cases and nodes. In addition, the sample size is validated by what is called respondent validation,

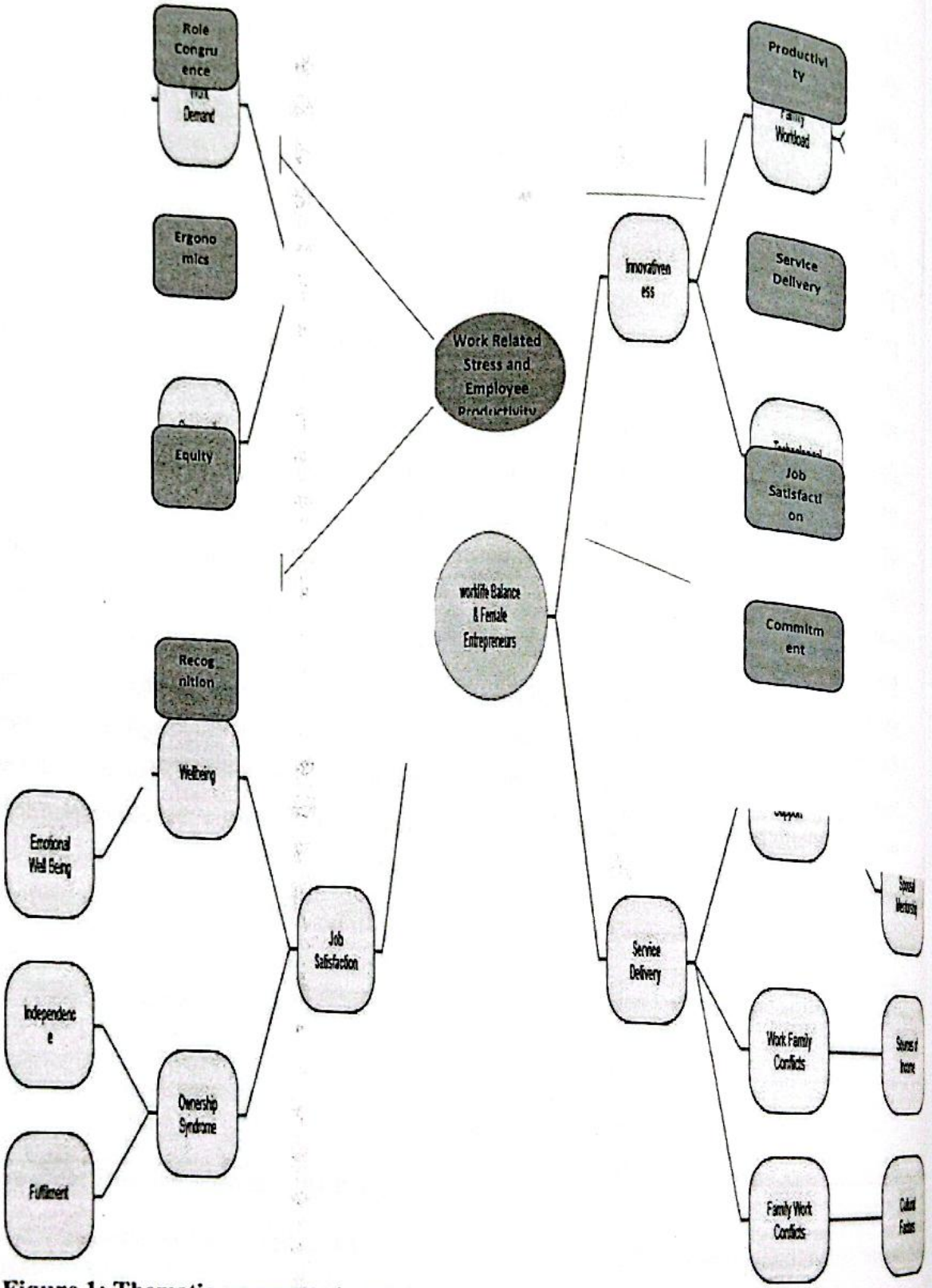


Figure 1: Thematic representation of the study

Source: Field Survey, 2023

To ensure validity of responses, the study ascertained the perception of the respondents on what work-life balance is. Various responses were given as to what work-life balance represents. The analysis of the responses is presented in the figure below:

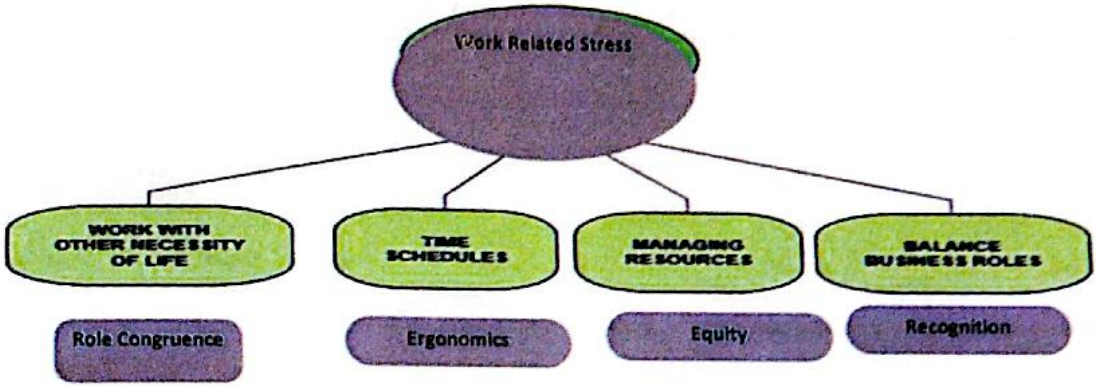


Figure 2: Meaning of Work Related Stress and Respondents' Perception

Source: Field Survey, 2023

The perceptions were divided into four sub-sets which include role congruence, equity, ergonomics and employee recognition. For instance, on role congruence, the first respondent coded R1, described work **related stress as** "*the ability to match employee's personal attributes or characteristics with his role at work*". **Also,** respondent R5 viewed her work related **stress as** "*making sure the individual tasks and responsibilities align with his or her personal tendencies*".

On perception that relates to ergonomics, respondents R2, R4, and R5 were captured. **R2 in her response said** "*It means making sure that the office space is conducive enough for workers to carry out their tasks effectively without any form of hindrance.*" Also, respondents R4 submitted that "*organizations must ensure the safety and convenience of their employees at work place as regards office layout and design.*" **R5 also viewed ergonomics as** "taking into cognizance the human's physical, psychological, and general wellbeing of staff for productivity of work systems while assuring the safety as well." **Respondent R9** in her opinion described work related stress **as** "*being not being able to do to have the desired time for one self as well as having too much job demands that affects healthcare workers emotionally and psychologically.*"

Theme three: Work-Related Stress and Job satisfaction

One of the major issue in work related stress and job satisfaction is that of addressing

their wellbeing which comes from within the employee himself. For instance, R7 submitted that *"it is stressful combining multiple tasks at work coupled with the economic situation in the land draining income rapidly, because the family must be taken care of.* Lastly, R9 maintained that *"Sometimes, I look at my job and its demands and I feel I am not getting the desired satisfaction from life as there is no time to enjoy myself because of lack of time to rest as a healthcare worker*



Figure 3: Thematic Representation of Job Satisfaction

Source: Field Survey, 2023

On Job satisfaction, participants like R4 submitted that *"at times after all the stress, I find satisfaction in the fact that my profession is prestigious despite poor pay."*

Theme Four: Work Related Stress and Service Delivery

Many respondents on work related stress and service delivery as researchers agreed that when the interface of work-family is understood, health workers are always on their toes as emergencies come anytime, even at what is referred to as the odd-hours, thereby allowing healthcare workers little or no time to rest.

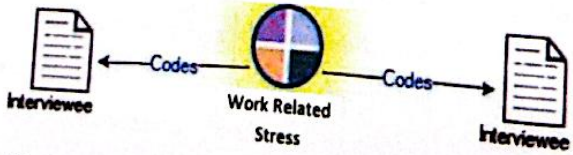


Figure 4: Thematic Representation of Respondents on Work Related Stress.

Source: Field Survey, 2023

5.0 Summary, Conclusion and Recommendations

The study conducted an investigation on the role congruence as a variable of work related

stress on employee productivity of healthcare workers analyzing issues such as; ergonomics, service delivery, job satisfaction as well as other stressors which serves as impediments to productivity. It made use of qualitative approach which is case study, interviewing **ten (100** key respondents in the process which brought out themes such ergonomics, job satisfaction and employee recognition. Finally, this study concluded that effective matching of individual employee's characteristics and attributes with the assigned roles, tasks and responsibilities is an essential determinant that influences healthcare workers' output and productivity. This is in line with the submissions of R1 who described work related stress thus "*the ability to match employee's personal attributes or characteristics with his role at work*". Also, respondent R5 viewed her work related stress thus: "*making sure the individual tasks and responsibilities align with his or her personal tendencies*". Healthcare workers especially in these public health facilities should adopt stress free strategies in achieving higher productivity, as it is necessary to be emotionally stable, mentally sound and psychologically fit to achieve maximum performance for increased output.

Healthcare facilities must ensure that they take into consideration the safety, well-being and emotions of healthcare workers while assigning roles and responsibilities in order to exalt positive energies from employees which lead to increased productivity at workplace. In addition, the policy implication of this is for policy makers in Kwara State health sector, especially Hospital Management Board (HMB) to ensure roles are assigned to healthcare workers not only on the basis of competence but on individual's emotional and mental capacities for improved productivity.

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