Stress Management And Employee Performance Among Health Information Managers In Central Hospital Ughelli, Delta State, Nigeria

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Abstract
Occupational stress and burnout have an undeniable negative impact on organizational performance. In light of this, this study examined the impact of stress management on employee performance among health information managers at Central Hospital Ughelli in Delta State. The study used a survey design, and the research instrument was a questionnaire, with 25 participants deemed usable. The information gathered was analyzed and presented in frequency tables using simple percentages. The study findings showed that the majority of the respondents agreed to improper time management and work overload as the major causes of stress in workplace and concluded that there are several factors causing stress among health information management staff in Central Hospital Ughelli, Delta State Nigeria. The study therefore recommends, among other things, that hospital management should assist their staff by providing adequate technology to reduce workload and work related stress.

Keywords: Occupational stress, management, employee performance

JEL Classification Codes: E24, I12

Introduction
Occupational stress is gradually becoming a difficult phenomenon for management in the day-to-day operations of business organizations worldwide. This is because employees must work hard to outwit competition in order to survive, be market leaders, and have a large customer share in difficult or volatile environmental conditions that cause anxiety, tension, and emotion. According to Essel and Owusu (2012), intense stress has an effect on the employee's physical and mental health, which eventually leads to employee burnout and decreased performance. In today's frantic urbanized and industrialized society, the "charging beast" employee vastly outnumbers the available inputs or resources (Schachl, 2016). Occupational stressors contribute to organizational inefficiency, ineffectiveness, job dissatisfaction, intentions to quit, turnover, absenteeism, low productivity, massive medical bills on the organization, social vices (alcoholism and drug abuse), and health-related illnesses such as hypertension and cardiovascular problems (Varvogli & Darviri, 2011).

Management must pay close attention to occupational stress because it has far-reaching consequences for employees' mental and physical health. However, studies show that job satisfaction, commitment, and loyalty are important drivers of job performance. The World Health Organization (WHO, 2016) defines stress as people's reaction to demands and pressures that are not matched to their knowledge and abilities and that challenge their ability to cope. Fairbrother and Warn (2003) define stress as a negative or

positive condition that occurs in response to a stressor and has an impact on a person's mental or physical health and well-being. And stress is the harmful physical and emotional response caused by an imbalance between perceived demands and individuals' perceived resources and abilities to meet those demands. Stress is the body's biological and psychological response to aggression. According to Lazarus and Folkman (2015), stress is a psychological, physical, or emotional reaction caused by an individual's reaction to environmental anxiety, conflicts, pressures, and other similar stimuli that threaten a person's ability to manage. Again, occupational stress is defined as an individual's reaction to work environment characteristics that appear emotionally and physically threatening (Kahloon, 2004).

It is impossible to live without stress in today's fast-paced world. The nature of work has changed dramatically, with stress becoming almost automatic. It is a worldwide phenomenon that manifests itself in various ways in every workplace. Employees in today's workplace are frequently required to work strenuously for extended periods of time as their responsibilities grow. Stress is common in all types of jobs, and people must deal with it in all aspects of their lives. Over the years, various definitions of stress have emerged. Stress is scientifically defined as an individual's response to the outcomes of external environmental conditions that place excessive psychological, behavioral, and physiological pressures on that individual (Kua & Fones, 1999). It is concerned with how an individual reacts to external pressures. Stress is a dynamic state in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires, and the outcome is perceived to be both uncertain and significant.

World Health Organization (WHO) affirms that occupational stress is the reaction people have when confronted with work demands and pressures that are not matched to their knowledge and abilities and that challenge their ability to cope. According to Stevenson and Harper (2006), stress is simply an employee's reaction when certain demands, pressures, and professional aspects to be faced at work do not match their knowledge levels, creating or posing a challenge and threat to the employee's capabilities, resulting in a struggle for existence in terms of being employed in a place. As a result, stress exists when an environmental situation presents a demand that threatens to exceed an employee's capabilities and resources. According to the descriptions, stress is an excessive demand that affects a person physically and psychologically. It has become a common occurrence for employees as they go about their daily tasks.

It has become critical to determine the relationship between work-related stress and employee performance (Sgan-Cohen & Lowental, 1988; Hirsch & Ellis, 2017). "Presenteeism" as a stress symptom has a negative impact on performance. Presenteeism refers to a situation in which an employee is present at work but functions below his or her abilities and capabilities. According to Vogel and Schwabe (2016), such a situation can be overcome through effective interpersonal relationships or a support system from the supervisor or coworkers. Its negative effects include: making mistakes, spending more time on tasks, producing poor quality work, impairing social functioning, burnout, anger, resentment, and low morale. Despite the perception that stress has negative connotations, studies show that an acceptable level of stress in the form of pressure, anxiety, and fear is

required for motivating employees (Murphy & Archer, 1996). Health Information Management is transitioning from traditional management practices (with paper) to more efficient Electronic Health Record systems (EHR). As a result, Health Information Managers face work-related pressures that affect the rate at which effective health can be delivered.

Many researchers contend that workplace stress has an effect on performance in some way. Work-related stress, according to Erkutle and Chafra (2006), is a major cause of low workplace productivity. According to Saipaanish (2003), stress has an impact on organizational outcomes such as decreased performance, increased absenteeism, and dissatisfaction. Ragheb and Mckinney (1993) agreed in the same vein that the consequences of organizational stress are far-reaching, leading to a reduction in the quality and quantity of job performance. According to Beck (2014), hardworking and valuable employees who have negative workplace experiences have their hopes dashed, their goals derailed, and/or their confidence shaken. He claims that if organizations try to identify emotional pain when it occurs and intervene, potentially lethal situations in the workplace can be avoided. A health care provider is well-known for providing high-quality care to patients and the community. In most health-care organizations, stress is unavoidable for all employees. Sometimes health workers' aggression is transferred to patients and coworkers. This isn't supposed to happen. Because of the stress they are experiencing, this behavior makes it difficult to maintain positive interpersonal relationships with other health care providers and the patients they are caring for. This study aims to discover how stress is managed among Health Information Managers, how to cope with patient care,

and how to manage their stress while performing their duties without negatively affecting their patients.

Objectives of the Study

The study's overarching goal is to evaluate the impact of stress management on employee performance among health information managers at Central Hospital Ughelli in Delta State. While the specific goals are to:

1. Investigate the sources of stress experienced by health information managers at Central Hospital Ughelli in Delta State.
2. Investigate the effect of stress management on employee performance in health information managers at Central Hospital Ughelli in Delta State.
3. Investigate the method used by health information managers in Central Hospital Ughelli, Delta State, for effective stress management.

Literature Review
Concept of Stress

It is impossible to live without stress in today's fast-paced world. The nature of work has changed dramatically, with stress becoming almost automatic. It is a worldwide phenomenon that manifests itself in various ways in every workplace. Employees in today's workplace are frequently required to work strenuously for extended periods of time as their responsibilities grow. Stress is common in all types of jobs, and people must deal with it in all aspects of their lives. Over the years, various definitions of stress have emerged. Stress, according to Kolko (1980), is scientifically defined as an individual's reaction to the outcomes of

external environmental conditions that place excessive psychological, behavioral, and physiological pressures on that individual. It is concerned with how an individual reacts to external pressures. As a result, stress exists when an environmental situation presents a demand that threatens to exceed an employee's capabilities and resources. According to the descriptions, stress is an excessive demand that affects a person physically and psychologically.

Many researchers believe that workplace stress has an effect on performance in some way. Job stress, according to Zhigibekova (2017), reduces organizational performance. It is compared to a chronic disease caused by workplace conditions that impair an employee's performance. It is a normal reaction to situations that make an employee uncomfortable, and on the other hand, it may help one to rise above challenges. If this is the case, it will have a positive impact because it will allow an employee to improve their performance, resulting in increased employee motivation, innovation, and problem-solving. According to Willcock, Daly, Tenant, and Allard (2004), good stress, also known as eustress, is a positive result of stressful events that creates motivation in people, allowing them to rise above their challenges and succeed in life. However, stress can be managed to a point where it becomes negative and negatively affects employee performance. Supe (1998), on the other hand, explained the significance of job stress as emphasized by employers and how to manage and reduce it through practical guidelines. Among these are work-life balance, a fair workload, open communication, and providing a pleasant working environment. However, management must monitor employees' stress levels because an overly stressed employee will almost certainly perform poorly at work. This is especially true in microfinance institutions in Cameroon where employees have direct contact with customers, as stress causes employees to act out on their frustrations with customers, tarnishing the organization's image.

Types of stress

Most authors categorize stress into different types to help readers better understand the concept. Kohn and Frazer (1986) classify stress into three types: chronic, traumatic, and acute. The characteristics and attributes of each type are examined in greater depth below, providing a thorough understanding of how each can be identified and managed. Chronic stress, according to Moffat, Mcconnachie, Ross, and Morrison (2004), is one that appears to last for an intermediate period and wears the person down every day with no visible sign of relief. This type is caused by long-term exposure to stressors such as an unhappy marriage, traumatic experience, unwarranted career or job, poverty stress, relationship conflicts, and so on. These situations appear to be never-ending, and the accumulated stress caused by exposure to them can be fatal. It rips the individual emotionally and physically, resulting in breakdown and death.

Traumatic stress is caused by a traumatic event or experience, such as an accident or natural disaster. Many victims begin to recover soon after the shock, whereas others' bodies do not easily return to equilibrium, and their lives do not return to normal. This is commonly known as post-traumatic stress disorder. The victim experiences flashbacks or nightmares about the trauma. Acute stress is the most common and easily recognized type of stress. This type is frequently transient and causes no long-term harm to the body. It

could be the result of an individual having a busy day. Being busy can cause stress, but only in the short term because you may be less busy tomorrow. For example, if your car breaks down on the way, this causes acute stress, but once the car is repaired, there is no stress associated with it.

Types of Organizational Stress

Neumann and Reichel (1990) classified stress as either eustress or distress. Eustress is a positive type of stress that helps people prepare their minds and bodies for whatever is coming up in the future. Eustress can boost one's energy, creativity, or competitive spirit, as well as provide the strength needed to perform well. When something disrupts one's routine for a short period of time, it causes distress. It has a negative impact on people and includes the stress categories of acute stress and chronic stress. According to Hirsch and Ellis (2017), the sources of stress are as follows: external environment, organizational factors, job characteristics, work relationships, domestic factors, and personal factors. Competitiveness, technological changes, family demands and obligations, economic and financial conditions, race, class, ethnic identity, relocation and transfers, and political changes can all be external environmental stressors.Organizational stressors may include organizational policies and strategies, working conditions, job stability, organizational structure, design, and culture, management styles, and a lack of opportunities for personal growth and advancement, physical environment, rewards, job security, time pressure, long work hours, insufficient staffing, exposure to infectious hazardous substances, lack of supervision, insufficient training, working conditions, misuse of power, and insufficient decision-making (Schachl, 2016).

Job characteristics may include content and context, insufficient challenge or too much work for one person, and degree of autonomy, job demands and or job holder expectations, higher expectations, work overload, job autonomy, role conflict, and role ambiguity (Selye, 1976). Workplace relationships can also be stressful. These may include a lack of group cohesion, a lack of social support at work, interpersonal and intergroup conflict (relationships with supervisors and colleagues, for example). Individual and domestic stressors include individual perceptions of the job, personality type, ability to adapt to change, motivation, and one's level of tolerance for ambiguity personality traits, career changes pessimism, negative self-talk, achievement of perfectionism, unrealistic job expectations, and lack of assertiveness and low salaries, large family and their demands (Erkutlu & Chafra, 2006).

Causes or Sources of Stress

Stressors are the circumstances that cause stress. The severity and duration of stressors vary. For example, caring for a sick parent (patient) may be a constant source of major stress, whereas being stuck in traffic may cause mild, short-term stress. Some events, such as a loved one's death, can be stressful for everyone. In other cases, individuals may react differently to the same event. What is a source of stress for one person may not be so for another. For example, a student who is unprepared for a chemistry test and expects a poor result may be stressed, whereas a classmate who prepares ahead of time may be confident of a good result. To be a stressor for a specific individual, the event or situation must be perceived as threatening and the person must lack the coping resources to deal with it effectively. Stressors are classified into

three broad categories: catastrophic events, major life changes, and daily annoyances. For many people, simply recalling unpleasant past events or anticipating unpleasant future events can cause stress.

Chang, Zadeh, Jhang, and Mak (2008) identified five major sources of job stress: intrinsic job factors, work relationships, career development, role in the organization, and organizational structure and climate. Intrinsic factors in the workplace stem from poor working conditions. This refers to the physical design of the workplace or the physical surroundings of the workplace, which include high levels of noise, a poor or insufficient lighting system, heat, poor ventilation, smells, and other factors that impair the employee's senses and, as a result, affect his mood and overall mental state. A poorly designed office will result in a poor communication network among workers who must frequently interact. This can lead to poor working conditions and, as a result, stress for employees who work long hours. Employees are required to work extremely long hours in a highly competitive business environment. These appear to take a toll on your health and cause a high level of stress. This means that employees who work long hours with little or no rest or sleep may find themselves and their work suffer as a result. There is also a high level of risk and danger. A job that exposes the employee to risk and danger will always expose the employee to a high level of stress. Because an employee is constantly aware of an impending danger and is required to respond to it in a hurry, respiration changes and muscles become tense. All of these are hazardous to one's long-term health.

The introduction of modern technology has resulted in a significant change in the way work is done in today's business environment. Workers have had to constantly adapt to such changes since their introduction into the workplace, new equipment, systems, and ways of working. This is frequently a source of great stress at work because most workers find these new technologies difficult to cope with and adapt to. For example, someone who has been trained with the most recent equipment or methods may find it difficult to change from their old ways of working, which may increase their stress level. Work overload is another issue. This is a situation in which the employee has a large amount of work to complete within a short period of time. This is frequently a source of great stress because the employee is expected to complete his work within a strict deadline. Working with different people in a work environment necessitates numerous interactions and dealings with them as they work as a team. An employee may have difficulty understanding other members of the team, which may strain the working relationship and lead to an increase in stress. Employees must devote a significant amount of time to their jobs, and having a poor working relationship with peers will have a negative impact on the employee (Lazarus & Folkman, 2015).

The work force has become so diverse in today's working environment. The challenges for someone determined to advance to higher positions of responsibility have grown as the opportunity to learn new skills has become a requirement. The desire for an employee to advance in his career causes a lot of stress because the new opportunities that arise require individuals with diverse skills to compete in the competitive business world. Job insecurity, fear of redundancy, obsolescence, and numerous performance

appraisals can all lead to a great deal of stress and strain.

Symptoms of Occupational Stress

Stress symptoms, according to Kua and Fones (199) and Hirsch and Ellis (2017), can be classified as physical, emotional/psychological, or behavioral. The signs are summarized in table 1 below.

Table 1: Symptoms of Occupational Stress

Physical Symptoms	Psychosocial Symptoms	Behavioural Symptoms
Stress-related illnesses include headaches, teeth grinding, high blood pressure, clenched jaws, muscle aches, chest pain, constipation or diarrhea, breathing problems, cardiovascular disease, indigestion, insomnia perspiration, constant fatigue, skin rashes, ulcer, loss of appetite, significant decline in personal appearance, quick and fiery temper.	Anxiety, tenseness or nervousness, irritability or unhappiness, fear, worry, pessimism, sadness, defensiveness, and frequent illness, mood swings, fatigue, hypersensitivity, frustration, apathy, indifference, depression, loss of motivation, slowed thinking or racing thoughts, feelings of helplessness, hopelessness, inability to concentrate on the simplest of routine tasks or duties, being overly emotional, aggressive in conflict situations, difficulty remembering and making decisions.	Fidgeting, pacing, restlessness, overeating or loss of appetite, impatience, arguing, procrastination, alcohol use, addiction to drugs, withdrawal from social activities, lack of responsibility, poor job performance, poor personal hygiene, changes in religious practices, changes in close family relationships, sleeplessness, high turnover rate, work-related accidents alterations in eating habits, nail biting, foot tapping, knee jiggling, blaming, weeping, absenteeism, tardiness and a decrease in individual performance

The Consequences of Stress

Stress has a negative impact on an individual's physiological, physical, and behavioral health, as well as a nation's economy. The consequences of suffering from harmful chronic stress are classified into three types: High blood pressure, heart burns, headaches, nervousness, unhappiness, and bad temper are some of the physiological consequences. All of these emotions can contribute to a lack of concentration, indecision, and absenteeism. Physical health effects include cardiovascular disease, high blood pressure, Type II diabetes, and asthma, all of which increase the risk of morbidity and

mortality, as well as a weakened immune system, headaches, and back pain (Addison, & Yankyera, 2015 cited in Vogel & Schwade, 2016); sleep disturbances, dizziness, fatigue, appetite loss, gastrointestinal problems, and occupational accidents (Rowling, 2012) (Kahloon, 2004). Other behavioral consequences include: increased absenteeism and turnover, decreased quality and quantity of work, decreased job satisfaction and moral, poor communication and increased conflict, lack of job satisfaction, organizational commitment, turnover, and withdrawal behaviors (Varvoglin& Darviri, 2011). Finally, there are other implications for

the organization and the economy. Stress has an impact on a country's economy by increasing absenteeism and health-care costs while decreasing job motivation and productivity (Zhigitbekova, 2017). Due to high turnover, medical costs, erosion of goodwill, decreased quality, customer satisfaction, productivity, profitability, and efficiency, and increased recruitment and training costs, occupational stress may cause talent loss and an increase in training costs.

Stress Management
There are two methods for dealing with stress. According to Fairbrother and Warn (2003), there are two approaches: individual and organizational. Individual approaches can be accomplished in two ways: exercise and opening up to someone. An employee can exercise by going for a walk, jogging, playing tennis, dancing, or swatting squash balls. Most runners and fitness experts believe that when one is engaged in an exercise, it is difficult to focus on job stress. Again, relaxation is essential for stress reduction. The employee is physically relaxed and detached from the stressful situation when in a state of great or deep relaxation. Relaxation exercises lower employees' heart rates, blood pressure and other indicators of stress. Individually, opening up to someone is another way to relieve stress. This entails confiding in a trusted individual about a personal crisis. The act of confiding allows the employee to breathe a sigh of relief. This self-disclosure can help reduce stress and provide a more positive outlook on life.

According to Saipanish (2003), an organizational approach to stress management may include the organization developing and implementing training programs for employees, improving personnel policies, ensuring a free communication environment, and providing technical support to workers. Similarly, Sgan-Cohen and Lowental (1988) state that stress within an organization can be managed by increasing or decreasing personal responsibility, job rotation and transfer, allowing more flexible hours, providing social or recreational amenities such as social/fitness clubs, outings, and the organization can institute counselling services. If these measures are carefully instituted and implemented, it is clear that employee stress will be reduced or avoided. An employee can perform his or her job better with little or no stress.

Stress Management Strategies
Prevention and elimination of work-related problems, adaptation of coping tools, establishment of communication and feedback, interpersonal skills training, performance planning, role analysis, job enrichment, ecological considerations, provision of medical assistance, counselling services, development of stress management techniques to reduce vulnerability, elimination of environmental stressors, granting flexibility, create a supportive working environment, motivation, and opportunities for career development and personal advancement (Lazarus & Folkman, 2015) encourage flexible work schedules; clarifying task assignments, responsibility, authority, and performance evaluation criteria; granting autonomy after delegation of power; clarifying goals and decision criteria; and improving working conditions (Schachl, 2016).

Control of Stress
1. 1. To reduce emotional stress, management should match

individual educational skills, experience, competence, ability, and capabilities with the tasks or job, as well as the classification of tasks and responsibilities assigned. They should do so while also establishing a proper counseling unit, conducting training on stress-related symptoms and causes of stress on an ongoing basis to reduce vulnerability, and establishing a medical center to provide medical services rather than employees leaving the organization to seek medical help at various hospitals.

2. 2. Management should create a pleasant working environment by improving interpersonal relationships (relationships with superiors and coworkers) and providing social support.

3. 3. Because stress has a positive relationship and contributes to variance in job performance, management should implement measures such as proper analyses of job content and context before assigning a worker to a task or job, frequent medical checkups, flexible work schedules, allowing workers to properly channel their grievances, and providing feedback to prevent and eliminate stress-related problems.

Employee Performance

Job performance and individual performance are other terms for employee performance. There is no single definition of employee performance; there are numerous definitions of the term because performance has many facets. According to Okolie and Emoghene (2019), employee performance can be broadly defined as all the behavior employees engage in while at work. It may also refer to a worker's job-related activities and how well those activities were carried out. It is a record of the outcomes of doing a job for a set period of time. Fairbrother and Warn (2003), on the other hand, assert that employee performance refers to the quality and quantity attained by individual employees or groups of employees after completing a given task. It is also the aggregated financial or non-financial added value contributed by employees to the achievement of the organization's targeted goals, both directly and indirectly. According to Okolie and Emoghene (2019), employee performance is the work results based on the quality and quantity achieved by the employee in doing his or her job. It is everyone's genuine behavior expressed as work achievement produced by employees in accordance with their role in the organization. Based on the arguments presented above, it is possible to conclude that employee performance is a work achievement of one's quality and quantity achieved in an organization while performing his or her job.

Employees in an organization perform various jobs depending on the nature of the organization. Individual performance is extremely important to both the organization and the individual. According to Fairbrother and Warn (2003), demonstrating high performance when completing tasks leads to satisfaction, self-efficacy, and mastery. Furthermore, those who perform well in their tasks are more likely to be promoted, awarded, honoured, and have more career opportunities.

Employee performance is critical for the organization because the organization's

success is dependent on the employee's creativity, innovation, and commitment. Performance criteria are guidelines for how employees should behave at work. These criteria include more than just how an employee performs their duties. Employees are evaluated based on how well they perform their duties in comparison to a set of standards established by the employer. The amount of work required of an employee has a direct impact on how well it is completed. Employers expect employees to provide high-productivity, high-quality services that advance the organization's goals and objectives. Employees' performance can suffer when they are overburdened with work and the business suffers if they do not have enough work to do.

Relationships between Job Stress and Employee Performance
Stress becomes a status when an individual recognizes that the conditions they are facing are greater than their endurance. It is caused by a mismatch between supply and demand. Job stress has become a common issue across occupations, as many organizations nowadays demand a lot from their employees in order to keep up with their competitors. This has resulted in the accumulation of numerous stressors, which further complicates and stresses individuals' lives. Several studies have concluded that job stress has a negative impact on employee performance when considering the various factors involved, particularly employee job satisfaction. This is supported by Ahmed and Ramzan's (2013) study, which is cited in Lazarus and Folkman (2015) which shows that, there exists a negative correlation between job stress and employee performance. A similar study was conducted, and it discovered that factors such as workload, role conflict, and insufficient monetary reward are major sources of stress that

reduce employee performance. Furthermore, Jeyarai (2013), as cited in Zhigitbekova (2017), investigated the impact of occupational stress on teachers and discovered that stress causes teachers to be absent, increases the likelihood of quitting, and makes teachers less likely to pursue a teaching career, and is thus negatively correlated.

As it animates within the academic cycles, the relationship between these two has been very contentious. Surprisingly, there is a mixed result within different organizational settings. Four types of relationships have been predicted to exist: a negative linear relationship in which productivity decreases with stress, a non-negative linear relationship in which productivity increases as a result of stress (eustress), implying a positive relationship between the two, a positive relationship between the two, and a positive relationship between the two. Finally, there can be a U-shaped or curved relationship in which delicate stress increases productivity to a certain level or peak and then declines as the person gradually descends into a state of distress. Job stress can be beneficial or detrimental to job performance depending on its level. When it is missing, job challenge is limited, and performance suffers. However, as stress levels rise, so does job performance, because stress helps employees gather and apply resources to meet job requirements (Lazarus & Folkman, 2015).

It could be argued that constructive (eustress) encourages employees and helps them face job challenges. At this level, stress can be referred to as a fertilizer of creativity because it pushes the employee to perform above and beyond his or her limits in order to complete the task, thereby increasing productivity. As this

process continues, stress reaches a saturation point, which corresponds to the employee's day-to-day performance capabilities. Beyond this point, stress has no effect on his or her performance. Excessive stress (distress) is harmful because it interferes with the employee's ability to perform, and as a result, performance begins to decline sharply to the point where the employee loses the ability to cope, is unable to make appropriate decisions, and exhibits inconsistent behavior. When it reaches the breaking point, the employee is devastated and no longer wants to work; at this point, performance is zero. This may result in absenteeism, and as a result, the employee may resign or be fired.

According to Willcock et al., (2004), job-related stress has been interpreted by most companies as a low-risk situation, but it has a very high impact on an individual's health, which directly affects his/her performance. As a result, the rising trend of job stress has become a major challenge for employers, as it reduces job performance, increases absenteeism, and contributes to employee drug and alcohol abuse. According to a study on the impact of job stress conducted by Fairbrother and Warn (2003), there is a negative impact of job stress on employee performance if the stress is not managed efficiently. As a result, stress has a negative impact on both productivity and the organization. According to Lazarus and Folkman (2015), productivity is simply a measure of the quality and quantity of work done in relation to the cost of the resources used to do the work. These authors contend that in order to assess human resource productivity in an organization, the unit labor cost or total labor cost per unit of output must be considered. According to Fairbrother and Warn (2003), the

performance of an individual is determined by three factors: the ability to work, the level of effort, and the support provided to that person.

As a result, the relationship between these three factors is that Performance (P) is the result of Ability (A) multiplied by Effort (E) intervals $P = A \times E \times S$ because of the support (S). This demonstrates that if any of the factors is reduced or absent, the outcome will be negative (P). That is, performance will suffer. According to Varvogli and Darviri (2011), measuring productivity in terms of output labor hour does not imply that the company will make more money because extra output may not be sold but accumulates as inventory. So, in order to test productivity increases, a few questions must be asked. These inquiries may include the following: what action has been taken? Is the action taken increasing output or decreasing inventory? 'Did the action reduce operational costs? With these considerations in mind, productivity can be defined as all actions that can bring the company closer to its objectives.

As a result, management must consider all counterproductive behavior that may result from stress. According to Fairbrother and Warn (2003), results from a mismatch between the individual's behavior and their environment, which pushes the individual's capabilities beyond his/her abilities. However, no two people will react in the same way when placed in the same situation or environment. This is due to the fact that each individual has personal factors that can influence stress. According to Lazarus and Folkman (2015), people cannot separate their work and personal life issues because the way they react to and handle stress varies, and it is a

complex issue. According to Fairbrother and Warn (2003), when stress levels exceed an optimal level, performance peaks and then drops precipitously. He also claims that excessive stress is harmful to an individual's productivity and well-being, causing dysfunction or disruption in a variety of areas. As a result, this has an impact on the organization, and productivity suffers.

Most corporations are increasingly aware of the problems caused by stress, which has a significant economic impact on the corporation. Stress, whether work-related or not, can have a significant impact on an organization. As stated earlier in this study, a moderate level of stress is beneficial to the organization. However, when it reaches a point where the individual is unable to cope, both mental and physical changes may occur. Employee job satisfaction, employee turnover, absenteeism, reduced performance, and a lack of productivity and efficiency are some of the consequences of stress on the organization. According to some employees' perspectives, the duration of absences due to stress outnumbers those due to other causes. They also reveal that when faced with unbearable work-related stress, they frequently miss work and return weeks later. The negative impact on the organization is extensive. For example, in a customer-service-oriented organization, conspicuous absenteeism creates a vicious cycle in which individual stress affects team stress, which in turn affects customer stress. According to Lazarus and Folkman (2015), an employee of the said microfinance institution Biyam-Assi frequently works under enormous pressure when one or two of their colleagues is absent from work. When this occurs, the workload grows, and there is bound to be conflict and delays in dealing with customers or providing customer

service. The institutions' operations are slowed because they are understaffed or have insufficient manpower. This has an impact on customer satisfaction because most customers complain about slow and poor-quality service. As a result, the company's profitability suffers significantly.

Stress reduces organizational productivity and efficiency. Although the impact of absenteeism is obvious, employees who are stressed and working under pressure often have lower productivity and efficiency. When it comes to various initiatives or problem solving, an employee who is under a lot of pressure is less likely to think, be innovative, or creative. They have or exhibit very little energy at this stage, which is reflected in their low level of productivity, which does not meet the high demands placed or expected of them, the employees, in the competitive market. In today's business world, stress and its management are a given. An organization must monitor and implement stress-reduction measures for all employees. This can be accomplished by developing programs and initiatives to address stress-related issues. According to the preceding, stress can be both beneficial and detrimental to an employee's performance.

So, in order to achieve peak performance, stress should not be too high or too low. It must be at a manageable rate so that the employee can manage and excel at his or her job. When stress is within a controllable limit, it is beneficial and productive, as opposed to when it is uncontrollable. As a result, it is the responsibility of every organization's management to view their employees as assets rather than labor slaves. An effort must be made, as well as practical guidelines, to monitor and manage the

level of work stress that arises in every working environment. By doing so, the organization's employee productivity and growth are ensured, as are its goals for competitive success.

Research Methods

This study's research design was a survey research design. Because the design is used to describe phenomena and relationships between variables, this is deemed appropriate in order to establish variation and unionism between the variables of interest in the study. The goal of descriptive research is to collect detailed data while describing existing phenomena, identifying problems, and suggesting potential solutions. The healthcare professionals in the health information management department were the study's target population. The researcher used a convenient sampling technique and complete enumeration for the participants because it was deemed a suitable method because the sample size was not too large. A well-structured questionnaire was used as the data collection instrument for this study. The questionnaire was used as a data collection instrument to achieve the study's objectives. The questionnaire was distributed to the health information management department's personnel. In the course of this study, a self-administered questionnaire method was used. The questionnaire was distributed to the health information department at Central Hospital Ughelli, after which it was retrieved and checked for inconsistencies. The respondent was given enough time to complete the questionnaire before retrieving it, which greatly aided in meeting the study's overall objectives. The information gathered was analyzed and presented in frequency tables using simple percentages.

Results Table 1: Socio-Demographic Result

Parameter	Classification	Frequency	Percentage
Sex	Male	4	26.6%
	Female	11	73.3%
	Total	15	100%
Academic Qualification	ND/Tech	11	73.3%
	HND/Bsc	4	26.6%
	Total	15	100%
Years of service	1-10 years	6	40%
	11-30 years	9	60%
	Total	15	100%

Table 1 displayed the respondents' socio-demographic information. According to Table 1, 26.6 percent of respondents are male and 73.3 percent are female. It was also discovered that 73.3 percent of respondents are ND/Tech, while 26.6 percent are HND/Bsc. The table also revealed that 40% have less than 11 years of work experience, while 60% have more than 10 years of work experience.

Table 2: Causes of Stress Experienced by Health Information Managers at Central Hospital Ughelli in Delta State

S/N	Parameters	SA	A	SD	D	TOTAL
4	Improper time	1(6.6%)	8(53.3%)	4(26.6%)	2(13.3%)	100%

	management					
5	Work Overload	12(80%)	1(6.6%)	2(13.3%)	0	100%
6	Understaffing	12(80%)	3(20%)	0	0	100%
7	Responsibilities to parents, family, friends and other people	12(80%)	3(20%)	0	0	100%
8	Not having enough support from co-workers and management	13(86.6%)	2(13.3%)	0	0	100%
9	Lack of clarity about assessment task requirements.	12(80%)	3(20%)	0	0	100%
10	Lack of self-discipline	12(80%)	2(13.3%)	1(6.6%)	0	100%

Table 2 depicted the stressors experienced by the health information management staff at Central Hospital Ughelli, Delta State. The majority of respondents agreed on improper time management, with 1 respondent accounting for 6.6 percent strongly agreeing, 8 (53.3 percent) agreeing, 2 (13.3 percent) strongly disagreeing, and 1 (6.6 percent) disagreeing. Furthermore, 12(80%) of respondents strongly agreed, 1(6,6%) agreed, and only 2(13.3%) disagreed about work overload. Understaffing was strongly agreed upon by 12 (80%) and 3 (20%) respondents, respectively. The majority of respondents agreed that responsibilities to parents, family, and friends were important, with 12 (80%) strongly agreeing and 3 (20%) agreeing. 86.6 percent strongly agreed that they did not have enough support from coworkers and management, and 13.3 percent agreed. The majority of respondents strongly agreed that there was a lack of clarity about assessment task requirements (80% strongly agreed, 20% agreed). The table also shows that 80 percent strongly agreed on lack of self-discipline, 13.3 percent agreed, and 6.6 percent strongly disagreed.

Table 3: Effect of Stress on Employee Performance in Central Hospital Ughelli, Delta

S/N	Parameters	SA	A	SD	D	Total
11	Lack of concentration	6(40%)	8(53.3%)	1(6.6%)	0	100%
12	Unproductivity	6(40%)	8(53.3%)	1(6.6%)	0	100%
13	Headaches and Medical Challenges	8(53.3%)	6(40%)	0	1(6.6%)	100%
14	Foul mood	7(46.6%)	8(53.3%)	0	0	100%
15	Inability to meet job tasks	6(40%)	5(33.3%)	2(13.3%)	2(13.3%)	100%
16	Medical errors	5(33.3%)	4(26.6%)	3(20%)	3(20%)	100%

Table 3 demonstrated the impact of stress management on employee performance among health information managers in Central Hospital Ughelli, Delta State. The table revealed that lack of concentration was agreed upon by 8(53.3 percent), strongly agreed upon by 6(40 percent), and strongly disagreed upon by 1(6.6 percent). Un-productivity was strongly agreed upon by 6(40%) of respondents and agreed upon by 8(53.3%), while 1(6.6%) strongly disagreed and disagreed. Headaches and medical challenges were agreed upon by 8(53.3 percent), 6(40 percent), and 1(6.6

percent), respectively. The table revealed that 8(53.3 percent) and 7(46.6 percent) agreed on foul mood, respectively. Inability to meet job tasks was strongly agreed upon by 6(40%), 5(33.3%) strongly agreed, 2(13.3%) strongly disagreed, and 2(13.3%) disagreed, respectively. Medical errors were also agreed upon by 4(26.6%) of the respondents, while 5(33.3%) strongly disagreed with 3(20%) and 3(20%) disagreed, respectively.

Table 4: Health Information Managers' Approach to Effective Stress Management at Central Hospital Ughelli, Delta State

S/N	Parameters	SA	A	SD	D	Total
17	Meditation	8(53.3%)	5(33.3%)	0	2(13.3%)	100%
18	Music	8(53.3%)	5(33.3%)	0	2(13.3%)	100%
19	Personal relations with friends and families	8(53.3%)	5(33.3%)	2(13.3%)	0	100%
20	Adjusting to job demands	8(53.3%)	4(26.6%)	2(13.3%)	1(6.6%)	100%
21	Scale of preference	9(60%)	6(40%)	0	0	100%
22	Proper Managing of all responsibilities	6(40%)	9(60%)	0	0	100%
23	Finding time for work and leisure activities	7(46.6%)	4(26.6%)	3(20%)	1(6.6%)	100%
24	Understand management staff expectation	7(46.6%)	5(33.3%)	2(13.3%)	1(6.6%)	100%

Table 4 displayed the stress management techniques used by the health information management staff at Central Hospital Ughelli in Delta State. The findings revealed that the majority of respondents meditate to relieve stress, with 8(53.3 percent) strongly agreeing, 5(33.3 percent) agreeing, and 2(13.3 percent) disagreeing. In addition, 8 (53.3%) and 5 (33.3%) strongly agreed that they listen to music, while 2 (13.3%) disagreed. Personal relationships with friends and family were also strongly agreed upon by 8(53.3

percent) and 5(33.3 percent), respectively, while 2(13.3 percent) disagreed. The work also revealed that the majority strongly agreed on adjusting to work demands, with 8(53.3 percent) and 4(26.6 percent) strongly agreeing, while 2(13.3 percent) and 1(6.6 percent) strongly disagreed. The scale of preference was strongly agreed upon by 9 (60%) and 6 (40%), respectively. Furthermore, 6 (40%) and 9 (60%) strongly agreed on proper management of all responsibilities. Finding time for work and leisure activities was strongly agreed upon by 7(46.6 percent) and 4(26.6 percent),

respectively, while 3(20 percent) and 1(6.6 percent) disagreed. Understand management staff expectations were strongly agreed upon by 7 (46.6 percent) and 5 (33.3 percent), respectively, while 2 (13.3 percent) and 1(6.6 percent) disagreed.

Discussion of Findings
Table 2 depicted the stressors experienced by health information managers at Central Hospital Ughelli, Delta State. The majority of respondents agreed to poor time management, with 1(6.6 percent) strongly agreeing and 8(53.3 percent) agreeing, while 4(26.6 percent) strongly disagreed and disagreed, respectively. Work Overload was strongly agreed upon by 12 (80%), 1 (6.6%) agreed, and 2 (13.3%) disagreed; this was also supported by Chang et al (2008). Table 3 depicted the impact of stress management on employee performance among health information managers at Central Hospital Ughelli in Delta State. The table revealed that 6(40%) and 8(53.3%) agreed on lack of concentration, while 1(6.6%) strongly disagreed. Unproductivity was strongly agreed upon by 6(40%) and 8(53.3%) of the respondents, respectively, while 1(6.6%) disagreed. Headaches and medical challenges were agreed upon by 8(53.3%) and 6(40%), respectively, while 1(6.6%) disagreed. Lazarus and Folkman both agreed on this (2015). Table 4 depicted stress management techniques used by health information management staff at Central Hospital Ughelli, Delta State. The findings revealed that almost all respondents meditate to relieve stress, with 8(53.3 percent) and 5(33.3 percent) agreeing and 2(13.3 percent) disagreeing. Also, the majority of respondents (8(53.3 percent) and 5(33.3 percent) agreed, while 2(13.3 percent) disagreed. This is consistent with the findings of Lazarus and Folkman (2015), as well as Essel and Owusu (2012).

Conclusion and Recommendations
The study looked at how stress management affected employee performance in health information managers at Central Hospital Ughelli in Delta State. A descriptive survey research design was used in the study. The population for this study consisted of all 25 members of the Central Hospital Ughelli, Delta State health information management staff. The study concluded that there are several factors causing stress among the staff of Health Information Management at Central Hospital Ughelli in Delta State, with the findings indicating that the majority of respondents agreed that improper time management and work overload were the major causes of workplace stress.

The study also revealed stress management techniques used by the health information management staff at Central Hospital Ughelli in Delta State. According to the findings, almost all of the respondents meditate to relieve stress. Furthermore, the majority of people believe that music can be used as a coping mechanism. The following recommendations are made based on the findings:

1. Hospital administration should assist employees by providing adequate technology to reduce workload and work-related stress.
2. Health Information Managers can deal with stress by maintaining a positive attitude toward their problems and challenges.
3. Hospital administration should organize stress-reduction programs, such as seminars and workshops.

4. Hospital administration should create a welcoming work environment for health information management staff.

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