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TABLE OF CONTENTS

Tax Administrative Strategy and Small and Medium Enterprises (SMES) Performance in Kwara State

Adeoye Afolabi and Muhammed Kamaldeen Usman **1-24**

Exploring Stress Management in the Nigerian Public Health Sector: Kwara State Experience

Rahman Mustapha, Issa Abdulraheem, Oladimeji Issa Sa'ad Aluko and Zekeri Abu **25-42**

Effects of COVID-19 Pandemic on The Performance Of Small-Scale Fashion Industry in Kwara State

Toyin Opeyemi ALADE, Oladoke Sunday OLADEJI

Rahman MUSTAPHA and Bisayo OTOKITI **43-64**

Implementation Of Turnaround Strategies And Organizational Stakeholders' Impact

Kowo Solomon AKPOVIRORO

Akinbola Olufemi AMOS and Odumesi Abolaji OLADIMEJI **65-89**

Impact Of Entrepreneurial Competencies And The Performance Of Small And Medium Enterprises (SMES) In Irepodun Local Government Area Of Kwara State.

Olasupo Johnson ADEOKUN **90 - 109**

Thematic Analysis Of Corporate Communication's Influence On Corporate Reputation Of Selected Retail Business In Lagos State, Nigeria

Adebayo, Adeyemi Abdulwasiu **110 -127**

Corporate Entrepreneurship and Operational Performance Of Micro,

Small, and Medium Enterprises in Niger State, Nigeria

Haruna Tanimu Mohammed, Zekeri Abu, Nurudeen Bello Ahmed, and

Mustapha Nmanda Mustapha, **128 - 147**

Covid-19 Pandemic, Stock Market Return And Stock Market Capitalization

In The Nigerian Exchange Group (NGX Group)

Abdulkadri MUSTAPHA, Ibrahim Bello ABDULLAHI, Stephen Alaba JOHN and

Ayodeji Hakeem ADEGBOYEGA **148 - 179**

Treasury Single Account And Bank Performance: An Analysis Of Pre And Post Implementation Policy In Nigeria

Kehinde AROTIBA, Ayodeji Hakeem ADEGBOYEGA

and Yinusa Kolawole OYESIJI **180 - 196**

Business Technological Innovation And Customer Satisfaction Among Commercial Banks In Ilorin Metropolis

KamoruLanre AKANBI, **197 - 215**

Impact Of Green Compensation On Employee Innovativeness Among Food Retail Outlets

Abdulfatai Idomi ISHOLA, Adeyemi Abdulwasiu ADEBAYO,

Omotosho Olajide ABDULWAHEED, and Taiwo Adekemi AFOLABI **216 - 236**

Entrepreneurship Ambidexterity And Manufacturing Firms In Nigeria: Application Of Ai Tool

Abdulazeez Alhaji SALAU, Adenike Felicia OYEDELE and

Nafisat Jumoke HASSAN **237 - 247**

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EDITORIAL NOTE

It is with great pleasure and immense pride that we introduce the inaugural issue of the Journal of Accounting, Management, and Financial Technology (JAMAF). This milestone achievement would not have been possible without the unwavering support and invaluable contributions from numerous individuals and entities.

First and foremost, we extend our heartfelt gratitude to Professor Musa Abiodun Aibinu, the esteemed Vice-Chancellor of [University Name], whose visionary leadership and unwavering commitment to fostering academic excellence have paved the way for the establishment of JAMAF. His guidance and support have been instrumental in making this journal a reality.

We also express our sincere appreciation to Dr. Asimiyu Olalekan Murana, the Acting Dean of the College of Management and Social Sciences, for his invaluable contributions and support throughout the establishment and launch of JAMAF. His dedication to promoting scholarly research and fostering a culture of academic publication has been truly commendable.

We extend our gratitude to the entire University Management and Governing Council for their unwavering support and encouragement. Their commitment to providing a conducive academic environment has been crucial in nurturing the growth of JAMAF and promoting scholarly discourse in the field of accounting, management, and financial technology.

Furthermore, we would like to acknowledge the invaluable contributions of the various contributors to this maiden issue of JAMAF. The authors, reviewers, and editorial board members have played a vital role in ensuring the quality and integrity of the published articles. Their expertise, dedication, and rigorous evaluation have helped shape the content of this journal and set a high standard for future publications.

As we embark on this journey, we remain committed to upholding the principles of scholarly rigor, intellectual diversity, and innovation. JAMAF aims to serve as a platform for researchers, academicians, and industry professionals to disseminate cutting-edge research, share insights, and stimulate meaningful discussions in the fields of accounting, management, and financial technology.

We encourage scholars and practitioners from around the world to submit their original research, theoretical perspectives, and practical case studies to JAMAF. By fostering a collaborative and multidisciplinary approach, we strive to promote transformative ideas and facilitate the advancement of knowledge in these rapidly evolving fields.

Once again, we express our deepest appreciation to everyone who has contributed to the realization of this inaugural issue. Your support and enthusiasm have been pivotal in shaping the Journal of Accounting, Management, and Financial Technology, and we look forward to your continued engagement in the future.

Warmest regards,

Dr. A. A Salau

Editor-in-Chief

EXPLORING STRESS MANAGEMENT IN THE NIGERIAN PUBLIC HEALTH SECTOR: KWARA STATE EXPERIENCE

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Abstract

Healthcare workers play a critical role in delivering quality healthcare services, and their performance is influenced by various factors within their work environment. The purpose of this study was to examine the anticipated extent of stress among healthcare workers in public health facilities in Kwara State, Nigeria, and its impact on their performance. The researchers conducted interviews with eight selected respondents from public health facilities in Kwara state, using a qualitative research approach.. The researchers employed a purposive sampling approach to select respondents who possessed specific characteristics relevant to the study, such as years of experience in hospital management board. The data collection process involved conducting semi-structured interviews with the selected respondents. The researchers used Nvivo version 12 software to analyze the collected data. The findings of the study were based on the responses obtained from the interviews. The results of the study indicated that role congruence and employee recognition had a positive effect on the performance of healthcare workers. This suggests that when healthcare workers have clearly defined roles and responsibilities and receive recognition for their work, their performance

improves. Based on these findings, the study recommends that healthcare managers should ensure that the roles and responsibilities of healthcare workers are clearly defined. Additionally, regular employee recognition should be implemented as a practice in healthcare organizations. Furthermore, creating a conducive organizational culture is crucial for effective performance.

Keywords: Ergonomics, Employee Performance, Organizational Resources, Role congruence, Stress

1.1 Introduction

The Nigerian healthcare system faces numerous challenges that hinder the achievement of universal health coverage. These challenges include inadequate infrastructure, low population coverage, supply chain inefficiencies, limited fiscal provisions, bureaucratic obstacles, and a lack of political will. As a consequence, many households in Nigeria are forced to finance their healthcare expenses through regressive out-of-pocket payments, which has significant implications for healthcare access and equity.

According to the National Health Accounts in Nigeria, over 70% of households' healthcare expenses are covered through out-of-pocket expenditure, surpassing the acceptable threshold set by the World Health Organization (WHO) of 20-30%. This means that households bear a significant burden of healthcare spending, contrary to the principle of universal health coverage that emphasizes public spending mechanisms such as social health insurance, drug revolving schemes, and health taxes (Crum, Akinola, Martin, & Fath, 2017).

The high reliance on out-of-pocket payments leads to increased demands and expectations from healthcare consumers in Nigeria. The financial burden placed on households naturally intensifies their expectations regarding the quality and accessibility of healthcare services. Consequently, healthcare providers and systems are under pressure to meet these demands, further adding to the complexities of the Nigerian healthcare landscape.

In addition to the challenges within the healthcare system, the Nigerian business environment, like many other countries, is characterized by stress. The socio-economic structure and workplace demands create a need for effective coping strategies among

Employees to ensure optimal performance. Stress, defined as emotional or physical tension, is a natural response to challenging or demanding situations. While short bursts of stress can be adaptive, chronic or prolonged stress can have detrimental effects on an individual's health (Zhu, 2021).

The contemporary workplace is fast-paced and highly demanding, generating anxiety-related pressures on workers. Positive pressure can lead to optimal performance, but negative pressure can have adverse consequences. Stress management practices are necessary to address the negative impact of stress on employees. These practices may include stress management training, seminars on job burnout, promoting a supportive organizational climate, incorporating activities like yoga and meditation, fostering close coworker relationships, and organizing celebrations (Adeleke, Bahaudin, & Kamaruddeen, 2015).

In the executive level, stress management practices such as stress management training, yoga, and meditation, as well as celebrations, are frequently implemented. However, there is a need to extend these practices to all levels of the organization to promote employee well-being and enhance performance.

Addressing the challenges in the Nigerian healthcare system and managing stress in the workplace are crucial for improving healthcare service delivery and ensuring the well-being of healthcare workers. By implementing effective strategies to mitigate stress and promoting a supportive organizational culture, healthcare providers can enhance the performance and job satisfaction of their workforce, ultimately leading to improved healthcare outcomes for the Nigerian population.

Healthcare workers face challenges related to office ergonomics, including poor office space arrangements, inadequate furniture and equipment, lighting issues, temperature concerns, and inefficient workplace design. Many secondary health institutions in Kwara State were originally designed for primary healthcare services and later converted for use as secondary care facilities without implementing necessary modifications. This leads to unfavorable working conditions, discomfort, and reduced efficiency in service delivery. Additionally, some facilities are oversized for the current staff capacity, resulting in a mismatch between workload, staff capacity, and available workspace (Malik, Butt, & Choi, 2015).

Selective and unfair treatment by the government creates a significant source of stress for healthcare workers. Workplace equity is crucial for promoting a fair and supportive atmosphere where employees feel valued and treated fairly (Osibanjo *et al.,* 2016). However, in Kwara State, issues related to political affiliations, biased assessments, and political favoritism have compromised workplace equity. This can lead to demoralization, poor performance, and a lack of commitment among healthcare workers. Employment and recruitment processes influenced by political considerations may result in the hiring of less competent staff, further exacerbating productivity and performance issues.

These problems have significant implications for the well-being of healthcare workers, their job satisfaction, and the quality of healthcare services provided in public health facilities in Kwara State. Addressing these issues is essential for creating a conducive work environment that promotes employee comfort, safety, health, satisfaction, and efficient service delivery. It is important to investigate the impact of office ergonomics and workplace equity on the performance of healthcare workers and identify potential strategies and interventions to improve these aspects in public health facilities.

2.1 Literature Review

Concept of Stress Management

Stress and stress management may be perceived and received differently among different cultures and socio-economic groups, and research may explore the impact of these factors on the effectiveness of stress management interventions.

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 physiological preparation for action, without the action, leading to disease and disorder. Stress, when it is fundamentally a psycho-physiological, precipitates feelings and emotions that our bodies react to (Odigies, 2016).

Joy (2020) described stress as the adverse psychological and physical reactions that occur in an individual as a result of their being unable to cope with the demands being made on them. She 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".

Concept of Role Congruence

Role congruence in the health sector refers to the arrangement of an individual's personal ethics and faith with the role and responsibilities of their job within the health sector. When role congruence is in attendance, an individual is more likely to be satisfied with their job and to perform it effectively.

Most literatures focus on the effect of role congruence on quality of patient care and patient outcomes, as well as the overall functioning of healthcare organization. When healthcare professionals are satisfied with their jobs, they are more likely to provide high-quality care, resulting in better patient outcomes, and ultimately improving the KPI of health care organization through the provision of effective and efficient healthcare service delivery.

Overall, role congruence is important in the health sector as it has a direct impact on the performance, satisfaction, and well-being of healthcare professionals and ultimately on the quality of patient care and the functioning of the healthcare organization (Osibanjo *et al.*, 2016). 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 on outcome. Osibanjoet al (2016) states 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 (Osibanjo *et al.*, 2016). Wang, Huang, Davison and Yang (2021) also assert 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.

Concept of Employee Performance

It is pertinent to note that job performance is one of the most important factors within an organization, particularly when maintaining quality service. This is especially the case for healthcare workers whose job performance is tied to the roles, duties, and responsibilities they render to patients. In other words, when doctors provide patients with prompt attention, it is indicative of their job performance. In the context of healthcare institutions, job performance may refer to how healthcare workers carry out tasks, duties, and responsibilities related with a particular job. The performance of these roles or duties is geared towards the attainment of the goals and objectives of the health organization. In a sense, job performance is an indicator for measuring organizations' or institutions' performance, including that of government teaching hospitals. Even though some researchers observed that job performance can be enhanced by training and development, there are counterproductive work behavior such as workplace aggression, tardiness and absenteeism that negatively impinge on job performance of employees (Alagaraja & Shuck, 2015; Amudha, Hamidah, Annamma, &Ananth, 2018).
Employee performance refers to how well an individual employee carries out their job duties and responsibilities within an organization (Deole *et al.,* 2023). It can be measured in a variety of ways, such as productivity, job knowledge, and adherence to company policies and procedures. A high level of performance is typically associated with positive outcomes for the employee and the organization. Employees' commitment can be attributed to psychological and emotional attachment and the resulting loyalty of an employee to the organisation. When employee feels very committed to their organisation, they align themselves to the goal and aspiration of that organisation. This is when the connection between employees' and the organisation is so broad and deep (Baird & Tung, 2017).

Employees' commitment means different things to different people at different times. That notwithstanding, it is one of the most studied behavioral performance indicators in organisational studies and management literature. Employee commitment has to do with the level of loyalty and identification an employee has for the organisation he is working for. It is that which makes an employee to give their best to ensuring that the organisation performs well. Hui *et al.,* (2021), opines that employees' commitment is an employee's identification with the organisation and his psychological support to its mission. It is an employee's identification with the organisation and its goals as well as

the extent of his willingness to be a member of it for a long time. It is one's own investment in an organisation and inclining to attitudes resulting in social qualities (Quick & Henderson, 2016). A committed employee is the one who stays with the organisation through thick and thin, attends work regularly, puts in a full day constructively, protects company's assets and shares company goals (Foy, Dwyer, Nafarrete, Hammoud, & Rockett (2019). Hanaysha (2016) posits that employee commitment is the degree to which the employee feels devoted to their organisation. Tamunosiki-Amadiand (2020), equally describes workers' commitment as an unwavering affection to the whole organisation and the degree of attachment or loyalty that employees have towards the organisation. It is simply employees' attitude to organization (Amudha, 2018). A conflict that is not well managed could result to a deflated commitment from the employee. Joy (2022), captures it thus: the total implication of the negative effects of conflict can reduce employees' commitment to organizational goals and efficiency.

Empirical Review

Azizkhani Maghami-Mehr and Isfahani (2021)study 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 using 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.

Challa(2021) worked on Perceived Stress among Post Graduate Students and Its Association with Academic Performance in Turkey. The objective of the study was; understanding and knowing the reasons for stress among students. Descriptive statistics/regression analysis was adopted for the study. Result revealed that the dependent variable "student performance" is influenced by the factors called "emotional factors", "social factors", "financial factors" and "family factors'.

Patroand Kumar (2019) in their study determined the effect of Workplace Stress Management Strategies on Employees' Efficiency in India. The study focuses on the espousal of stress management strategies by private enterprises and their influence on

employees' efficiency. Descriptive and analytical research method was adopted for the work. Therefore, the result indicates that stress program interventions and training and development have a significant influence on employees' efficiency.

Joy (2020) in his work titled stress management and employee performance in Nigeria. The objective of the study was to investigate the influence of stress, management, workload, role ambiguity, role conflict, effectiveness, efficiency and commitment on employee performance. Qualitative techniques were adopted which brought out thematic areas for discussion. The study concluded that management should design tasks and jobs in a way that would make for effectiveness and efficiency and bring about improvement in performance of their workforce.

Caponnettoet al., (2018) titled quality of life, work motivation, burn-out and stress perceptions benefits of a stress management program by autogenic training for emergency room staff: the pilot study examined the impact of autogenic and stress management training in emergency room staffs' quality of life, workmotivation, burn-out and stress perception in Italy. The study adopted test and pre-test. The findings of the study showed effectiveness of an autogenic and stress management training towards the improvement of quality of life, work motivation,burn-out and stress perceptions for emergency department team.

While some of the studies mentioned focus on specific groups of healthcare workers, such as emergency medicine residents or emergency room staff, there is still a need for more comprehensive research specifically targeting healthcare workers in public health facilities. Examining the unique stressors, challenges, and interventions relevant to healthcare workers in Kwara State, Nigeria, would contribute valuable knowledge to the field. The studies mentioned touch on the impact of training, emotional intelligence, and stress management strategies on employee performance and well-being. However, there is a gap in understanding the specific relationships between role congruence, organizational culture, and the performance of healthcare workers in public health facilities in Kwara State. Exploring how these factors interact and influence employee performance would provide valuable insights for healthcare managers and policymakers in improving organizational dynamics and enhancing employee outcomes.

While the studies cited provide valuable findings from different countries, there is a need for research that specifically addresses the Nigerian context, particularly the healthcare system in Kwara State. Factors such as cultural norms, political influences, and specific challenges faced by healthcare workers in Nigeria may impact stress levels and performance in unique ways. Conducting research within the Nigerian context would provide localized insights and help tailor interventions and strategies to address the specific needs of healthcare workers in Kwara State.

The majority of the studies mentioned utilize quantitative research methods, such as inferential statistics and regression analysis. While these approaches provide valuable statistical evidence, there is a need for more qualitative research that explores the experiences, perceptions, and subjective aspects of stress and performance among healthcare workers. Qualitative research can provide in-depth understanding and capture the nuances of the lived experiences of healthcare workers, offering a more comprehensive picture of the factors influencing their performance. Addressing these gaps in the existing literature would contribute to a better understanding of the relationships between role congruence, organizational culture, stress, and performance among healthcare workers in public health facilities in Kwara State, Nigeria. This knowledge would inform the development of targeted interventions and strategies to enhance employee well-being and improve healthcare service delivery in the region.

3.1 Methodology

The study utilized an interpretive qualitative research approach, which involved conducting interviews with eight purposively selected respondents from public health facilities in Kwara state. The respondents were chosen based on their years of experience in the hospital management board, and included medical doctors, pharmacists, nurses, and laboratory workers.

The purposive sampling approach was chosen because it allowed the researchers to select respondents who had specific characteristics that were relevant to the study, such as their years of experience in the hospital management board. This approach helped to ensure that the respondents had a good understanding of the organizational culture and work environment in public health facilities, and could provide valuable insights into the topic of work-related stress management.

Data Analysis and Results

Categorizing the findings into themes and sub-themes helped to organize and clarify the results of the study, making it easier to understand the relationships between different factors that contribute to work-related stress and job performance among healthcare workers in public health facilities.

The first theme, organizational support, and the sub-theme of organizational resources deployment, highlight the importance of providing adequate resources and support to healthcare workers in public health facilities to enable them to perform their roles effectively. This includes access to training, equipment, and technology, as well as support from management and colleagues.

The second theme, diversity and inclusion, and the sub-theme of work-life balance, emphasize the need for healthcare organizations to foster an inclusive culture that values diversity and promotes work-life balance. This can improve job satisfaction and reduce stress among healthcare workers, leading to better job performance.

Theme One: What are the relationships that exist between role congruence, organizational culture and the performance of healthcare workers in public health facilities in Kwara State, Nigeria?

Sub theme 1: Organizational Resources

The respondents in the study emphasize the importance of organizational resources. In this context, organizational resources refer to the tools, equipment, and support needed by healthcare workers to perform their jobs effectively.

For instance, a respondent code Int1 suggests that; “resources such as medical equipment, supplies, staffing levels, and training need to be improved in order to address work-related stress and improve job performance”

This was further corroborated by Int3 said "providing healthcare workers with the necessary tools and support to perform their jobs effectively helps reduce our burden of work-related stress, lead to improved job performance.

Int 4 further added that "the organizations must recognize the importance of organizational resources and take steps to ensure that they are available to their workers. This may include investing in new equipment and technologies, increasing staffing levels, providing training and professional development opportunities, and offering supportive management practices.

Sub theme 2: Organizational Support

Some other respondents on work-related stress management and job performance in healthcare, respondents also emphasize the importance of organizational support. Organizational support refers to the emotional, social, and instrumental support provided by an organization to its employees to help them cope with work-related stress. For instance, **Int 5** expressed a need for organizational support when he said the organization should provide counseling or other mental health services to employees who are experiencing stress or burnout. She further emphasized that "management should provide more opportunities for social support, such as team-building activities or staff appreciation events, to help foster a positive work environment"

In addition, respondents **Int7** emphasized the importance of instrumental support, such as flexible scheduling or remote work options, to help employees manage their work and personal responsibilities. She said this type of support can help to reduce stress and improve job satisfaction.

The emphasis on organizational support highlights the importance of providing healthcare workers with a supportive work environment that helps them manage stress and cope with the demands of their jobs. By providing emotional, social, and instrumental support, healthcare organizations can help to improve the well-being of their workers and ultimately improve job performance.

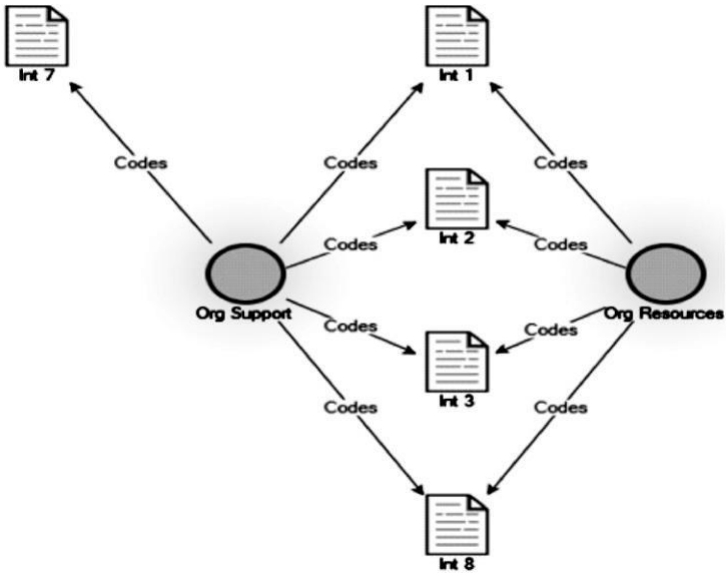


Figure 1: Respondents on Organizational support

From the figure above, Int1, Int2, Int3, and Int8 agreed on the importance of both organizational support and organizational resources suggests that they see a direct link between these factors and job performance. This indicated that these respondents have experienced the benefits of having access to adequate resources and support in their work, and understand the impact that these factors can have on job performance.

The fact that multiple respondents emphasized both organizational support and organizational resources highlights the importance of these factors in promoting work-related stress management and improving job performance in healthcare. Healthcare organizations must recognize the importance of providing their employees with the necessary tools, resources, and support to perform their jobs effectively, and take steps to ensure that these factors are in place. By doing so, they can help to promote a positive work environment that supports the well-being and job performance of their employees. Theme Two: In what way does equity and organizational culture affect the performance of healthcare workers in public health facilities in Kwara State, Nigeria?

Sub-theme 1 Diversity and Inclusion

In a study on work-related stress management and job performance in healthcare, respondents may also emphasize the importance of diversity and inclusion. Diversity

and inclusion refer to the extent to which healthcare organizations value and embrace diversity among their employees, and create an inclusive work environment that supports the needs of all workers, regardless of their race, ethnicity, gender, age, or other characteristics.

Respondents may express a need for diversity and inclusion in a variety of ways. For example, they may suggest that healthcare organizations should provide training and education to promote cultural competence among employees, to help them better understand and appreciate the diverse perspectives of their colleagues and patients.

They may also suggest that healthcare organizations should create policies and procedures that promote diversity and inclusion, such as anti-discrimination policies or initiatives to increase the representation of underrepresented groups in leadership positions.

The emphasis on diversity and inclusion highlights the importance of promoting a work environment that value and respects all employees, and recognizes the unique contributions that each individual can bring to the workplace. By promoting diversity and inclusion, healthcare organizations can help to create a positive work environment that supports the well-being and job performance of their employees.

Sub - Theme 2 Work-life balance

Three different respondents established the fact that considering job equity, to reduce work related stress, work life balance must be respected. For example Int 1 responded that; One thing I enjoy most is the fact that at some times you have off period and when you are not, your duty period is defined. This will enable one to concentrate on other aspect of one's life such as family.

To corroborate the above, Int 4 Further emphasized the issue of shift. When staff especially medical staffers are placed on shift it brings equity and everyone knows that he or she can be at any shift at any time. This makes you to give children attention and to work with other people at different times. For example, on Salah day I do arrange with my colleagues of other faith to stand in for me.

In another response, Int 8 equally toe the direction of creating enabling environment for diversified workforce and respect to work life balance.

If some respondents believe that work-life balance is a key factor in addressing the relationship between equity, organizational culture, and job performance among healthcare workers in public health facilities in Kwara State, Nigeria, they may emphasize the need for healthcare organizations to promote a healthy work-life balance for their employees.

Int7 suggest that healthcare organizations should create policies and practices that allow employees to have more control over their work schedules, such as flexible work hours or the ability to work from home.

Int6 equally suggest that healthcare organizations should provide resources and support for employees to help them manage their personal and professional lives more effectively, such as childcare or eldercare services, or access to mental health services.

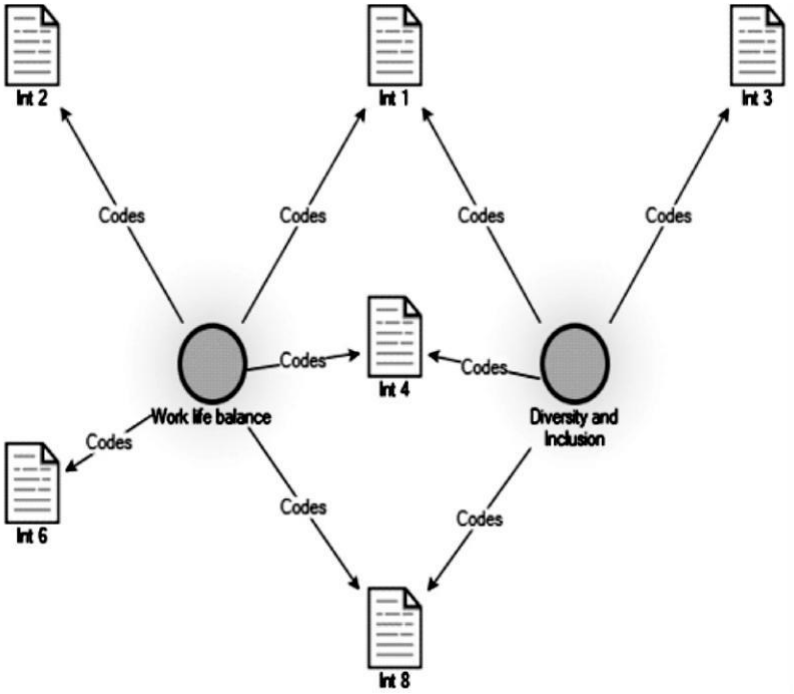


Figure 2: respondents on work life balance and diversity and inclusion

Discussion of Finding,

The findings from the responses of the different participants shed light on the importance of organizational support, organizational resources, equity, and work-life balance in relation to job performance among healthcare workers in public health facilities in Kwara State, Nigeria.

Firstly, the participants recognized the direct link between organizational support, organizational resources, and job performance. They emphasized the benefits of having access to adequate resources and support in their work, which ultimately contributes to improved job performance. This highlights the significance of healthcare organizations providing the necessary tools, resources, and support to enable employees to perform their jobs effectively. By prioritizing these factors, healthcare organizations can create a positive work environment that supports the well-being and job performance of their employees.

Secondly, the participants highlighted the importance of diversity and inclusion in healthcare organizations. They suggested that promoting diversity and inclusion through training, education, policies, and procedures can help create an inclusive work environment where all employees feel valued and their unique perspectives are appreciated. This recognition of diversity and inclusion aligns with the principles of equity and organizational culture, emphasizing the need for healthcare organizations to embrace and celebrate the diversity of their workforce.

Lastly, the participants emphasized the significance of work-life balance in reducing work-related stress and enhancing job performance. They recognized the importance of having defined duty periods and shifts that allow employees to allocate time for their personal lives, such as family commitments. The participants suggested that healthcare organizations should provide flexible work hours, remote work options, and support services like childcare or mental health resources to help employees manage their personal and professional responsibilities effectively. By promoting work-life balance, healthcare organizations can support their employees' well-being, which in turn can positively impact their job performance.

Conclusion and Recommendations

The aims of the study is to understand how an individual's role and responsibilities aligns with the values and norms of the organization (HMB) to promote a positive organizational culture that can impact on performance of healthcare workers in the State. This information can be useful for hospital leaders and policy makers to make evidence base, fit for purpose health policies and strategies that will help improve bottom line quality service delivery of our public health institutions through improved performance of public healthcare workers in the State.

The objective of examining the extent to which equity and organizational culture affect the performance of healthcare workers in public health facilities in Kwara State, Nigeria is likely to explore how fairness and balance in the distribution of resources and opportunities within the organization (equity) and the overall culture of the organization can impact on the performance of healthcare workers in public health facilities in Kwara. By examining the extent to which equity and organizational culture affect the performance of healthcare workers in public health facilities in Kwara State, Nigeria, the study aims to understand how promoting fairness and balance in the distribution of resources and opportunities within the organization and promoting a positive organizational culture can impact the performance of healthcare workers in that region. This information can be useful for hospital leaders in Kwara State in developing strategies to improve the performance of healthcare workers.

Healthcare organizations should promote diversity and inclusion in the workplace, and ensure that all employees are treated fairly and with respect. Healthcare organizations should provide resources and support for employees to help them achieve work-life balance. Healthcare organizations should also ensure that roles and responsibilities are clearly defined, and employees are adequately trained and equipped to perform their jobs. Healthcare organizations should foster a positive organizational culture that values teamwork, collaboration, and communication. Healthcare organizations should provide resources and support for employees to help them manage work-related stress.

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