



STRESS MANAGEMENT FOR HEALTHCARE PROFESSIONALS

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<p>Abstract:</p> <p>Healthcare professionals are exposed to several job stressors that can adversely affect both their mental and physical health, decrease their efficiency at work, for a successful intervention, the causes and management of stress in any healthcare unit or among healthcare professionals must be diligently documented.</p> <p>The aim of this study is to explore issues on specific occupational stressors related to job performance, the role of healthcare in stress management and the effects of job resources on job demands, and also to create awareness for health care professional on how to manage stress. Two research questions were used for this study which are: (1) What are the strategies of coping with stress? (2) What are the health benefits of stress management?</p> <p>In this study literature review research was used. A review of 15 articles from scientific journals was carried out. The theoretical framework used for this study was change and work engagement. Qualitative methodology was used to analyze the data. . All the articles reviewed are peer review journals, from the EBSCO data base. My result suggests that hospital managers should develop strategies to address and improve other quality of working conditions of healthcare professionals.</p>	
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I have this ample curse, to glory in Christ Jesus my jewel of estimable value Lord God Almighty, who gave me all it takes to accomplish this work, I will forever be grateful to Him. I want to also thank my husband, my children, my parent, and all my teachers in Arcada, my friends and well wishers, for their support both financially, emotionally spiritually and otherwise, to see that this work come to a successful completion, may God bless you all.

1. INTRODUCTION AND BACKGROUND

Quite a number of researchers (Van de Tooren & de Jonge 2010, Rollinson, D. 2008) have looked into work related stress, but in the last few decades, there has been considerable increase in the pace of life, with high increase of change in the nature of many people and organization. Stress is now known as a worldwide phenomenon and a domesticated word ranging from homes, families and organizations. Twenty-six percent of the young nurses indicated that they often considered leaving nursing. Some factors were responsible for this consideration, such as personal burnout and dissatisfaction with work schedules were based on quantitative data to intention to leave.

There were also poor opportunities for development low affective professional commitment, low job satisfaction, work family conflicts and high quantitative work demand correlated with nurse's intentions to leave the profession, by identifying the factors that influence young nurse's decisions to leave nursing and implement targeted preventive measure, it could be possible to retain more nurses in the field. There is a global shortage of nurses (Mervi.Flinkman, M.Laine et al 2008) according to WHO the crisis of the workforce in the field of health is seriously affecting many countries abilities to fight disease and improve health (WHO, 2006). Countries, such as the UK, the USA, and Finland, Finland currently are experiencing a shortage of registered nurses (Mervi.Flinkman, M. Laine et al 2008).

Lack of nurses and high nurse's turnover represent problems for nurses and healthcare in terms of cost, the ability to care for patients and the quality of care given (Clark & Aiken 2003). The oversupply or shortage of registered nurses can be used as an indicator in any origination, either private or public sector, or in overall labor market for nurses. The extent to which an organization is unable to recruit staff to fill vacant posts often is used as an indicator of shortage. While the extent to which nursing staff regularly have to work additional hours (Buchan. J. & Rev 2002) is another indicator, employment difficulties can also be measured by the number of months the vacancy has remained unfilled. One of the reasons for this is that, the demand for nurses is rising in many countries because of increasing demand for health care services; this is as a result of increase in population. In Finland the estimated number of 65 years old is given to be will be a quarter of Finnish population (Taipale 2001) another reason is the advancement in med-

ical practice and technology, as well as changes in public expectations of health care system increase demands for register nurses (Buchan j. Rev 2002). In addition there is an increase in the decreasing rate of the number of those completing the education needed before nurse training (Buerhaus et al 2002). Voluntary turnover is decreasing the labor supply in the nursing field, from some of the reports one in five nurses are expected to leave the profession within the next 5 years (Mervi.Flinkman, M.Laine et al 2008)

Also Families at home having been engage in one domestic activity or the other always use the word I am stressed, in organizations (Natvaney 1996) suggest that over 50% of European employees experience some degree of occupational stress, and in America the collective cost of stress from sickness absence, premature retirement and lost productive value has been estimated at \$ 50 billion in Great Britain, the NHS treatments for stress related sickness have been estimated to be 5 to 10 % of the Gross National Product (G N P) to write but a few. Stress itself is a poorly understood phenomenon, and our knowledge of how to cope with it is still less than perfect (Natvaney 1996).

Over the years, researcher especially healthcare researchers have taken interest in studying work related stress, most studies have shown that work situation has certain demands and meeting these demands can lead to stress. Consequently these Studies have shown that stress work related stress is a real problem both to the health care organization and health care professionals. As far as life is concern, stress is a necessary and common problem associated with it, stress has undesirable consequences in the emotional, mental and physical well being of an individual, thus we can say that stress can be physical and psychological and then leads to decreased quality of life and poor organizational performance (Flanagan & Flanagan2002).

The health care environment is a notable work place associated with high work stress and high level of fatigue due to high demands according to (Winwood Winfield & Lushington 2006, p 439) healthcare professionals are usually exposed to stress at their workplace and thus they usually experience stress in their personal life and this ultimately affect their work performance. The current study concerns with the management of stress among health care professionals, the studies associated high turnover among health care professionals with high levels of strain and stress and low levels of work sat-

isfaction, they engage in physically demanding tasks on a daily basis and are often exposed to people's needs, problems and sufferings.

As a result, they are at high risk of occupational tiredness and physical complaints merely due to high demands at work (Van de Tooren and De Jonge 2010 P75). The aftermath of which results in increased dissatisfaction with their work environment as well as to a lack of capacity to take care of themselves especially their health. A lot has occurred in the health care environment, with advancement in technology, change in leadership with new roles and new expectations, limited training in the new work task, increased consumption of health care good and services, shortage of healthcare personal and insufficient competence at work task are shown to be sources of strain and Stress for healthcare professional. Thus the theoretical framework that was used for this study is work engagement and change (Afsaneh Nahavani et al2015, Rollinson2008).

1.1 Aim and Research Question

The aim of this study is to examine stress in all aspect, example strategies of stress, causes, benefits, consequences and stress management intervention in the healthcare professionals. The idea of this study came about from the author's participation in Management courses and taking assignments on stress. Having acquired a deeper knowledge on the topic, the author grows interest in the subject and started observing the effects of stress on healthcare professionals

The research questions guiding these studies are

1. What are the strategies of coping with stress?
2. What are the health benefits of stress management?

2. THEORETHICAL FRAMEWORK

In these studies the theoretical framework used was change and work engagement by (Afsaneh Nahavani 2015 and Rollinson2008). Stress could be negative or positive it is the major source of stress (Holmes and Rahe 1967). It is imperative that we know the different event in life and how they affect changes that can lead to stress. It should be noted that not only big changes and life events that can cause stress but some of this events are major job moves, shifts in responsibilities and organizational changes, the

daily routines can make people feel stress if there are no changes. In other to manage stress it is important that there should be a balance between duties and leisure time this can be possible if the work schedules are flexible (Holmes and Rahe 1967).

2.1 DEFINITIONS OF STRESS

The term stress according to (Hans Selye 2009) defined stress as “a non-specific response of the body to any demand for change” different authors have defined the term stress in several ways as an automatic physical response to any Stimuli that require you to adjust to change” (Benson and Casey 2006); as a state of mental or emotional strain or tension resulting from adverse or demanding circumstances; as a state of tension one experiences when one’s side of coping are insufficient as a dynamic condition in which an individual is confronted with opportunity, constraint or demand related to which he or she desired and for which outcome is perceived to be both uncertain and important (Robbins and De Cenzo 2008).

Stress most thus results from an imbalance between demands being made upon an individual and the resources available to help that individual cope with the demands, this luring us to the definition of stress as “ any condition in which there is a marked discrepancy between demands placed on worker’s capacity or perceived capacity to respond” (Howard .F. 2008, p105).

Since healthcare environment requires changing continuously, stress is common in the life of the healthcare professionals work, environment is not derived of this imbalance between demands being made upon an individual and the resources available to help them cope with the demands. But if the demand is seen as overwhelming and exceeds the individual’s capacities or resources they become stressors and this will trigger mental and physical stress (Howard. F.2008, p 106) the emotional and physical demand involved within the healthcare environment can strain even the resilient healthcare professional.

2.2. CAUSES AND CONSEQUENCES OF STRESS

The reasons why healthcare professionals are faced with stress daily is due to their work environment, this stresses are also known as work related (occupation) stress, the work related stress is caused by a number of inherent factor called stressors. Work related stressors have been defined as “any work situation perceived by the participants as threatening the situation and individuals coping abilities (Abu Alrub and Al-zaru 2008).

The inherent factors include long working hours, excessive work load, dealing with death and dying, inter personal conflict with other staff, patient’s expectation, and threat of malpractice litigation this factors lead to the classification of work place stressors often faced by healthcare professionals in the healthcare environment into three classes or categories namely organization stressor, task characteristics, and social factors, the above classification were made by (Sardiwalla et al 2007).

Organization stressors as noted by (Sardiwalla 2007) include communication problems between workers and higher authorities, problems with team worker, role antiquity and administrative factor. Interpersonal conflict with other staff in the healthcare environment, roles of professionals may not be properly spelled out especially where hierarchy is observed. If orders are not properly is observed there may be communication problems and thus stress situations may arise (Sardiwalla et al 2007).

Since healthcare professional deal with death and dying, thus has become a characteristic of their occupation, this gives rise to task characteristics. Healthcare professionals usually develop an anxiety that could affect their positive attitudes towards their patients, resulting in poor care and socials factors usually arise from environment of multidisciplinary teams, where one part of the team feels superior to the other or differences arising from one healthcare professional feeling that his or her role is more important than the other in the survival of their organization such differences may contribute to stress (Sardiwalla et al 2007).

Exposures to the above classes of stressors by healthcare professionals usually results in burnout if they are not adequately dealt with. Burnout has been defined as a work –

related syndrome caused by a long –term exposure to high levels of stress burnout is a role Stress reaction and behavioral rejection of the jobs (Howard 2008, p105).

American psychological association (David Ballard 2009) describes job burnout as” an extended period of time where someone experiences exhaustion and a lack of interests in things, resulting in a decline in their Job performance”. A lot of burnout really has to do with experiencing chronic stress. In those situations, the demands being placed on you exceed the resources you have available to deal with stressors. Left unchecked burnout can wreck havoc in your health happiness, relationships and job performance.

According to (David Ballard 2009) says 10 signs are experienced during burnout, these are.

Exhaustion – A clear sign of burnout is when you feel tired, exhaustion can be emotional, mental or physical, lack of motivation – when you don’t feel enthusiastic about anything anymore or you no longer have that normal motivation for your work, frustration, cynicism – you may feel like what you’re, doing doesn’t matter that much anymore, or you may be disillusion with everything, cognitive problems – burnout and chronic stress may interfere with your ability to pay attention or concentrate hen we’re stressed, our attention narrows to focus on the negative element that we percent as a threat. Slipping job performance – there is decrease in job performance in people experiencing burn out. This tends to play out in one of two ways, you’re having more conflicts with other people, such as getting into arguments or you withdraw (David Ballard 2009).

Not taking care of yourself – when suffering from burnout, some people engage in unhealthy coping strategies like drinking too much, smoking, being too sedentary, eating too much, not eating enough or not getting enough sleep. Being preoccupied with work when you’re not at work – even though you might not be working at a given moment, if you’re expending mental energy mulling over your Job, then your work is interfering with your ability to recover from the stresses of your day. Generally decreased satisfaction – this is the tendency to feel less happy and satisfied with your career and your home like health problems over long period of time, serious chronic stress can create real health problems like digestive issues, heart diseases, depression and obesity (David Ballard 2009).

2. 3 THE ROLE OF STRESS.

This may be viewed as the consequences of disparity between an individual's perception of the characteristics of a specific role and what is actually being achieved by the individual currently performing specific role thus role stress occurs when there is incongruence between perceived role expectations and achievement. (Lambert V A, Lambert C E 2008)

Researcher like (Lambert V A, Lambert C E 2008) have defined the following roles of stressors as

Inter- role distance – This is experienced when there is a conflict between organization and non organization roles, role stagnation – this is the feeling of being stuck in the same role. Such a type of stress results in perception that there is no opportunity for the furthering or progress of one's career, role expectation conflicts – this type of stress is generated by different significant persons, i.e. superiors, subordinates and peers about the same roles and the occupant's ambivalence as to whom to please. Role erosion – this type of role stress is the function of the role occupant's feeling that some functions which should properly belong to his / her role are transferred to / or performed by some roles (Lambert VA, Lambert CE 2008).

Roll over load – when the role occupant feels that there is too many expectations from the significant roles in his / her role set, he/ she experiences role overload. Role isolation – This type of role stress refers to the psychological distance between the occupant's roles and other roles in the same role set. It is characterized by the feelings that others do not reach out easily, indicative of the absence of strong linkages of one's role with other. (Lambert VA, Lambert CE.2008).

Personal inadequacy – this type of role stress arises when the role occupant feels that he /she does not have the necessary skills and training for effectively performing the functions expected from his / she role. Resource inadequacy – this type of stress is evident when the role occupant feels that he / she is not provided with adequate resources for performing the functions expected from his/ her (Lambert VA, Lambert CE 2008).

3. Stress management Among Nurses

To be able to cope with stress and manage it, it is important to know how stress influences one's performance, having self-awareness and recognition of the symptoms of stress it helps us to use it constructively and avoid its destructive aspect. It's also good to know when people might be getting into the unproductive and destructive end of the stress curve (Afsaneh Nahavandi et al 2015).

There are different strategies identified by (Afsaneh Nahavandi et al 2015) that might be useful in managing and controlling stress and they are as follows.

3.1 Personal strategies lifestyle Adjustment

The personal decision of our lifestyle, goes a long way to determine our physical health and well-being as well as our ability to cope with the demand, challenges and stress of work, therefore to handle stress very well, we need to be healthy to be able to cope with the demand and challenges we face and to deal with the physical manifestation of stress when we experience them. (Nahavandi 2015) In other to have good health it is important to eat balanced diet, get enough sleep, and exercise regularly, these help to prevent some of the negative manifestations of stress and to cope with stress related symptoms see fig 1 (Afsaneh Nahavandi et al 2015).

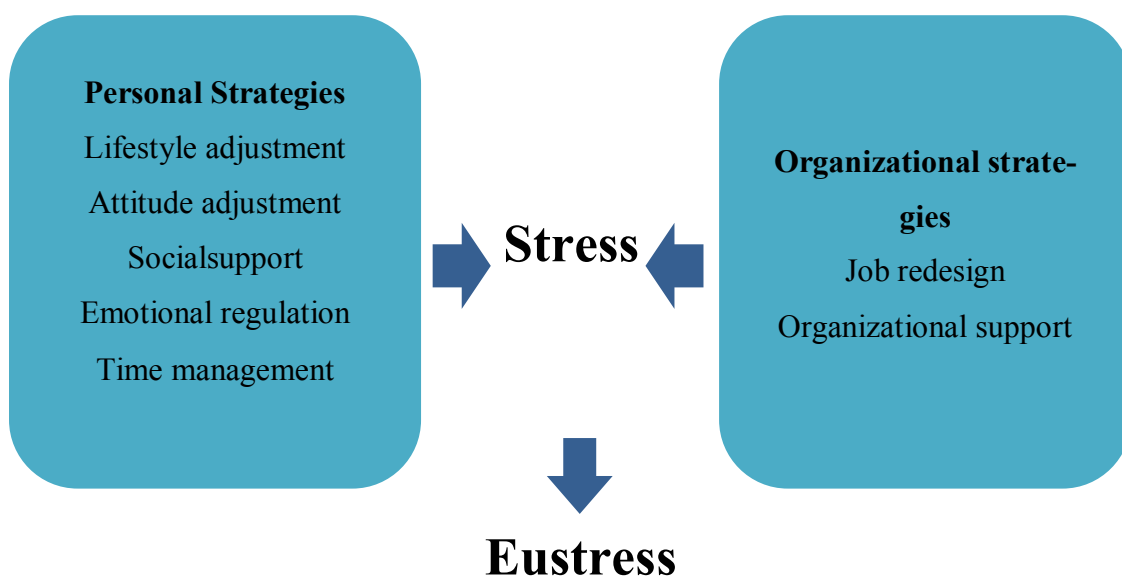


Fig 1 Personal Strategies (Nahavandi 2015)

3.2 Attitude Adjustment, Positivity and Resilience

Healthy attitude help people to increase their tolerance for stress, this result were got from the survey organized of human resources managers. This might seem ironic given that stress is a bodily response and not all in your head, our thinking and attitudes can make difference in how we respond to potentially to stressful situation as well as our subjective experience of stress when it happened. (Afsaneh Nahavandi et al 2015)

A psychologist like (Afsaneh Nahavandi et al 2015) considered five elements to be essential to well-being. He use the term PERMA to summarize them. PERMA and positive psychology rely on the concept that our cognitive appraisal of a situation influence whether or not we will experience it as stressful See fig 1.1 (Afsaneh Nahavandi et al 2015).

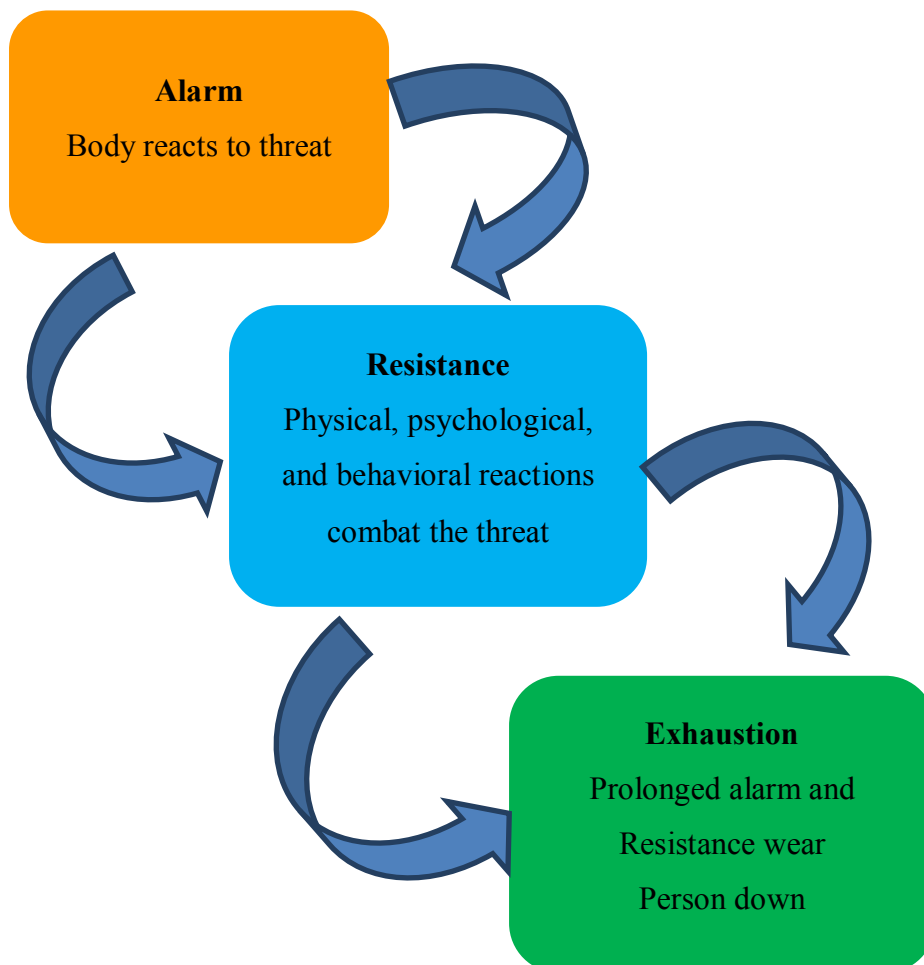


Fig 1.1 Attitude and adjustment, positivity and resilience (Afsaneh 2015)

Furthermore, stress can be good for you and better able to handle future challenges, depending on how you handle it. The only way to psychological recovery is that individuals do not survive or recover, but that they can adapt, learn and change, and as a result become more recover over time. People can recover more by facing the realities of a particular situation or problem by thinking positively, and also having a strong value system that helps us set priorities, and make sense of the challenges we face, enhance resilience. (Afsaneh Nahavandi et al 2015).

However (Coutu 2015) suggested that ingenuity fosters resiliencies by improvising and being creative with the resources that are available to us. Core resilient people ‘turn challenges into opportunities, how can we think about problems as challenges or about demand as opportunities, we can consciously ask ourselves how we might see a potentially stressful situation in a more positive light, most people conclude that they could indeed survive it, ironically, doing so might even take away some of the fear and lead them to take constructive action to avoid the worst out come. (Afsaneh Nahavandi et al 2015).

3.3 Social support

Social isolation is a major risk factor in human morbidity and mortality. Our personal relationships are linked to our immune function and our ability to fight disease. How well people cope with stress is the amount and quality of social support that they receive. Positive relationships with and support from the people we work with can act as a mediator to job – related stress. Structural social support comes from being embedded in and connected to a network of people whom we know can potentially provide support. (Rollinson, D. 2008)

More so, laughter and positive humor is an effective tool that help people handle stress, laughter in the work place can result in a significant and long – lasting increase in several different aspect of self – efficacy, including self-regulation , optimism, positive , emotion and social identification. Conclusively, making social connections with others at work can help us to do a better job and cope with stress as they arise. At the same

time, it is important to understand how our support, be it emotional, tangible functional can strongly influence other people's capacity to cope with the stresses and strains of organizational life. We all need a little of help from friends (Nahavandi et al 2015).

3.4 Emotional Regulation

Emotional regulation varies with individuals from greater to lesser extent and under different kind of circumstance it happens at times at work that we choose to alter the external show of our emotion for our own reason or because the employer has set certain rules for behavior while emotional regulation can cause stress when the expression of emotional stress is allowed to show in the different faces at the same time make social interaction quite difficult. (Rollinson, D. 2008)

The effects of emotional regulation are difficult to identify, because emotional regulation happens in a social context and complete information about the nature of work prior to hiring, and then they are more likely to have realistic expectation and higher level of job satisfaction. But not all emotional regulation brings about positive responses. Some emotions are hidden, they are not shown in faces and this can increase strain when there is a pretence employed. Despite this, while there are situations in which workers feel stressed because of emotional regulation, managers can still have an important role to play in reducing it. (Rollinson .D.2008)

3.5 Time management

The major source of stress in time management is the time pressure coupled with too much to do, effective time management involves establishing and reconfirming priorities, taking note of how you spend time, and organizing time to better reflect your goals, plans and commitments. It is not just a matter of completing all of the tasks presented to us, but at the end of the day, after we have done everything expected of us to do; we still experience stress, if we have not made time to do things that we think to be more important. (Rollinson.D.2008)

The step is to determine what your priorities are, people can list all your tasks and responsibilities, and use an "A B C" system in which high priority items are assigned an A and moderate or low priority item are assigned B or C. Either way of making your priorities known, one can evaluate how one spends their time. People might as well dis-

cover that the actual time allocation of time does not always match their priorities and the degree of importance they assign to each of their responsibilities. In planning time, there should be allocation of some part of the day for rest, reflection creativity, and social contact. See fig 1.2 (Afsaneh Nahavandi 2015)

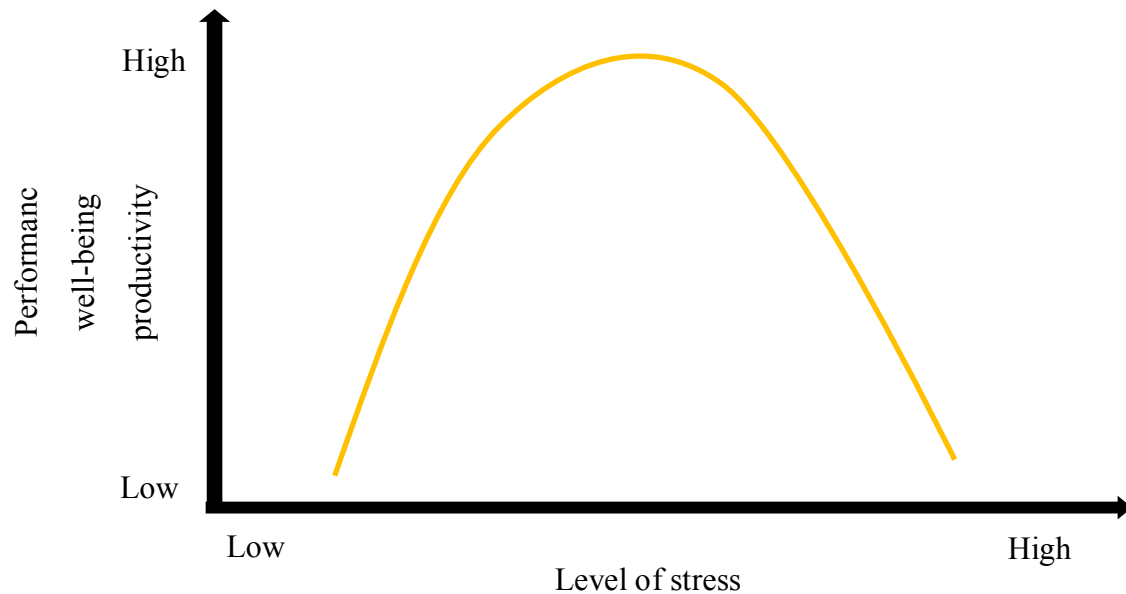


Fig 1.2 Time Management (Afsaneh Nahavandi 2015)

3.6 Organizational Strategies Job Redesign

The nature of some work themselves are stress oriented, therefore, it is largely the issue of organization to modify jobs so that they fit employees need and can ease some sources of work related stress. It is possible for employees to change their jobs or to employ a better approach that brings about positive change. Jobs that have skill variety, increase satisfaction and give a sense of meaning to our jobs and reduce stress. Although most of us are not free to redesign our jobs, we can often make small changes and adjustment in our work to reduce stress. (Rollinson .D. 2008)

3.7 Preventative Strategies

One of the most important and outstanding ways of preventative strategies, is looking at the various levels of organization which looks into how to consider jobs related stress

management. Organization must be attentive to preventive strategies in employment, selecting and socializing employees, this step if taken is an opportunity to ensure better person organization matches if people are given accurate and complete information about nature of work prior to hiring, then they are more likely to have realistic expectation and higher level of job satisfaction (Rollinson.D. 2008). Furthermore, health promotion programs can encourage employees to engage in behaviors promoting a healthy lifestyle, and the provision of employees assistance programs will go a long way to give a prior health assurance to the employees, hence their performance can be positively influenced by promoting their psychological well being and happiness. Happier worker cope with stress more efficiently than their unhappy workers, and as a result they are more productive. (Rollinson.D. 2008)

It has been also noticed that training programs can help employees cope with stress by emphasizing the importance of happiness and a positive outlook; this and more encourage individuals to charge of their negative thoughts, feelings and resulting behaviors by changing their cognition and emotions to more adaptive one and by identifying and practicing more functional behavior. (Afsaneh Nahavandi 2015).

4. Managing Change and Avoiding Stress.

In an attempt to look at classic approaches to managing change, one cannot but look at a write up done by a renowned social psychologist Kurt Lewin. Lewin wrote “Group life is never without change, merely differences in the amount and type of change exist” whether in an organization, a social group, or a family, there are both forces trying to bring about change and forces trying to resist change no matter how clear and simple the change might look like. Modern approaches to understanding organizational change have their roots in this work (Afsaneh. N. 2015). For change to occur there must be a shift in the balance of forces at play on any given organization field, according to the driving forces and restraining forces, of Kurt Lewin, either those forces demanding for change increased or those forces restricting change lessened, in many cases the latter is easier to accomplish than the former. (Afsaneh Nahavandi 2015). See fig 2 below.

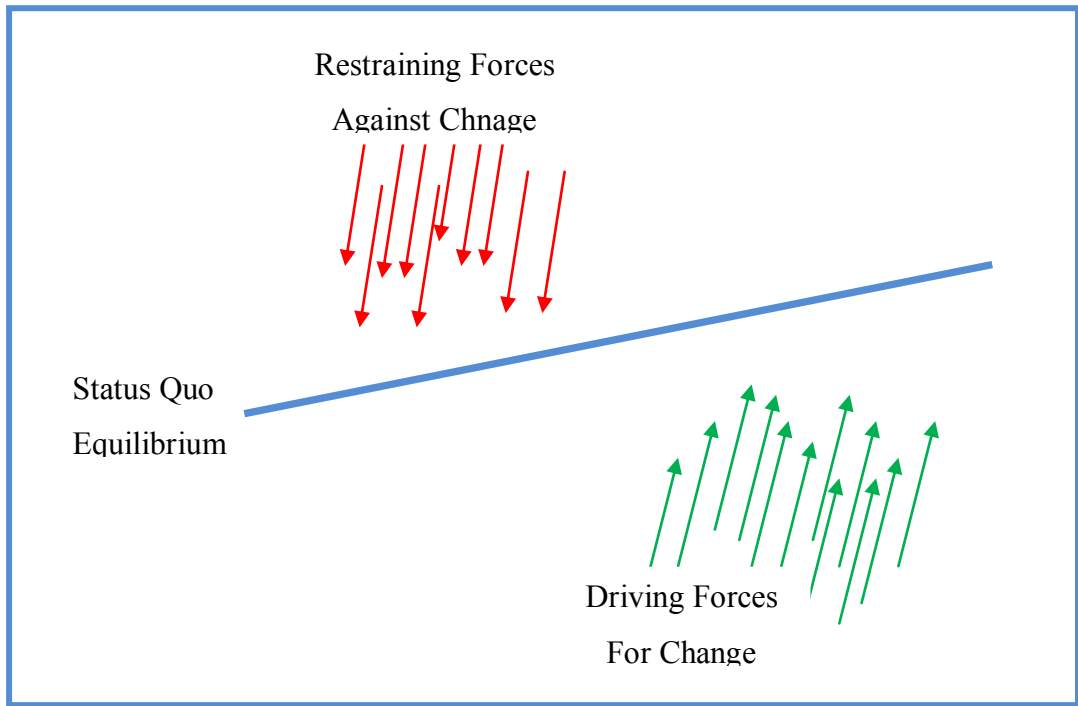


Fig 2 Managing change and avoiding stress.(Afsaneh 2015)

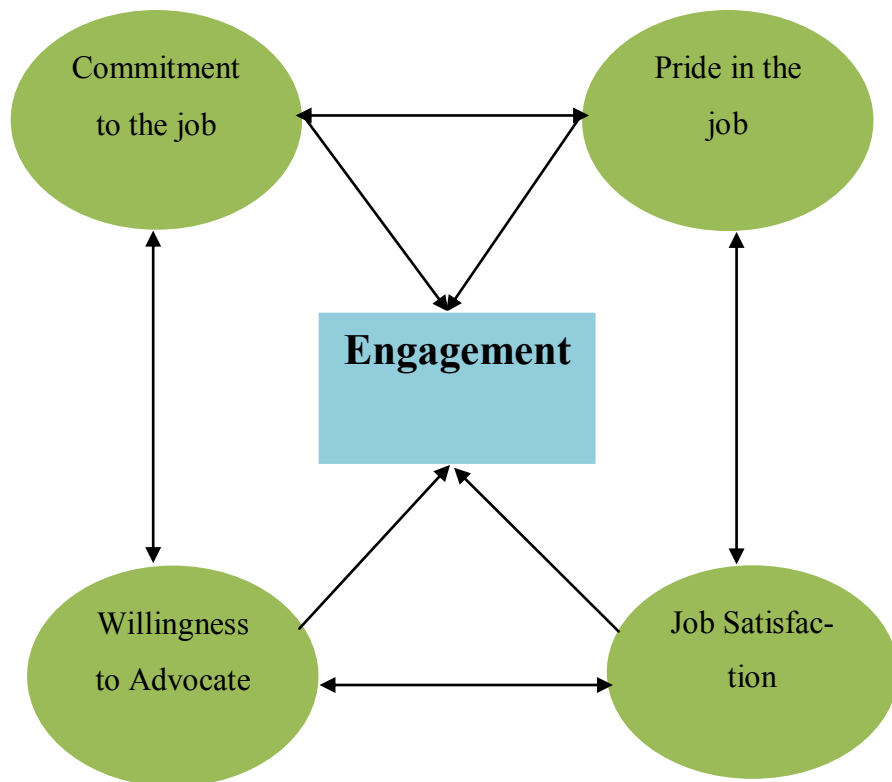


Fig2.1 Engagement in Organization (Rollinson.D. 2008)

Findings have prove that some managers take strength based approach to workers as-
 assignment this has help the employees discover their strengths and align their talents with
 their work, some of these managers identify the weaknesses of the workers, but solving
 them is not their primary focus, while other positive ones focus more on what the work-
 ers are good at and how his or her strength can benefit the organization, it should also be
 noted that other management behaviors, such as maintaining a positive attitude and
 providing recognition and encouragement, extend the strength based approach, these set
 of managers, were concluded to have been ranked as upper managers in term of perfor-
 mance and productivities .(Rollinson .D. 2008).

According to (Gary Tranter 2015) says that the result help to validate the believes and
 hypothesis, that managers who maintain a positive perspective, who ensure that timely
 and meaningful recognition of people occurs and who have a clear awareness of em-
 ployees strengths help create a more engaged workforce. What surprised me about the
 outcome was that the correlation was much stronger than I had anticipated (Nahavandi
 2015 p 160). Again another study was conducted by the consulting firm Right Man-
 agement, involved more than 28,800 employees in 15 countries. This study concluded
 that engagement leads to higher financial performance, higher customer satisfaction,
 and higher employee’s retention. Combining this work with the study contacted by the
 institute for employment studies in the United Kingdom led to the conclusion that en-
 gagement is actually two steps processes. See fig2.2 (Afsaneh Nahavandi 2015).

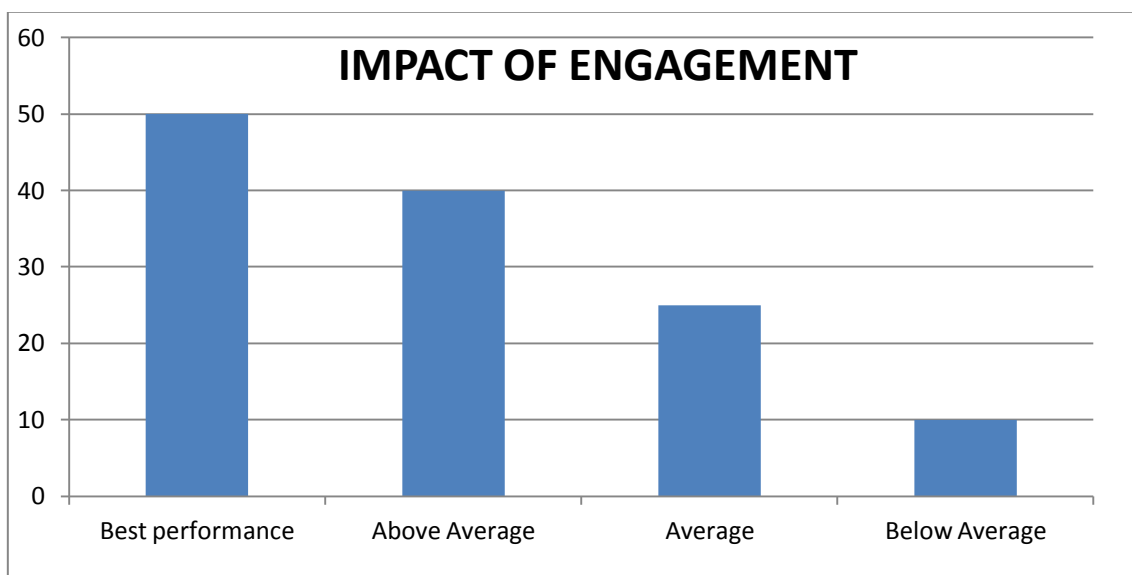


Fig2.2 Impact of engagement (Nahavandi 2015)

The level of engagement of jobs or profession is one element, say a person showing high engagement with an organization, but low engagement with the profession, and vice versa. The conclusion is that the highest and most impactful employee engagement combines jobs or professional engagement with organization engagement and that in turn affects performance, profitability, and productivity intention. (Afsaneh Nahavandi 2015).

There are different ways in which a manager can increase trust and engagement

One of such ways is to increase the number of workers into the decision making bodies to contribute in the decision that affect them. Even if they don't have the final decision they are more likely to endorse the decision and help in its implementation if they have been a part of the process. Another way to increase trust and engagement is for the manager to exhibit a high degree of caring and compassion. Gallup studies shows that engagement connected to a high degree of emotional caring on the part of the immediate boss. Furthermore, when managers and leaders are transparent in their decision making process, the people are likely to be engaged if they understand how decisions are made, even if those decisions don't go in their direction. Finally leaders and managers should always be attentive to workers relationships. (Afsaneh Nahavandi 2015).

4.1 SUMMARY OF THE THEORETICAL FRAMEWORK

In order to ascertain the creative change in a global society, we need to spend some time thinking about how changing leadership and changing environmental conditions are likely to affect the motivation of our employees. A basic approach to motivation have largely assumed a one on one relationship between the managers and employees, with the manager trying to do those things that will increase the motivation of the workers to contribute to the organization. And the one on one relationship is the relationship between the managers and the employees, which is very important. But as the society is becoming more global and complex, the leaders must establish a particular culture in the organization all over the globe in a way that those on top can affect the way in which workers regard the organization and choose to engage themselves. Most importantly motivation and engagement is responsibility of leadership, one major study (Nahavandi et al 2015) of federal employees offer some element that constitute employees engagement these are, pride in ones work place, satisfaction with leadership, opportunity to

perform well at work, satisfaction with recognition received, prospect for future personal, and positive work environment. These factors in turn can become drivers of productivity and profit the important thing to not here is that these factors can be influenced by the top leaders encouragement of an open and engaged workforce. Top leadership can establish organization wide policies and structures that affect these matters, but leadership can also inspire people to connect emotionally with the organization and in turn increase their contribution to the organization. (Afsaneh Nahavandi 2015).

Another important element of creative leadership, is that it comes from inside, that is, the personal growth and development is a measure to the person maturity as a leader, creative leadership is not about the position you hold inside the organization, it is about how you live in that position , it is your state of mind and how you approach your work and the values you bring to that work that makes you a leader, business school dean (Doug Guthrie & Nahari 2011, p 36) if we assume that leadership should be extended throughout the organization, then we should be concerned about the inner life of those throughout the organization. (Doug Guthrie & Nahari 2011)

5. RESEARCH METHODOLOGY

This chapter describes the methodology employed in the study. The first section describes the importance of literature review as a method of research this is followed by a description of the methods of the review.

5.1 LITERATURE REVIEW

Literature review focused on a research question that tries to identify, appraise, select and synthesize all high quality research evidence relevant to the question. Systematic reviews of high-quality randomized controlled trials are crucial to evidence based medicine. An understanding of systematic reviews and how to implement them in practice is becoming mandatory for all professionals involved in health care delivery. (Aveyard Helen 2014)

Literature reviews are not limited to medicine they are quite common in other sciences where data are collected, published in the literature, and an assessment of methodological quality for a precisely defined subject would be helpful. One of the aims is to provide an exhaustive summary of literature relevant to a research question. Carefully re-

views often but not always, use statistical techniques (meta-analysis) to combine results of the eligible studies, or at least use scoring of the levels of evidence depending on the methodology used. (Aveyard Helen 2014)

A literature review uses an objective and transparent approach for research synthesis, with the aim of minimizing bias. While many systematic reviews are based on an explicit quantitative meta-analysis of available data, there is also qualitative review which adheres to standards for gathering; analyzing and reporting evidence recent development in systematic reviews include reviews and the meta-narrative approach. (Aveyard Helen 2014).

These approaches become the problems of methodological and epistemological heterogeneity in the diverse literature existing in some subjects in this study, such analysis can only be conducted where there is substantial quantitative evidence or where results are reported using statistics, which is not the case here. For the topic of stress management for health care professionals, this author suggested that review comes both narrative and qualitative evidences. Therefore, qualitative systematic review also as considered important the present studies qualitative research. (Aveyard Helen 2014)

A review earns the adjective systematic, if it based on clearly formulated question, identifies relevant studies, appraises their quality and summarizes the evidence by use of explicit methodology. It is the explicit approach that distinguishes systematic review from traditional review and commentaries. Before undertaking the systematic review, the author first laid down the steps to be followed as a guide to the systematic literature for the study. The steps taken or followed consists of, (Aveyard Helen 2014)

1. Scoping (Deciding which studies we want to come under stress management for Healthcare Professionals.
2. Defining the main journals and publications to be covered.
3. Deciding which database (s) to access.
4. Defining the quality of the evidence to be included in the review.
5. Focusing on empirical studies and. summarizing the evidences

5.2 SEARCH STRATEGY

A comprehensive range of search strategies as per the ARCADA guidelines were used to identify relevant publications or published studies. Firstly, all of the major public health, psychology and healthcare data bases were searched for combination of

Keywords: such as Stress management AND stress intervention AND stress benefit AND healthcare professional AND job demand, AND coping stress. AND strategies. These data bases consisted of EBSCO, GOOGLE SCHOLAR, CINAHL Plus, COCHRANE Library, EMBASE, MEDLINE, PROQUEST and PsycINFO. The second strategy involved a manual search of various journals including the journal of occupational Health psychology, nursing articles, psychology and many more others using the same combinations of keywords mentioned above. Specific inclusion and exclusion criteria were used for selecting articles. Altogether these searches yielded a total in member of 1250 references, which was too large for review, author searches were not conducted. To reduce the member of papers to a manageable size, the results were screened on line by random selections and the studies that did not meet the inclusion criteria 623 articles were excluded titles and abstracts (were available) were read and 10 studies were identified as focusing on issues associated with occupational stress and stress management. The author using the key words /terms of job demand, job resources, job related outcomes, a final search resulted in 40 studies of which 5 were identified to be relevant to this study the articles included outcomes in this review are 15 empirical research reports, which were published from January 2000 onwards.

The aim of this review was to present the issues of management of work related stress in the health care environment .The studies were included in this review if they meet the following inclusion criteria, studies written in English studies that addressed the main sources of stress

1. Studies that addressed the issues of job demands, job resource and their determinant out comes
2. Studies that were published form January 2000 onwards
3. Studies that are based on empirical research

Studies were excluded that:

Were not written in English, were conducted before 2008, were not based on empirical research, articles that were older than our limitation, articles without an abstract, non scientific articles .The numbers of articles the author considered relevant to this literature review was 15, these articles were obtained in hard copy, and their relevance were accessed according to the inclusion criteria, all the articles reviewed are peer review journals, from the EBSCO data base and some others which add credence to the validity of the papers, 15 studies selected for the review, the results summarized qualitatively, the results are presented in the groups namely, job demands /job resources, role of leadership and occupational stressors/stress management.

6. RESULT

Authors	Aim	Design/ Sample	Result	Implication	Comments
Van Den et al (2008) managing job stress in nursing what kind of resources do we need? Journal of Advanced Nursing	To discover the different kinds of job resources and their functions for managing job stress in Nursing.	According to the DISC model 74 questionnaires of the survey were returned	In comparing adverse effect of the result, the high physical jobs demand had more effect the physical complaint and the emotional exhaustion.	For human service employees like Nursing, the physical and the emotional resources are stress lifter.	Match between demands, resources and outcome, relate to the degree of valid moderating effects theoretically.

Stacciarini,J.R & Troccoli, B.T. (2004) Occupational stress and Constructive thinking, Health and job satisfaction, Journal of Advanced Nursing management.	To show the details of occupational stress ,job satisfaction and state of health in Brazilian Nurses	Out of the total Nurses at work, 46 Nurses were selected from in different grade and shifts.	Occupational stress, state of health and job satisfaction was found distributed normally .	The need to value personal ability to cope with work environment was highlighted with occupational stress and physical ill health.	The global constructive thinking and job satisfaction, is directly associated to state of health and occupational stress
Saijo Y et. al 2013 Australian Journal of Rural Health	To explain the different in burnout status and job stress.	A total of 422 hospitals responded to the questionnaires	There was a significant effected exhaustion Job demand was higher	The lesser the job control and exhaustion caused by burnout, the higher the job demand	Burnout is directly related to job stress
Joseph. B. Lyons and Tamera. R. Schneider (2009). The effects of leadership on stress outcomes.	To evaluate the effect of leadership style on stress outcome	The number of who responded and were assessed for psychological emotional and motivational and also viewed video instruction we	There is a direct effect of leadership style on task performance	Task performance is associated with transformational leadership style	Ineffective leadership style in an organization, may lead to stress outcomes
Maria Tims,Arnold. B. Bakker and Despona Xanthopoulou (2011).Do transformations leaders enhance their followers daily work engagement? The leadership Quarterly.	To look into how transformational leaders enhance their daily works engagement	Questionnaires were administer to 42 workers and a diary survey over five consecutive work days	Employees work engagement were related to positively by transformational leadership	Transactional leadership style is less accepted to transformational leadership style.	Transformational leadership style can enhance employees work engagement.
Nielsen et al (2008). The importance of transformational leadership style for the well being of employees working with	To know the relationship between transformational leadership, anticipated working conditions and employees well being job	Sample of 447 staff caring for old people	Followers anticipated workers condition is closely related to transformational leadership style	There is a link between leadership behavior and employees well being	Influence meaningfulness, involvement and work redesign intervention focused on influence is beneficial

older people; Journal of Advanced Nursing	satisfaction				
Quiao Hu, Willmar. B. Schaufeli ; (2011). The job demands Resources model; An analysis of additive and joint effects of demand and resources.	To investigate the effects of job demands and job re- sources on well being and or- ganizational outcome	Sample collect- ed from Chi- nese,625 blue collar workers and 761 health professional	Both samples shows that there is synergistic effect of job resources on burnout and engagement	Job resources lead to positive organizational outcome, while job demands lead to negative outcome	Job resources and job demand should be at equilibrium
Heponieine,T. Elovanmo; et al (2008). The role of fair- ness in deci- sion making and manage- ment Journal of community psychology.	To evaluate whether the negative effect of high job de- mand and low job control can be stop by or- ganizational fairness	Administering questionnaires of postal survey involving 713 women in nurs- ing positions	Low job con- trol, high job demand and unfair decision making is asso- ciated with lev- els of work in- terference with family	Organizational believes ,fairness in a way stand in between job control and work family interference	Employees general and mental health can be affected by job control. Job demand are strongly a predictor of combin- ing career and family
Van Den Tooren and De Jonge (2010). The role of match- ing job re- sources in different de- manding situa- tions at work. A vignette study, Journal of Occupa- tional Psy- chology.	To carefully look at the un- derlying rela- tionship be- tween job de- mand ,job re- sources and job related out- comes	Dutch employ- ees of human service and Quasi Experi- mental survey study of 217	Various styles between availa- bility, relevance and use of matching and non matching job resources in physically de- manding job situation	Matching and non matching job resources are been taking advantage of by workers who are facing this particular type of job	Cognitive, emotional and physical dimension are comprised of job demand, job resources and job related out- comes.
W.B.Schaufeli and A.B.Bakker (2004), jour- nal of Organi- zational Be- havior	Burnt and en- gagement and their relation- ship with job demand and job resources	Questionnaires was used to car- ry out an exper- imental survey for employees of four Dutch companies	The use of matching and non matching recourses in physical de- manded job situation is the outcome of job minimization	There should be increase in job resources to counter the role of job demand in the process that lead to re- lated outcomes	Job resources and job demand are negatively close to each other
Jan de Jorge, pascale M,le blanc Maria C .W Peeters and H	To examine the moderating role of emotional and cognitive job resources in relation be-	An anonymous questionnaires was conducted with cross sec- tional survey	Health well being outcome is moderated by the emo- tional job re- sources its	Resources cost through meeting the requirement of job demand could be com- pensated for by	Emotional job demand can be made less stress- ful by job resources

Noordam	tween job demand and resources		relationship with job demand	job resources	
Fiabane E. Giorgi I, Sguazzin. C, Argentero P. (2013). The role of organizational and personal factors	To identify role of organizational and personal factors in predicting work engagement in healthcare workers and compare work engagement and occupational Stress perceptions of healthcare professional categories	A Cross-sectional survey using self-report questionnaires. to a sample of 198 hospital staff (registered nurses, nurse aides, physicians and physiotherapists	The most significant predictors of energy were workloads mental health and Job Satisfaction physiotherapist had the highest levels of occupational Stress and disengagement from their work	Both organizational and personal factors were found to be Significantly associated with work engagement.	Interventions aimed at improving clinical practice and psychological health of nurses and hospital and hospital Staff should focus on workload, worker's personal expectations and Job satisfaction.
Brendal Happell,et al (2013). Nurses and stress; recognizing causes and seeking solution. Journal of nursing management	To identify, from the perspectives of nurses, occupational Stressors and ways in which they may be reduced.	Six focus groups were conducted with 38 registered nurses using a qualitative exploratory approach	High workloads, unavailability of doctors, unsupportive management human resources issues interpersonal issues, patients' relatives, shift work, Car parking hand-over procedures, no common area for nurses, not progressing at work and were found to be sources of occupational Stress.	Healthcare environments can be enhanced through local understanding of the occupational stressors and productively engaging nurses in developing Stress reduction initiatives.	There is need to understand local perspectives and the importance of involving healthcare professionals in identifying initiatives to reduce occupational Stress.

Opie T. Dollard.M., et al (2010) .Levels of occupational stress in remote area nursing workforce. Australian Journal of Rural health.	To identify key work place demands and resources for nurses working in very remote Australia and measure levels of occupational Stress in this Population.	Cross-sectional design, utilizing a structured questionnaire	Higher levels of occupational Stress and emotional exhaustion is experienced by nurses in the remote area compared with other professional population	This might subsequently decrease remote area nursing workforce turnover.	There is need to reduce Job demands and increase Job resources in order to Poster long-term work engagement and reduced emotional exhaustion.
Michael T. Ford (2012) ; Occupation misfit as an occupational stressor Journal of Vocational Behaviour	To examine Job misfit as an occupational Stressor	A nationally (US) representative sample using response surface methods.	Job pressure had much stronger effects on Job satisfaction, perceived support, and depression	Job design, realistic Job previews and the use of normative occupation information in developing work roles that worker abilities and interests.	Worker Adjustment is optimal when Job characteristics do not substantially deviate from occupational norm
Shu-Fen,e t al (2009); Nurses perception of environmental pressures in relation to their occupational stress. Journal of Clinical Nursing	To explore nurses Stress experiences of working under the current care System in Taiwan	Grounded Theory Data collected from a Sample of 28 Critical care nurses from 7 hospitals in Taiwan.	The hospital organizational changes and people's own belief of the nurse roles were recognized as environmental pressures which increase critical care nurses' occupational Stress.	Critical care nurses perceived that their hospitals were under huge demands due to changes in health Policies	There should be appropriate Stress management skills available to the critical care nurses.

6.1 CONTINUATION OF RESULT

The results given in the previous chapter are now discussed, this chapter serves two purposes, first, is to answer the research questions and second is a discussion of the findings of this study, and the study used a literature review to examine the management of work related stress, therefore, the result were made in terms of the information from the literature review and supporting evidence from other journals not included in the review. The review included questions on specific occupational stressors related to job performance, the role of health care leadership in stress reduction and the effects of job resources on job demands, the discussion is therefore, organized in accordance with the research objectives based on the principles of change management and work engagement. (Aveyard Helen 2014)

6.2 STRATEGIES TO MANAGE STRESS.

The first step in managing stress is identifying the cause .The way and major life event that has recently occurred, a recent job change, marriage , increased work load or new baby can lead to increased personal stress sometimes the causes are not obvious such as poor time management skills, excessive worrying and ineffective coping strategies stress is often referred to as the silent killer and causes many harm, often over loaded effects which can introduce pain and strain into your daily activities. It can affect your work, school, career, friendships, and relationships even sleeping habits. It can result in physical suffering as well and can manifest as headache, upset stomach or back pain. Stress can reduce the ability of your immune system to fight off colds and other illness the body would normally be able to resist, not all stress can be avoided, and it is not healthy to avoid a situation that needs to be addressed. (Lawrence Robinson, Melinda Smith, M.A & Robert Segal M.A.2016)

Everyone faces some level of stress in their lives, so it is important to know the strategies in order to manage it. Learn to monitor your stress levels throughout your day and practice techniques to bring back that sense of calmness, if necessary set yourself a reminder in your email programme to ensure you make time to manage stress.

The following strategies will help to manage stress.

look at all of the different areas of your life including health situations, partner relationship, family, friends, health finances, creativity and self care, and think about what is important to you .What are your personal values? what is your definition of success ? Make sure you plan time for activities that you find pleasurable and for the things that really matter. Keeping a daily stress journal will help identify as much stress you are under, potential stress triggers and ways to reduce stress in your life. Take some minutes a day to describe any event that caused you to become stressed and any resulting emotional or physical response. Overtime you will be able to identify patterns, which will help you develop healthy management strategies. Label your entries with the date and time and use objective. (VandenBerg.H. & Esterhuysa K. G. F. 2007)

Learn to say no: Be clear about your personal boundaries and learn to how to say a gentle but firm ‘no’ when people make requests of you that push boundaries know your limits and stick to them, whether it is personal or professional life, refuse to accept added responsibilities when you are close to reaching them, choose to have a positive attitude, having a positive outlook really makes a difference that is focus on the positive. When stress is experience take a moment to reflect on all the things you appreciate in your life, including your own positive qualities and gifts, first, you can’t avoid a stressful situation, try to alter it figure out what you can do to change things so the problem does not present itself in the future. Often, this involves changing the way you communicate and operate your daily life. If something or someone is bothering you, communicate your concerns in an open and respectful way. If you don’t voice your feelings, resentment will build and the situation will likely remain the same. (Lawrence Robinson, Melinda Smith, M.A. & Robert Segal, M.A.2016)

When you asked someone to change their behavior, be willing to do the same. Manage your time because poor time management can cause a lot of stress. When you are stretched too thin and running behind, it is hard to stay calm and focused. But if you plan ahead and make sure you don’t over extend yourself, you can alter the amount of stress you’re under, if you can’t change the stressor, change yourself. You can adapt to stressful situations and regain your sense of control by changing your expectations and attitude. Try to view stressful situations from a more positive perspective; ask yourself

how important it will be in the long run. Perfectionism is a major source of avoidable stress. Stop setting yourself up for failure by demanding perfection. Set reasonable standards for yourself and others, and learn to be alright. (VandenBerg.H. & Esterhuysa K. G. F. 2007).

How we think can have a profound effect on your emotional and physical well-being. Each time you think a negative thought about yourself, your body reacts as if it were in the throes of a tension-filled situation. If you see good things about yourself, you are more likely to feel good; the reverse is also true. Eliminate words such as “always,” “never,” “should” and “must” these are tell tale the marks of self defeating thoughts. Some sources of stress are unavoidable you can’t prevent or change stressors such as the death of loved one, a serious illness, introduction of a new technology. In such cases, the best way to cope with stress is to accept things as long run; it is easier than railing against a situation you can’t change. Many things in life are beyond our control – particularly the behavior of other people. Rather than stressing out over them, focus on the things you can control such as the way you choose to react to problems, when facing challenges try to look at them as opportunities for personal growth, If your own poor choices contributed to a stressful situation, reflect on them and learn from your mistakes. The diagram below shows some of the ways to manage stress examples are (Lawrence Robinson & Melinda Smith et al 2016).



Fig 3.Strategies to manage stress (Lawrence Robinson, Melinda Smith et al 2016)

Beyond a take-charge approach and a positive attitude, you can reduce stress in your life by nurturing yourself. Regularly make fun and relaxation, healthy ways to relax and recharge include, go for a walk, spent time in nature, call a good friend sweat out tension with a good work out write in your journal, take along bath, get a massage, listen to music, play with a pet, don't get so caught up in the hustle and bustle of life that you forget to take care of your own needs, include nest and relaxation in your daily schedule, don't allow other obligations to encroach, spend time with positive people who enhance your life, a strong support system will help you from the negative effect of stress. (Lawrence Robinson, Melinda Smith et al 2016).

You can increase your resistance to stress by strengthening your physical health. Physical activity plays a key role in reducing and preventing the effects of stress. Make time for at least 30 minutes of exercise, three times per week. Well nourished bodies are better prepared to cope with stress, so be mindful of what you eat. Start your day right with breakfast and keep your energy up and your mind clear with balanced, nutritious meals throughout the day. The temporary "highs" caffeine and sugar provide often end in with a crash in mood and energy. (Lawrence Robinson, Melinda Smith et al 2016).

So by reducing the amount of coffee, soft drinks, chocolate and sugar snacks in your diet, you will feel more relaxed and you will sleep well. Self medicating with alcohol or drugs may provide an easy escape from stress, but the relief is only temporary. Don't avoid or mash the issue at hand, deal with problems head on and with a clear mind. Adequate sleep fuels your mind, as well as your body. Feeling tired will increase your stress because it may course you to think irrationally, so get enough sleep. (Lawrence Robinson, Melinda Smith et al 2016).

6.3 HEALTHBENEFIT OF STRESS MANAGEMENT.

We are all familiar with stress – in our daily lives, place of work and others, it's a fact of life. With the rapid pace of modern living, it feels increasingly difficult to keep up sadly, the negative effects of stress response is triggered when we are faced with over

whelming demands. The demands can be large or small, but it's the importance we attach to pressures we feel incapable of coping with result in stress, and prolonged exposure to these reactions can have an impact on physical, emotional and mental health most people feel "stressed out" at least once a month, and the majority of visits to doctors, and days off work, are for stress related problems but stress can grow slowly and go unnoticed or ignored, for years, lack of time, information and motivation can cause it to build up until something breaks under the pressure, one of the most important skills we can ever learn is the right way to manage stress, once the skills are in place it become more stable, thoughts become clearer, relationships improve and the risk of illness diminishes. It requires a commitment for you to take the necessary time and effort to learn new stress management skills. But we should all aim to develop at least one strategy to turn to when we feel our stress levels rising. (Van de Tooren & De Jonge, 2010)

There are many on the spot techniques that can be used in the middle of an intensely stressful situation. Practice deep breathing to provide extra Oxygen for both physical and emotional well-being, or take a break to remove yourself from the situation. If necessary, invent an excuse so you can spend a few moments by yourself. You will be able to think more clearly and get in touch with your feelings. Then you can decide what to do lift the pressure your reactions possible to reduce the level of pressure you feel. By knowing yourself well enough to tell when you're under stress, you can take action as soon as possible. See fig 3.1 (Lawrence Robinson, Melinda Smith et al 2016)

The general benefits of stress reduction include,



Fig 3.1 Health BENEFIT OF STRESS (Van de Tooren & De Jonge, 2010)

Less illness and physical complaints, more energy, feeling more relaxed, sleeping better, better digestion, calm mood, more focused more positive, better immune function. (Lawrence Robinson, Melinda Smith et al 2016).

Relaxation techniques are a great way to help with stress management. Relaxation is a process that decreases the effects of stress on your mind and body relaxation techniques can help you cope with every day stress and with stress related to various health problems such as cancer and pain. Relaxation techniques also are often free or low cost pose little risk and can be done just about anywhere. Practicing relaxation techniques can reduce stress symptoms by: Slowing heart rate, lowering blood pressure, slowing your breathing rate, increasing blood flow to major muscles, reducing muscles tension and chronic pain, improving concentration, reducing anger and frustration, boosting confidence to handle problems, relaxation techniques should be used along with other positive coping methods such as exercising, getting enough sleep, and reaching out to supportive family and friends to get the most benefit. (Lawrence Robinson, Melinda Smith et al 2016).

Yoga is another technique for stress reduction. Yoga is a mind body practice that combines stretching exercises, controlled breathing and relaxation. Yoga can help reduce stress and lower blood pressure. Study the role of matching job resources in different Job demanding situations at work place has been studied (Van de Tooren & De Jonge, 2010) including match making and match breaking the nature of match within and around job design (Van de Tooren & De Jonge 2010) pressure and improve heart function. Yoga brings together physical and mental disciplines to achieve peacefulness of body and mind, helping you to relax and manage stress and anxiety. It can also enhance your mood and overall sense of well-bring. Yoga might also help alleviate chronic conditions such as depression, pain, anxiety and insomnia. (Van de Tooren & De Jonge 2010)

Studies over whiningly support both meditation and imagery as practices to reduce Stress, reduce or prevent certain diseases and improve overall health. Surveys have re-

ported feeling more Joy, more connection with others, greater inner strength and a greater sense of self control in dealing with life's challenges, by people who practice meditation. Numerous studies have substantiated the role of chronic stress in the breakdown and physical well being of an individual. When we feel threatened physically or emotionally our thoughts tell the brain to send warning signals to the nervous system, and then our body begins to prepare itself for survival by sending a rush of biochemical, including cortisol, throughout the entire body. When this mechanism is activated, we experience elevated blood pressure, faster heart rate, rapid breathing and increased metabolism, tightened muscles. During meditation process, there is a restoration of balance within the nervous system, when we are calm, the brain sends this message to this nervous system and our heart rate automatically slows down, breathing becomes slower and more regulated and blood pressures declines, tight muscles are loosened. (Lambert V. A, Lambert C E 2008)

Mindfulness – based stress reduction (MBSR) is a behavioral program that uses the psychological concept of mindfulness to help people cope better and be more at ease in their life. It is thought to have potential for helping people cope with stress. It is a useful method for improving mental health and reducing symptoms of stress, anxiety and depression. MBSR has been described as “a group program that focuses upon the progressive acquisition of mindful awareness, People enrolled in a MBSR program practice various meditation techniques, including those focused on breathing and body awareness. (Lambert.V. A Lambert C E 2008)

6.4. STRESS MANAGEMENT

Physician and nurse have suffered from recruitment difficulties, when comparing all professions over the years (Hamalainen, H. 2005). Accessed 18 Dec 2006, the number of persons available to enter nurses training is decreasing, and many retirements are expected in the future, due to demographic factors. The reorganization of duties between the physicians and the nurses, and relieving the physicians of some duties for the nurses in future is what is been the discussed in Finland. In this study it has been seen that there is the threat of nurses planning to leave health care completely for non health care work in the next five years, in international term the percentage is low, but in finish con-

text it is high. Over a third (37%) of Finnish Registered Nurses are over 45 years old and only every fifth (18%) are under 30 years (Kuokkainen liisa, leino kilpi, et al 2003).

From the Findings so far, the author have seen that healthcare professionals commonly experience high levels of occupational or work related stress, with negative consequents for their physical and psychological health, healthcare organizations and community. Clearly, work related stress has serious effects on healthcare professional mental and physical health with obvious impact on the organizational symptoms of poor performance and low productivity. (Heponiemi et al 2008).

Since the degrees of work-related stress is very high among healthcare professionals and thus leading to severity of stress conditions on the physical and mental health of healthcare professionals, the need for program interventions for work related stress reduction cannot be over emphasized the author suggested that a multi Levels or influence is required when addressing the issue of stress among healthcare professionals. The interaction between the healthcare professionals and their environment should be dynamically reflected when approaching the issue of work-related stress reduction. (Shirley 2004)

These intervention measures or approach should promote both individual healthcare professional's coping strategies and also improve the working environment of importance to this study is a framework of stress management that identifies multiple levels of influence or factors in reducing work related stress. In the management of stress assessing work place stressors in terms of the type and nature of the work, workload and the organization, This is also means taking into account individual vulnerability as well as attending to external sources of Stress, such as environmental conditions or physical work environment such as the design of the workplace, that is, airy or stuffy with the right temperature, tools and equipment. (Lawrence Robinson & Melinda Smith et al 2016)

Apparently, diversity of work environments has been shown to present diverse sources of stress. The theoretical framework/model used in this study centered on the use of job resources to buffer the effects of job demands. That means that, matching job demands with corresponding type of job resources was proposed for the present study. This theoretical framework is fully discussed in the theoretical framework. The results of the

studies show in general that particular combinations of specific job demands and matching job resources have the highest predictive validity with regards to cognitive, emotional and physical outcomes. (Lawrence Robinson & Melinda Smith et al 2016)

Allowing individual healthcare professional to have control over their job is another way of reducing the effects of high job demands in the healthcare environment. Researches from other studies have shown that job control may affect general and mental health (Heponiemi al 2008). Job control also relates to such characteristics as empowerment, power and job autonomy. Studies have found that employees who were empowered, both structurally and psychologically and had the resources to do their jobs reported significant job satisfaction and experience less stress at workload, as this has been reported positively and significantly related to healthcare professional' managements job satisfaction. Organizational interventions such as empowerment used by organizational leadership are one of the means of reducing work stress and improved work effectiveness, of importance, therefore, is that empowering healthcare professionals with access to information, support, resources and opportunities in their work environment will have a positive impact on interactions with their healthcare leaders. Suggestions indicate that giving opportunities to control, manage and regulate one's work demands will invigorate workers in their work. Evidence from this study, suggested that social support have a direct effect on the degree of strain or stress experienced by healthcare professionals. Social support is defined as the actions of others that are helpful or intended to be helpful (Harris et al 2007) as the social relationships and transactions that help individuals to cope with stressful situations (Harris et al 2007).

Social support includes a variety of interpersonal behaviors among workers that enhance individuals' psychological or behavioral functioning. Harris et al identified some types of social supports that can be employed in the healthcare environment to help reduce stress experienced by healthcare professionals, these include, mentoring, provision of emotional support, assisting others with assigned tasks, and teaching about social power structures. Based on the study by noted that workplace social satisfaction and other positive outcomes. (Lawrence Robinson & Melinda Smith et al 2016)

It is observed in this study that social support can be act as effective buffers against stress. Healthcare professionals who experience supportive environmental work are less

likely to use costly mental health services. Social support contributes for physical health and may thereby reduce healthcare costs. This study noted that the importance of social support cannot be over emphasized in the management of stress. Social support lessens the degree of strain or stress regard less of the stressors being experienced by healthcare professionals. Social support changes the ways individuals perceived stressors in such a way that strains are reduced. (Shirley 2004).

Social support results in higher performance and job satisfaction than no social support environment, both prior to and following a shift workload from high to low and from low to high. Social support is regarded as the most known situational variable that has been proposed as a potential buffer against job stress. Five specific health benefits of a supportive organizational environment identified from other studies are. Women with social support at work experience fewer complications during pregnancy and at child-birth, People who feel supported in their work environment are less likely to experience a heart attack and are less likely to experience a repeat if they have had one, a supportive work environment is helpful in sun bathing adverse effects of stress. People are less likely to appraise potentially stressful events as threatening if they are in a supportive environment. (Heponiemi al 2008)

A Socially supportive work environment can underscore other aspects of an organizational culture in ways that improve worker's mental and physical health and reduce mental and physical health disorders especially stress, other resources besides social support that can be used to buffer the effects of work related stress include indirect stress interventions, improving healthcare professionals pay, promoting individual healthcare professional coping skills or improving the healthcare working environment.

Stress management in which the effect of job demands are combated with job resources would also include provision of adequate job autonomy and necessary equipment when employees are expected to achieve a required task performance. Job autonomy in the actual workplace should be provided to strengthen employee's coping ability job autonomy from research studies has been shown to positively relate to job satisfaction and job performance and negatively relates to depression and anxiety. (Lawrence Robinson & Melinda Smith et al 2016)

The role of healthcare leadership in stress management cannot be overemphasized especially among healthcare professionals. Healthcare leadership also plays a great role in stress management by implementing stress education and management strategies. This can be done through team building strategies, balancing priorities, enhancing social and peer supports, adopting strategies to build commitment, control and challenge in the workplace, making the Job more worthwhile through varying tasks, providing more opportunities for autonomy and feedback (Edwards & Bunad 2003)

Effective stress education and management intervention when properly implemented at workplace will reduce work related stress and enhance job performance, and also reduce burnout. This study has shown that developing effective strategies would go a long way in reducing workplace stress in a variety of ways. It is no gainsaying that strategies that proactively mediate inherent work-related stress are important, effective healthcare leadership within healthcare environment should create and facilitate a workplace culture that uses rank awareness to the advantage and well being of all the healthcare professionals, another aspect of stress management intervention that is viable to healthcare professions experiencing stress at workplace is mindfulness based stress reduction is a safe, effective, integrative approach for reducing stress . MBSR is a process of training the mind to function in a non judgmental minute to minute mode. MBSR in stress management intervention is essentially important in providing healthcare professionals productive ways to cope with their stress so that they can deliver care in a meaningful, empathic manner. Since healthcare professionals work in teams, team – training, team motivation techniques are important in stress management. (Lawrence Robinson & Melinda Smith et al 2016)

Team-training can be tailored to individual needs and which can meaningfully accommodate issues that may affect one individual or home / work balance (Ryan et al 2005). Team training interventions in stress management is mostly focused on the individual or on the organization but with the majority operating at the individual level. The aim of team – training as an occupation stress reduction programme is to encourage teams to define difficulties and problems in their working environment and assist them in identifying and finding solutions. (Edwards and Bunad 2003)

From the study so far, stress management interventions cannot be overlooked, in order to enhance healthcare professionals' well being and Job performance. Stress management is own all embracing team that encompasses a wide range of different methods designed principally to reduce stress and improve coping abilities (Edwards and Bunard 2003). Therefore, intervention programs that are aimed at reducing stress at workplace and helping individuals to modify the appraisal of it, or help them to cope effectively with occupational stressor should be employed in healthcare environment. (Edwards and Bunad 2003)

7. DISCUSSION

The major findings from this study include;

Occupational stress can affect individuals' emotional, mental and physical health that is the psychological and physiological well being of healthcare professionals. The results showed that multiple factors relate to the experience of work related stress. Occupational stress greatly affects the physical and mental health of healthcare professionals and this highlights the need to value individual healthcare professional coping style at the work environment. (Flanagan & Flanagan 2002)

Results from this studies shows that occupational stress is directly associated with the state of health and inversely associated with global constructive thinking and job satisfaction; occupational stressors are aspects of the work environment that cause strains, poor psychological health or well being of the individual. Job demands and Job resources are two variables that can be distinguished in any kind of job. That Job resources potentially reduce job demands, hence a negative relationship exists between job demands and job resources, transformation leadership style was associated with enhanced task performance, higher social support perceptions, greater efficacy beliefs, lower negative effect and lower threat appraisal compared to transactional style, every work environment has one form of stress or the other being faced by employees, It is important to put strategies in place at healthcare environment to help healthcare professionals manage stress, the health benefits of stress reduction cannot be over emphasized.

Reduction of stress or the use of stress education at work place would enhance job satisfaction and performance. (Flanagan & Flanagan 2002)

7.1 CONCLUDING REMARKS

The study also shows that, there will be a problem of shortage of nurses, if the gap created between the retiring nurses is not filled. In Finland, retaining an adequate amount of nurses and maintaining recruitment is already set to present one of the greatest problems in health and social care sector in the near future ministry of social affairs and health (2003). Though there is no universal definition of shortage of nurses, there is an increase evidence of global nurse's supply and demand not balance in the other countries also; it shows that there is a risk for under staffing and it can create problems (Kuokkainen liisa, leino kilpi et al 2003).

Stress management studies has shown that the stress experience in the healthcare environment negatively impacts healthcare professionals and commonly leads to so many health related problems particularly to decreased quality of life, physical and mental ill health, and poor organizational performance. The current findings, noted that healthcare professionals need support in addressing the numerous stressors inherent in their work and it is suggested that stress management interventions should be aimed at preventing or reducing stress among healthcare professionals, this should focus on optimizing job demands through corresponding matching type of job resource. (Heponiemi et al 2008).

Specific job resources such as autonomy, job control, empowerment, power, organizational support, access to information should be enhanced in other for healthcare professionals to deal with high job demands. the stress they go through in carrying out their job and it shows that their work environment require redesigning to meet the changing challenges in order to lower the effects of work load and reduce stress. Healthcare managers should employ management intervention programmes that would promote both the work place and the individual's coping strategies. (Heponiemi et al 2008).

In addition, hospital managers should develop strategies to address and improve other quality of working conditions of healthcare professionals. Stress management education

should be given to healthcare professionals in order to help them learn effective coping skills, meet up with new technologies, challenges in their work place, improve on their careers. Interventions should be aimed at improving clinical practice and psychological health of healthcare professionals and hospital staffs and this should focus on workload, workers' personal expectations and Job satisfaction. (Heponiemi et al 2008)

Intervention should also be focused on transformational leadership style which is a rewarding leadership which is associated with enhanced task performance, higher social support, job satisfaction and well being, and consequently reduce stress at work place. In addition, it is recommended that future studies on stress management should empirically assess health professional's perception of their work environment. (Heponiemi et al 2008).

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BILAGOR / APPENDICES