

Job Stress and Its Effects on Job Performance of Employees: Ghana Revenue Authority in Tamale Metropolis as a Case Study

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Abstract

Competition among businesses in today's ever-dynamic environment places a high demand and burden on employees. These demands induce stress on employees with the consequences of individual health challenges, family breakdown, pressure on social amenities, low productivity and profitability of firms. This study was undertaken to establish the implications of job-related stress on employees' job performance. The sample comprises all workers of Ghana Revenue Authority (GRA) in Tamale, the Northern Region of Ghana. All employees (census) were used for the study and data was collected using both primary and secondary sources. The findings revealed that stress is a normal occurrence at the workplace that affects all people, regardless of their gender or socioeconomic class, hence, the need for management to formulate a good policy directed at reducing stress among workers, and encouraging high performance among workers. This will help reduce job-related stress. Managers must be dedicated to making adjustments that will assist workers to cope with some of the known stressors. It is recommended that managers should match individual

capabilities with the tasks and duties allocated to avoid both physical, emotional and psychological pressure on the employee. Management should establish a congenial and collegial atmosphere for working and operate an open-door communication policy as a management style because this will ease pressure and tension since leadership style was cited as a stressor.

Keywords: stress, job performance, stressors, role ambiguity, stress coping strategies, effects of stress

1. Introduction

In today's world of work, stress has become a worldwide health challenge, which manifest itself in various ways in every human endeavour and workplace. Workers in almost all types of organisations are working for longer hours, as the rising levels of responsibilities required them to put in a high level of effort to meet rising expectations concerning job performance. The demands on employees grew equally dramatically and this create stress among employees. This is so because the success of any organisation depends on the productivity of its employees (Inayat & Khan, 2021) and higher productivity is dependent on the motivation level of employees, working condition, job satisfaction and the friendly environment of the organisation, where the human capital is pivotal in this regard (Wang, Wang, Zhang, & Ma, 2020), as well as influences the attainment of sustained competitive advantage for the firm. Globalisation of businesses, development, improvement of technology, science, society, economy and education, coupled with the competitive nature of doing business among economic players today, influence organisations to maintain and improve their conditions in order to protect and maintain their performance levels (Omolara, 2018). In achieving these, organisations therefore, attempt to push their employees' effort to a level that can trigger stress. Therefore, organisations can survive in the competition with rivals if only they can keep the performance of their employee. However, in this dynamic environment where performance is expected to rise, employees are highly affected by various kinds of stress (Wang, et al, 2020).

Stress, which is a common element in any kind of human endeavour, especially in the corporate world has become inevitable in the ever-demanding business environment. Stress is now regarded among the commonest "occupational diseases" affecting the physical, mental and emotional well-being of employees (Leka, Van Wassenhove, & Jain, 2015 and Leiter & Maslach, 2014). The common determinants of stress include role ambiguity, organisational change, job demands, harassment, abuse, job promotion and other personal reasons at the workplace. Stress can also be induced by pressure from societal problems, home problems and family problems among others.

Universally, stress has been of great concern to employees and other stakeholders of organisations (Wang, et al, 2020) and researchers have agreed that stress pose a serious challenge to employees in many organisations (Thangiyah, 2012). Generally, stress is perceived as an incongruity between work environmental demands (stressors) and worker capabilities to meet these work expectations (Ahmed & Ramzan, 2013).

In Ghana, there has been limited study on stress. The available studies and literature focus on the effects of stress on employee well-being mostly in the health and manufacturing sectors. There exists very scanty research work on the effects of stress on job performance especially in the revenue generating organisations where employees are perceived to be receiving better pay which by itself is a stress minimiser. This study is set out to establish how stress affects the job performance of workers in revenue generating organisations. The idea was to establish the level at which employees in the revenue generating organisation are stressed and how that can affect their job performance.

Stress is a universal phenomenon affecting all employees who are exposed to its symptoms irrespective of geographic and cultural settings. The effects of stress on an employee is not limited to only their job environment, but it also affect their lives and social status which eventually affect their entire household (Bashir & Ramay, 2010). The volatile nature of today's business environment in most developing countries including Ghana where employees work exposes them to stress need to be investigated. The physical and psychological demands placed on workers make them more susceptible to job related stress. Organisations should therefore accept the responsibility for stress free environment and put in the effort to create and maintain a work environment devoid of dangers and threats that can lead to accidents and injuries, illness or death (Paduraru, 2014 and Zafar, Ali, Hameed, Ilyas & Younas, 2015). Ignoring the problems associated with stress will only lead to increased absenteeism, disability claims, healthcare, recruiting efforts and training costs. Therefore, how to ease employees' stress, improve job satisfaction, and enhance job performance has become an important subject for research (Astuti et al., 2020; Paais & Pattiruhu, 2020; and Pancasila et al., 2020), hence this study.

According to Zafar et al., (2015) and Dwamena (2012), one of the affected outcomes of stress is on job performance which needs to be studied. This study thus sought to examine the effects of stress on the job performance of employees with particular reference to GRA staff in the Northern Region of Ghana. However, the results and findings of this study could be applied to other geographic locations with care, especially if the forces in the business environment are the same of similar to that of Ghana.

1.1 Problem Statement

Stress has become a common problem in organisations over the years (Bashir & Ramay, 2010). Its presence at the workplace has affected the lives of individual workers and their families. Due to threats associated with stress, organisations are challenged with labour turnover, job dissatisfaction, employee withdrawal, unavoidable absenteeism and legal battles leading to legal charges and costs (Idris et al., 2011). Several factors such as role overload, isolation, extensive hours of work, toxic work environment, difficult relationships among co-workers, role ambiguity, harassment and lack of opportunities or motivation to advance in one's skill level contribute to stress (Ofoegbu & Nwandiani, 2006) and the economic implications of stress on performance cannot be underestimated (Idris et al. 2011). Stress-related job performance problems include lower productivity, dissatisfaction and poor physical health (Ahsan et al. 2009). Stress is believed to cause cognitive, physical,

psychological, and behavioural outcomes (Romadhon et al., 2017), difficulties in focusing, wrong decision-making, depression, anxiety, phobias, and panic attacks (Romadhon et al., 2017). One of the most common physical reactions of stress is the tensing of the muscles. This could lead to headaches, migraines, and other health related conditions (Hung, 2020), problem in the digestive system (Chanda & Goyal, 2020), bad eating habits, nausea, pain, vomiting, heartburn, reflux, or diarrhoea (Terrapin-Adventures, 2017). Behavioural symptoms associated with stress are persistent or repetitive behaviours that are unusual, disruptive, inappropriate, or cause problems. Stressed workers could also exhibit visible aggression, criminal behaviour, defiance, drug use, hostility, inattention, and secrecy (Healthgrades, 2018). To Web (2019), cognitive symptoms of stress include constant worrying, racing thoughts, forgetfulness and disorganisation, inability to focus, poor judgment, pessimism, or seeing only the negative side. Generally, in the study area, a careful examination revealed that employees who are exposed to stressors are engaged in unusual eating habit, smoking, drug abuse, unprovoked belligerent, unconscious idling, avoidable absenteeism and disengagement from active work. Human resource specialists, supervisors and workforce specialists are involved in exploring ways on how stress can be reduced, because stress has a significant relationship with the performance of the workforce, overall productivity and profitability of the organisation (Siddiq, Takreem & Iqbal, 2016).

In an attempt to unearth the real challenges associated with stress among worker in the revenue generating sector through this study, the specific objectives were to: identify the factors of stress on the performance of employees; determine the effects of stress on employee's job performance; ascertain stress management strategies adopted by the employees; and examine the challenges experienced in an attempt to manage stress among employees.

1.2 Empirical Review on Stress

It is estimated by the World Health Organisation (WHO, 2018) that many countries spend huge sums of money combating the effects of stress. They further revealed that about 40% of employee turnover cases are attributed to stress and nearly half of absenteeism recorded by the employee is induced by stress (Roberts *et al.* 2012). Stress is unavoidable in human endeavour and can lead to a higher risk of depression, turnover intentions and actual turnover, fall in productivity and deaths at the workplace if not well managed (Addison, & Yankyera, 2015). According to Vanishree, (2014) and Mansoor et al. (2011), stress emanating from the job can significantly cause physical and mental health challenges and Syed et al. (2020) and Mojinyinola (2008) indicated that, high level of injustice (procedural and distributive) is a stressor and job stress will worsen the employee's creativity, task and citizenship behaviour as well as retaliatory behaviours, and places a burden on the firm's costs (Syed et al. 2020 and Jamal, 1999). To Kim et al. (2020) job control was closely related to job stress, high job stress is positively related to job performance and affective commitment by employees (Mo, et al, 2020), and job stress, job performance and job motivation are relevant (Khalatbari et al. 2013).

1.3 The Concept of Stress

Stress is a dynamic condition in which an individual is confronted with opportunities,

constraints, or demands related to what he desires and for which the outcome is perceived to be both uncertain and important (Robbins & Judge, 2012). It could be inferred that stress is not necessarily deprived, but has a positive value when it offers potential gain. Homburg and Stolberg, (2006) perceived stress as a person's adaptive reaction to a stimulus that places physical and psychological demands on the person, a wide collection of physical and psychological symptoms that results from difficulties experienced by an individual while attempting to adapt to the environment (Ahmed & Ramzan 2013). Stress, therefore exists when an environmental situation presents a demand that threatened to exceed individual capabilities and resources.

1.4 The Concept of Job Performance

Employee job performance refers to the achievement of set goals or objectives. According to Amos, Ristow and Ristow (2004), all management activities that are intended to advance or develop the employee effectiveness and efficiency and the organisation as a whole are referred to as performance. Obicci (2015) defines employee performance as behaviour that consists of direct observable acts of an employee, as well as mental activities or products that result in organisational achievement. To Amegayibor (2021) and Sinha (2001), job performance depends on employee willingness to carry out job assigned them. It is seen as what the employee does or does not do. Job performance is important to organisational performance because the volume of work people execute enhances organisational overall performance. An increment in employee job performance culminates into high customer focus (Al-Harthy & Yusof, 2016, and Mayer, Bardes & Piccolo 2008), and high job performances help the organisation stay competitive and fulfil its strategic goals (Khan 2020). Employee job performance is seen as the observable things people do in organisations that are considered relevant for the goals of the organisation. Contributing to employee job performance, Emelia and Theresa (2017) and James (2012) asserts that, job performance is the scalable actions, behaviour and outcomes that workers engage in. It is the total expected value to the organisation or the degree of accomplishment by an individual in terms of the duties that are assigned. Acceptable job performance is required as a guarantee for the individual worker to occupy a given position or maintain a given position. Job performance is associated with an individual productivity and output, which contributes to an organisational efficiency and effectiveness in the achievement of its goals and it describes the degree at which an individual employee aids his or her organisation to reach its goals.

1.5 Relating Stress to Job Performance

Performance is perceived as a work situation where everyone can do his or her best. It is basically the degree of accomplishment of assigned tasks or duties. According to Muchhal (2014), job performance is the proficiency of someone who performs activities that contribute directly or indirectly to the success of organisation. Job performance as stated by Jalagat, (2016) is the level that the employee successfully fulfils the factors included in the job description and this level of fulfilment determines whether a person should be promoted, rewarded with a bonus, given additional responsibilities, cautioned or fired from the job (Carnevale & Hatak, 2020). Employee knowledge of these situations and expected end results

generate anxiety, tension, fear, emotional and psychological uncertainty which induces stress among employees (Jalagat 2016, Hettiarachchi, 2014 and Webers, 2012).

Yozgat, Yurtkoru and Bilginoğlu, (2013) and Essel and Owusu (2017) postulate that work performance stress can be categorised into four main types which include chronic stress, acute stress, traumatic stress and episodic acute stress.

Chronic stress is induced by incessant work demands for a relatively longer time frame. It weakens the employee daily without showing any noticeable signs or symptoms. However, it eventually weakens the employee emotionally, physically and psychologically. This type is commonly known and easily recognisable especially in its advance state (Ofosu-Adarkwa (2018) and Muchhal, (2014). In its traumatic state, it is considered severe. This results from a disastrous incident experienced by the individual, mostly related to disasters, sexual harassment or a life-threatening accident. The effects of this type may be perpetual and the individual may have to live with the experience for the rest of his or her life. With the type of stress known as episodic acute, what the person experiences can be described as chaotic and uncontrollable feeling of multiple stressful situations. The affected appears to always be in a hurry, always running late, taking too many projects simultaneously and handling numerous requests. The individual might not know or will refuse to admit it (Muchhal, 2014).

1.6 Job Performance Stressors

Factors causing job related stress are always embedded in the work environment. To Mo, et al (2020), Hettiarachchi, (2014) and Muchhal, (2014), there are four major causes of stress in the workplace. These are: working environment, job factors, employee factors and organisational factors.

Working environmental factors that induce stress and has the tendency of eroding job performance includes but are not limited to poor physical working condition, risk and hazard associated with work, economic uncertainties leading to job insecurity and technological evolution causing uncertainties in skills possessed and used. **Job context factors** which include shift work, long working hours, new technology, insufficient workload, work overload, role ambiguity and role conflict by themselves induce stress on the jobholders (Inayat & Khan, 2021, Ofosu-Adarkwa, 2018 and Jalagat, 2016). **Employee Factors** that typically emanate from the employee and are capable of inducing stress include change in living environment, change in sleeping habits, financial difficulties and responsibilities. **Organisational factors** or stressors originating from the organisation's point of view are the leadership and interpersonal relationship. Many top-level managers form a practice in the organisations (culture) characterised by pressure, distress and trepidation through divide-and-rule and victimisation (Inayat & Khan, 2021), they demand unrealistic results in the short to intermediate time and impose stern control mechanisms and will discharge employees unreasonably without justification and their interpersonal relationship exhibited becomes so poor such that employees feel stressed. The leadership exhibit inadequate knowledge in dealing with people, inconsiderate in their demands or unsupportive in their management style (WHO, 2018). They bully, harass and violate employees basic right without room for redress.

1.7 The Effects of Stress on Job Performance

According to Mo et al (2020), Hettiarachchi, (2014), and Joy and Radhakrishnan, (2013) work related stress at the level of the organisation can be the cause for organisational general performance. Effect of stress on general organisational performance could be a dissatisfied workforce, unmotivated, disengaged and uncommitted employees, absenteeism and excessive turnover. Manzoor, Awan and Mariam, (2011) and Jex (1998) postulate that work-related stress also affects the non-profit outcomes of business enterprises in terms of work time loss, productivity decline, weakens morale, staff turnover, health challenges, increase in errors and increase and accident rate. Zafar, Ali, Hameed, Ilyas and Younas, (2015) assert that when employees begin to show symptoms of stress, they suffer a reduction in self-confidence and loss of trust which will eventually affect their job performance. Most visible repercussions of stress on the organisation includes but not limited to: loss of profits, decrease in units produced and high turnover rates. When employees begin to experience stress resulting from the workplace, the manifest effects include turnover intentions, lack of engagement and commitment, avoidable absenteeism, missed deadlines, shoddy work, petty personal disagreement among employees and prolong dispute resolution process.

1.8 Stress Coping Strategies

There are two identified ways of helping employee handle work related stress (Dishinger, et al, 2003). These are individual or employee coping strategies and organisational coping strategies.

Employee Stress Coping Strategies: Individual or employee stress coping strategies includes but not limited to meditation, body scan, deep breathing, self-massage and relaxation.

Meditations: This by far represent the first technique that can help cope with stress. Mindfulness meditation is particularly effective in reducing stress, anxiety, depression and other negative emotions. Mindfulness is the quality of being fully engaged in the present moment, without thinking too much or analysing the experience. This is maintaining your focus on what makes you happy and keeping your mind away from issues that border you and cause stressful situation. The **Body Scanning** technique focuses attention on different parts of the body. This involves simply focusing on the feeling of each part of the body. The **Deep Breathing strategy** helps in relaxing the body from tension. It creates room for the mind to be freed from troubling elements leading to improved mental and physical wellness. **Self-Massage** is conscious self-moves that help in relaxing the body system and also calm the nerves that have the potential of producing stressful feeling within the body. Massaging gives a deep sited relaxation thereby calming the nerves. As an employee, when you begin to realise that you are overworking yourself, use the simple self-massage techniques that come in handy to help calm your nerves and relax your mind. (Hiriyappa, 2012 and Clinic Community Health Center, 2010).

1.9 Organisational Stress Management Strategies

Murphy (1995) also opine that stress management techniques can be proffered from the organisation perspective. This includes increasing autonomy, personalising responsibility,

flexible work arrangement, and improving condition of service (Dwamena, 2012). Others may include organisational wellness programmes such as gymming or forming fitness clubs, quarterly excursion programmes and monthly durbars.

2. Methodology

2.1 Population

Population is the entire set of units for which the study data are to be used to make inferences (Pamela & Susan, 2008 and Orb, Eisenhauer & Wynaden, 2001). Target population defines those units for which the findings of the study are meant to be generalised from. The target population covered a total of 50 employees in the Tamale GRA office. The category of staff is shown in Table 1.

Table 1. Target Population of the Study

Staff Category	Number of Staff	Percentage (%)
Senior Level Management	10	20
Middle Level Management	18	36
Lower Level Management	22	44
Total	50	100

Source: Management of GRA, Tamale (2022)

2.2 Sample and Sampling Technique

The study adopted a census technique with respect to the unit of analysis which is the GRA in Tamale. This therefore ruled out application of specific sampling technique. The researchers decided to use a census since the population of 50 was small and the study aimed to reach all the employees of the organisation. Census is unique in that it provides the possibility of examining small and special population groups, and acquiring information on small geographic units. The census approach is justified since according to White (2005), data gathered using census contribute towards gathering of unbiased data representing all individuals' opinions in the study population on a study problem. The data collection for the study focused on the sources of data collection, instrument of data collection and procedure of data collection and analysis. The study collected both primary and secondary data through questionnaire and textbooks, journals and Internet respectively.

3. Data Presentation and Analysis

The study targeted 50 respondents from the GRA in Tamale Metropolis. However, out of the 50 questionnaires distributed to the respondents, 44 respondents completely filled in and returned the questionnaires and this represented 88% response rate. This is a reliable response rate for data analysis as Mugenda and Mugenda (2003) pointed that for generalisation, a response rate of 50% is adequate for analysis and reporting, 60% is good and a response rate of 70% and over is excellent. To achieve the objectives of the study, the researchers used a 5-point Likert scale for the various measurements which intend to know the extent of

agreement or disagreement with the statements (1 = Strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree, 5 = Strongly disagree).

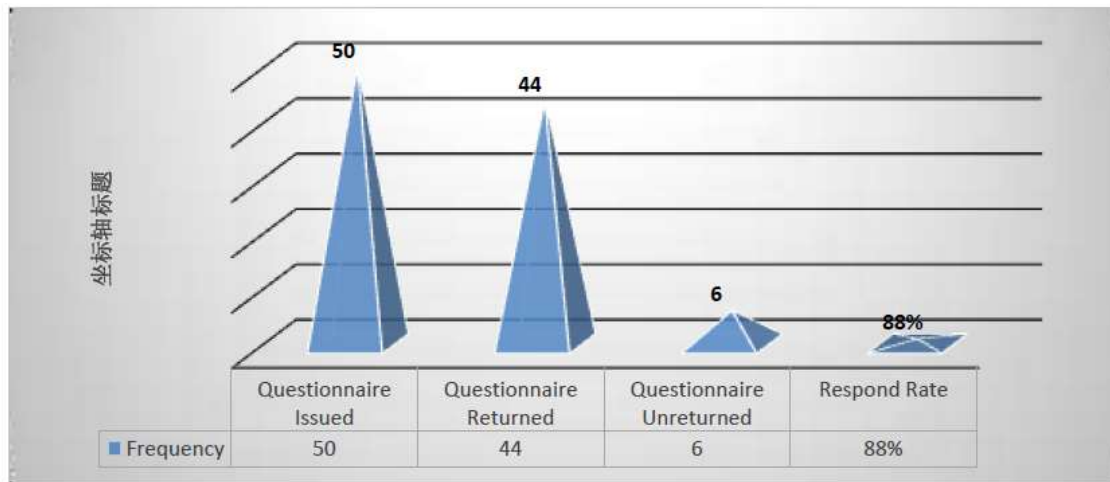


Figure 1. Respond Rate

Source: Field survey data, (2022)

3.1 Demographic Characteristics of Respondents

In this study, the respondents demographic data sought for included gender, age, educational level, rank and length of service in GRA. The study analysed the demographic characteristics of respondents because these information is very important for the understanding of the results.

Table 2. Demographic Characteristics of Respondents

Variables	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Sex	Female	18	40.9	40.9
	Male	26	59.1	100.0
Age	20-30 years	3	6.8	6.8
	31-40 years	35	79.5	86.4
	41-50 years	4	9.1	95.5
	51-60 years	2	4.5	100.0
Level of Education	Bachelor degree	24	54.5	54.5
	Diploma/HND	4	9.1	63.6
	Master degree	16	36.4	100.0
Rank	Junior Management	18	40.9	40.9
	Middle Management	20	45.5	86.4
	Senior Management	6	13.6	100.0
Length of	1-5 years	12	27.3	27.3

Service	6-10 years	22	50.0	50.0	77.3
	11-15 years	6	13.7	13.7	91.0
	16-20 years	2	4.5	4.5	95.4
	above 20 years	2	4.5	4.5	100.0
N = 44					

Source: Field survey data, (2022)

The demographic data gathered includes both male and female. The study revealed that, majority (59.1%) were males while the minority (40.1%) were females. As shown in Table 2, males represented 59.1% as against females 40.9%. This showed that majority (59.1%) of the respondents used in the study were males. As shown in the Table 2, 6.8% of the total respondents aged between 20-30 years, a majority of 79.5% were age between 31-40 years, 9.1% were age between 41-50 years and only 4.5% of them aged 51-60 years. This means that majority of the respondents were within the youthful age bracket.

The researchers requested the respondents to indicate their highest level of education. From the results, most of the respondents (54.5%) had obtained first degree certificate and diploma certificate holders formed 9.1% and respondents with master's degree were 36.4%. This means that all of the respondents had some level of educational background with most of them holding first degree certificate.

The respondents were asked to indicate their rank in the organisation and 13.6% of the respondents stated that they were with the senior management category, 45.5% were with the middle level management while the remaining 40.9% were with the lower-level management. This data shows that most of respondents were with either the middle or lower management. The implication is that there is the higher likelihood that majority of the employees are exposed to stress tendencies. This category of employees represents the real working class and are really exposed to factors that cause stress.

Finally, in this section the study sought to establish the number of years respondents have been working with the GRA and 27.3% of the respondents indicated that they have been with GRA for 1-5 years, 50% indicated working with the organisation for between 6-10 years and 13.7% of the respondents stated working for above 11-15 years. A low response of 4.5% indicate that they have worked for 16-20 and above 20 years respectively. This means that most of the respondents have been working with GRA for a longer period and the number of years they served in the organisation demonstrates the experience of the staff. Therefore, majority of the respondents were reasonably experienced.

3.2 Factors of Stress on the Performance of Employees

This section discusses the first objective of the study. The purpose of this objective was to identify the factors of stress on the performance of employees at GRA in the Tamale Metropolis. The details are presented in the descriptive statistics shown in Table 3.

Table 3. Factors of Stress on the Performance of Employees

Stress Factors	N	Minimum	Maximum	Mean	Std. Deviation	Variance
1. Reporting time to work pose stress to me	43	1	5	3.28	1.386	1.920
2. Closing time at work pose stress to me	44	1	5	3.09	1.344	1.805
3. The workload pose stress to me	44	1	5	2.68	1.253	1.571
4. Organisational leadership style pose stress to me	44	1	5	3.09	1.030	1.061
5. Role ambiguity pose stress to me	44	1	4	2.52	1.045	1.092
6. Role conflict pose stress to me	44	1	5	2.77	.961	.924
7. The fear of losing my job pose stress to me	44	1	5	3.23	1.236	1.529
8. Poor working conditions pose stress to me	44	1	5	2.20	1.133	1.283
9. Long hours of working pose stress to me	44	1	5	2.98	1.248	1.558
10. The new technology associated with my role	44	1	5	3.39	1.083	1.173
11. The risk and danger associated with my role	42	1	5	2.62	.909	.827
12. Finding it difficult to get to work pose stress	44	1	5	2.91	.960	.922
13. Inability to meet my work target pose stress	44	1	5	2.59	1.207	1.457
14. Lack of transport to work pose stress to me	43	1	5	2.84	1.379	1.901
15. Balancing job demands and my family life	44	1	5	2.89	1.125	1.266
16. The fear of accusing pose stress to me	44	1	5	2.75	1.203	1.448
17. The demand of my superiors pose stress to me	44	1	5	3.00	1.012	1.023
Valid N (listwise)	40					

Source: Field survey data, (2022)

The study identified eight most pronounced factors of stress on the performance of employees. These were: reporting time at work pose stress to me, closing time at work pose stress to me, organisational leadership at my workplace, role conflict pose stress to me, finding it difficult to get to work pose stress, balancing job demands and my family life, the fear of accusing pose stress to me and the demand of my superiors pose stress to me. This represented mean scores of 3.28, 3.09, 3.09, 2.77, 2.91, 2.89, 2.75 and 3.00 respectively. These findings are in line with Terrapin Adventures. (2017) and Sheraz et al, (2014). who observed that high level occupational stress is influenced significantly by role overload, role conflict, and role ambiguity. This results also conforms with Howard, Hordacre, Moretti and

Spoehr, (2014), Love, Irani, Standing, and Themistocleous, (2007) and Karasek, (1979) findings that “role conflict” and “role ambiguity” have a positive correlation with stressors. Bashir and Ramay (2019) findings also revealed that, stress has resulted to work-related problems, sometimes family life matters, or a combination of both, which corresponds with this study findings. The researchers also found that Management creates a culture characterised by tension, fear and anxiety and the employees said they experience stress when there is conflicting demand on them by two superiors. This situation leads to stress as revealed by the findings of Ekienabor (2016) and Muchhal, (2014).

3.3 The Effects of Stress on Employees Job Performance

This section discusses the second objective of the study. The purpose of this objective was to determine the effects of stress on employee’s job performance at GRA in the Tamale Metropolis. This section is divided into three: physical effects, psychosocial effects and behavioural effects. The details are presented in the descriptive statistics shown in Table 4, 5 and 6.

Table 4. Physical Effects of Stress on Performance

Effects of Stress	N	Minimum	Maximum	Mean	Std. Deviation	Variance
1. Headaches	44	1	5	2.34	1.055	1.114
2. Constipation or diarrhoea	44	1	5	3.39	1.061	1.126
3. High blood pressure	44	1	5	2.91	1.217	1.480
4. Constant fatigue	44	1	4	2.48	1.045	1.092
5. Shortness of breath	44	1	5	3.52	1.171	1.372
Valid N (listwise)	44					

Source: Field survey data, (2022)

The study identified the four most noticeable physical effects of stress on employee’s that affect job performance. These were: headaches, high blood pressure, constant fatigue and shortness of breath. This represented mean scores of 2.34, 2.91, 2.48, and 3.52 respectively. These findings affirm with several studies such as Hung (2020) who opined that one of the most common physical reactions to stress is the tensing of the muscles, leading to tension headaches, migraines, and other musculoskeletal conditions. Work shifts affect physical health, mental efficiency, causes sleep disorders, and peptic ulcers (Ofosu-Adarkwa, 2018) and also to American Psychological Association (2016) and WHO (2018), physical effects of stress include constant fatigue and shortness of breath.

Table 5. Psychosocial Effects

Effects of Stress	N	Minimum	Maximum	Mean	Std. Deviation	Variance
1. Loss of motivation	44	1	4	2.50	1.023	1.047
2. Depression	44	1	5	3.00	1.141	1.302
3. Frustration	43	1	4	2.35	1.021	1.042
4. Forgetfulness and indecision	44	2	5	3.23	.985	.970
5. Tenseness or nervousness	44	1	5	3.07	1.065	1.135
Valid N (listwise)	43					

Source: Field survey data, (2022)

The study indicates that there are four most observable psychosocial effects of stress on employee's job performance. These were: loss of motivation, depression, frustration and tenseness or nervousness. This represented mean scores of 2.50, 3.00, 2.35, and 3.07 respectively. This result is in line with American Psychological Association (2016) and WHO (2018) findings that psychosocial effects of stress include tenseness or nervousness, frustration, depression, loss of motivation, forgetfulness and indecision. This result also affirms the study of Romadhon et al., (2017), Addison and Yankyera, (2015), and Ilo et al. (2019) that stress is unavoidable in human endeavour, and if care is not taken to handle it well, it can degenerate into depression or strain, turnover or death eventually.

Table 6. Behavioural Effects

Effects of Stress	N	Minimum	Maximum	Mean	Std. Deviation	Variance
1. Absenteeism	44	1	5	3.18	1.386	1.920
2. Neglect of responsibility	44	1	5	2.93	1.336	1.786
3. Poor job performance	44	1	5	2.66	1.256	1.579
4. Work related accidents	44	1	5	2.98	1.267	1.604
5. Anger and impatience	44	1	5	2.89	1.262	1.591
Valid N (listwise)	44					

Source: Field survey data, (2022)

The study results revealed that there exist four most cited behavioural effects of stress on employee's job performance. These were: neglect of responsibility, poor job performance, work related accidents and anger and impatience. This represented mean scores of 2.93, 2.66, 2.98, and 2.89 respectively. In connection to these findings, previous researches such as American Psychological Association (2016) and WHO (2018) identified behavioural effects of stress to include neglect of responsibility, poor job performance, work related accidents, absenteeism and anger. Due to these stressors, organisations experience labour turnover, job dissatisfaction and absenteeism. Research results by Idris et al., (2011). Inayat and Khan, (2021) and Terrapin Adventures (2017) which states that increased stress leads to work absenteeism and turnover and Ilo et al. (2019) who also found that stress led to increased absenteeism and consequently affect job performance all support the results of the study.

3.4 Stress Coping Strategies Adopted by Employees

The researchers set out in their objectives to ascertain stress coping strategies adopted by the employees at GRA in the Tamale Metropolis to eliminate or alleviate the impact of stress on them. The details are presented in the descriptive statistics shown in Table 7.

Table 7. Stress Coping Strategies Adopted by Employees

Stress Coping Mechanisms	N	Minimum	Maximum	Mean	Std. Deviation	Variance
1. Meditations	44	1	5	2.77	1.179	1.389
2. Guided Imaging	44	1	5	2.82	1.147	1.315
3. Self-Massage	44	1	5	2.73	.845	.715
4. Relaxation	44	1	4	2.16	.861	.742
5. Taking a walk	44	1	3	2.09	.603	.364
6. Riding bicycles	44	1	5	3.02	1.000	.999
7. Going out with friends	44	1	5	2.91	1.074	1.154
8. Jogging	44	1	4	2.43	.998	.995
9. Swimming	44	1	5	2.73	1.149	1.319
10. Reading books	44	1	4	2.45	.848	.719
11. Watching TV/Movies	44	1	4	2.20	.954	.911
12. Going shopping	44	1	5	3.11	1.224	1.498
13. Smoking	44	1	5	4.16	1.346	1.811
14. Drinking alcohol	44	1	5	4.20	1.304	1.701
15. Using Social Media (WhatsApp, Imo, Twitter and Facebook)	44	1	5	2.59	1.127	1.271
16. Counsel from Doctors and Superiors	43	1	5	2.79	1.186	1.408
Valid N (listwise)	43					

Source: Field survey data, (2022)

The study results revealed that the eight most used stress coping strategies adopted by employees were: meditations, relaxation, taking a walk, partying, jogging, watching TV/movies, using social media (WhatsApp, Imo, Twitter and Facebook) and counsel from Doctors and superiors. This represented mean scores of 2.77, 2.16, 2.09, 2.91, 2.20, 2.43, 2.59, 2.79 respectively. This finding is parallel to the findings of Leka, Van Wassenhove and Jain (2015) and Leiter and Maslach (2014), that mindfulness meditation can be an effective means of moderating anxiety and depression of employees which are seen as effects of stress.

3.5 Organisational Stress Management Programmes

The respondents were asked to rate whether or not management organise stress management programmes for employees and their responses are presented in Table 8.

Table 8. Existence of Organisational Stress Management Programmes

		Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Valid	Always	2	4.5	4.5	4.5
	Not at all	28	63.6	63.7	68.2
	Occasionally	14	31.8	31.8	100.0
	Total	44	100.0	100.0	

Source: Field survey data, (2022)

From Table 8, Majority (63.6%) of the respondents indicated that management does not organise stress management programmes for employees. However, 31.8% of the respondents indicated that occasionally, management organise stress management programmes for employees while as little as 4.5% indicated that management always organise stress management programmes for employees. Base on this finding, it can be concluded that the GRA management does not organise stress management programmes for employees.

4. Discussion of Findings

The study found that when it comes to stressors that affect employee job performance, the reporting time at work is a source of stress for employees. Other stress factors discovered include work closing time, organisational leadership, and role conflict. All of these causes stress to employees. The study also showed that employees are stressed by finding it difficult to get to work, managing workplace responsibilities and home life, the fear of being accused, and the demands made by their superiors. The study discovered three effects of stress on employee job performance: physical, psychological, and behavioural. In terms of the physical impact of stress on employee productivity, headaches, high blood pressure, persistent weariness, and shortness of breath plague the personnel. The study also discovered that stress has psychological implications on work performance. Employees report feelings of demotivation, melancholy, frustration, and tenseness or anxiety. Absenteeism, poor job performance, work-related accidents, anger and impatience were discovered to be some of the behavioural effects of stress on employee job performance. When it comes to management practices used by employees to cope with stress, the study's findings revealed that employees meditate, relax, or taking a walk to relieve stress. Employees were discovered to relieve stress by going out with friends, running, and watching TV/movies. Employees also de-stress by using social media (WhatsApp, TikTok, Imo, Twitter, and Facebook) and seeking advice from medical Doctors and superiors. The investigation indicated, however, that the GRA administration did not provide stress management programmes for its staff.

5. Conclusion

In conclusion, stress is a normal occurrence that affects all people, regardless of their gender or socioeconomic class. Thus, in order to have a good policy direction to help encourage high performance among workers, this subject matter must be properly understood, particularly by management of organisations such as GRA. GRA may be hesitant to invest money on

additional programmes and staffing, but they might be persuaded if they were truly informed about the significant cost of occupational stress, which includes increased absenteeism, poor job performance, and work-related accidents, among others. It is important to help reduce and/or eliminate job-related and job-induced stress for employees and company, and management must be able to acknowledge and understand that aspects of the workplace, such as organisational leadership and role conflict, are to blame for most of the stress factors faced by employees. Hence, this is not something that employees must deal with on their own. As a result, managers must be dedicated to making adjustments that will assist workers cope with some of the known stressors. Workers must feel included in decision-making and increased autonomy, introduce flexible work and social/fitness programmes particularly when it comes to issues of care. As a result, a management approach would be advantageous, and it is critical to boost workers' visibility in the workplace by implementing stress management programmes that acknowledge their accomplishments.

6. Recommendations

The findings from the research work suggest the following recommendations.

Management should begin to take particular interest in work related stress and get involve in combating the menace by first matching employee capabilities with the job description of the jobholder. This will avoid mismatch between the jobholder and tasks assigned.

Management needs to train or develop counsellors internally. The internally developed counsellors will engage in regular assessment of employee stress level to combat the menace earlier before things get out of hand. This will go a long way to reduce the cost of handling stressed employees and its related challenges. There is the need for Management to make the working environment friendly and create an informal system of interaction among staff. Management could operate an open-door communication policy as its style. This will ease pressure and tension since leadership style was cited as a stressor.

There should be realignment of tasks and duties as well as employees in the organisation. This will aid management distribute tasks fairly and define job boundaries clearly to avoid work overload and role conflict.

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