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**THE EFFECT OF STRESS ON JOB SATISFACTION AND EMPLOYEE
ATTITUDE:
A CASE STUDY OF GUINNESS GHANA LIMITED**

By
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DECLARATION

I hereby declare that this work is the result of my own original research towards the Masters of Business Administration (Human Resource Management option) and that to the best of my knowledge, this thesis has neither in whole or in part been prescribed by another Degree elsewhere. References to other people's research (e.g. idea, equation, figures, text, tables, programmes) have been properly acknowledged at the point of their use, A full list of references employed has been included.

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ABSTRACT

Stress management at the workplace has fundamental challenges. This is because most employees experience stress as the demands made on them do not match the resources available to meet their needs and motivation. This invariably affect their job satisfaction and attitude towards work. The focus then must be on ways of eliminating or reducing those work environments that causes job stress. Thus it is worthwhile to study how the adoption of good stress management practices will impact positively on employee job satisfaction and attitude. Guinness Ghana limited was chosen as a case study because it is one of the best and prominent manufacturing companies in Ghana. This is to determine if they are adopting the right strategies and policies to solve the stress challenges of employees. The survey method included a structured questionnaire and semi structured interviews and site visits. Questionnaires were sent to 107 managers of Guinness Ghana limited as they are knowledgeable and qualified enough as respondents for the study. 76 were returned, but 72 were used for the analysis as four were not properly answered. Microsoft Excel and Statistical Package for Social Scientists (SPSS Version 16) and Relative importance indices ranking were used as the analysis tool. The research findings indicate the 69.4% of the respondents who are all managers of the company are happy with the stress management strategy. Respondents also believe their job satisfaction and productivity will increase if stress is reduced and the right working environment is created. It is recommended that the workload given to managers must match the employees' abilities and resources whilst unrealistic targets must be avoided by involving managers in the target setting process. Managers also need to be trained on how to manage stressful situations. The employer must also make effective stress management an ongoing process to continually make managers of the company happy with the stress management strategy of the company.

DEDICATION

This work is dedicated to God Almighty, my husband Mr Oti Amankwah for his immense support throughout the period of this study and my children Otiwaa, Agyemang and Duah

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

According to the World Health Organisation (2007), Pressure at the workplace is unavoidable due to the demands of the contemporary work environment. Pressure perceived as acceptable by an individual, may even keep workers alert, motivated, able to work and learn, depending on the available resources and personal characteristics. However, when that pressure becomes excessive or otherwise unmanageable it may lead to stress. Stress can damage an employee's health and also have an effect on the employee's attitude and job satisfaction as well as the general business performance. Work-related stress can be caused by poor work organisation (the way we design jobs and work systems, and the way we manage them), by poor work design (for example, lack of control over work processes), poor management, unsatisfactory working conditions, and lack of support from colleagues and supervisors. Cooper et al. (1999) indicated people in some work places experience more stress vis-a-vis others.

Akrani (2011) stated stress is a condition or feeling experienced when a person perceives that demands exceed the personal and social resources the individual is able to mobilise. This notwithstanding, stress can be either helpful or harmful to job performance, depending upon its level. When stress is absent, it limits job challenges and performance becomes low. As stress increases gradually, job performance also tends to increase, because stress helps a person to gather and use resources to meet job requirements. This is buttressed in further studies by Sapra and Saxena (2013) which also indicate stress is not necessarily something bad as it all depends on how it is taken.

The word 'stress' though considered mostly to have a negative causation, may be defined and comprehended in varied ways. It is a feeling of having lost control over a situation, and a sort of helplessness that consumes a person as a result. They further stated stress in the workplace can affect performance. Individuals under too little stress may not make enough effort to perform at their best levels, while those under too much stress are often unable to concentrate or perform effectively and efficiently. The relationship between stress and job performance and satisfaction is therefore very complex as stress can either be constructive or damaging.

Constructive stress inculcates encouragement among employees and helps them to tackle various job challenges. When stress reaches its maximum saturation point that corresponds to the employee's day to day performance capability, stress shows no signs of improvement in job performance. When stress becomes too high, it turns into a damaging force. At this point job performance begins to decline because excessive stress interferes with performance. An employee may lose the ability to cope, fail to make a decision and display inconsistent behaviour. If stress continues to increase even further it reaches a breaking point. Performance becomes zero, and the employee will no longer feels like working for their employer, absenteeism increases, eventually resulting into quitting of a job or getting fired Akrani (2011).

Employees have a duty to look after their own health and safety at work, and to draw problems to the attention of their managers, at an early stage. However, managers should also be alert for signs of stress amongst their staff. The key indicator of stress may be a change from an employee's normal behaviour and/or appearance in the workplace. Identifying the signs of stress at an early stage increases the possibility that action can be taken to deal with the symptoms and the underlying causes, thus

minimising the risk to the individual's health and well-being and the effects on the work department. According to Mills (2013), some workplace stress is inevitable, while other sources of workplace stress are avoidable. Stress management in the workplace is about helping employees to cope with stress that cannot be avoided, and about reducing opportunities for employee stress wherever possible. Studies by Hanson (2013), states there are two schools of thought on the causes of job stress; According to one theory, differences in individual characteristics, such as personality and coping style, are best at predicting what will stress one person but not another. The focus then becomes on developing prevention strategies that help workers find ways to cope with demanding job conditions. The other theory proposes that certain working conditions are inherently stress-inducing, such as fear of job loss, excessive workload demands, lack of control or clear direction, poor or dangerous physical working conditions, inflexible work hours, and conflicting job expectations. The focus then becomes on eliminating or reducing those work environments as the way to reducing job stress. This must be done with the aim of increasing the extent of job satisfaction among employees.

Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1997). According to Sousa-Poza and Sousa-Poza (2000), there are basic and universal human needs, that is, if an individual's needs are fulfilled in their current situation, then that individual will be happy. They further state that job satisfaction depends on the balance between work-role inputs such as education, working time, effort - and work-role outputs such as wages, fringe benefits, status, working conditions, intrinsic aspects of the job. If work-role outputs ('pleasures') increase relative to work-role inputs ('pains'), then job satisfaction will increase. Rose (2001) also views job satisfaction as a bi-dimensional concept consisting of intrinsic and

extrinsic satisfaction dimensions. Intrinsic sources of satisfaction depend on the individual characteristics of the person, such as the ability to use initiative, relations with supervisors, or the work that the person actually performs; these are symbolic or qualitative facets of the job. Extrinsic sources of satisfaction are situational and depend on the environment, such as pay, promotion, or job security; these are financial and other material rewards or advantages of a job. Both extrinsic and intrinsic job facets should be represented, as equally as possible, in a composite measure of overall job satisfaction. How satisfied an employee is with his work determines the satisfaction he will derive from it and that also influences his attitude at the workplace.

According to Vijayasathy (2004) Attitudes are usually considered as an indicator of the success of work performance and organisational productivity in organisations. Attitude explains a person's positive or adverse assessment regarding a behavior in question. An employee's attitude describes his feelings toward work, his co-workers and his position within the company. Every employee has an attitude towards the environment, whether good or bad. This attitude can also influence how he performs.

According to Faghhi and Allameh (2012) Psychologists have come to accept attitudes as mental tendencies, as an individual's tendency to react in a certain manner, be it favourable or unfavourable, towards a certain aspect of reality. This is practically manifested by the coherence and consistency of individual behaviour. Attitudes may be interpreted as a personality dimension coming to the fore in the individual's behavior towards others or certain situations. Positive attitudes changes were found to be vital in achieving organisational goals and in succeeding change programmes (Eby et al., 2000)

Employees who do not have a good attitude toward their company are much more likely to be disengaged, fulfilling their jobs with the least amount of work possible and

at the lowest quality level. Such employees are just doing the routines required, but are not actually engaged in their work in terms of improving its quality. They are less likely to be interested in making contributions to the organisations (Maslach, 2003).

1.2 Statement of the Problem

According to Mills (2013), workplace-related stress is a growing concern in many organisations. There is an ever-increasing workload, a decreasing workforce, and a climate of rapid change. Most employees are being asked to do more than ever before in less time for less money. Job security does not exist anymore, and increasingly jobs themselves are hard to come by. These and other pressures add up to increased stress on employees and employers alike. This in the long run takes a toll on morale and functioning.

In a difficult economy as is currently prevailing in Ghana, it is becoming increasingly difficult than ever to cope with job challenges. Stress starts from the house and continues at the workplace. Employers, managers, and workers all feel the added pressure. While some stress is a normal part of life, excessive stress interferes with productivity and reduces physical and emotional health.

Some stress are also due to factors intrinsic to the job, such as poor physical working conditions, work overload or time pressures. The ambiguity associated with the job resulting from inadequate information concerning expectations, authority and responsibilities to perform one's role as well as the conflict that arises from the demands placed on the individual by superiors, peers and subordinates also result in

stress which in the long run have a negative effect on job satisfaction and employee attitude.

The rise of families in which both partners are working and earning and in addition have to school at the same time has transformed the ways in which couples manage work and family responsibilities. Work, education and family integration can result in a lot of stressful experiences for both couples both at home and at the work place. It is therefore important to find ways to keep stress under control in order to ensure job satisfaction and good employee attitude.

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1.3 Objectives of the Study

The main objectives of this research are:

- i. To establish the factors that cause work place stress at Guinness Ghana Limited.
- ii. To investigate the effect of stress on employees' job satisfaction and attitude to work at Guinness Ghana Limited.
- iii. To examine the effectiveness of stress management strategies at Guinness Ghana Limited.

1.4 Specific Objective

The general objective of the research was to establish how stress management can have a positive effect on job satisfaction and employee attitude, as effective stress

management can improve productivity at the work place.

1.5 Research Questions

- i. What are the factors that cause work place stress to workers at Guinness Ghana Limited?
- ii. What are the effects of stress on employees' job satisfaction and attitude to work at Guinness Ghana Limited?
- iii. How effective are the stress management strategies at Guinness Ghana Limited?

1.6 Significance of the Study

Stress and its effect on productivity has been an area where researchers from different countries have been looking into over the years especially how it can affect the mental health of workers and reduce productivity. World Health Organisation (2007) indicated a healthy job is one where the pressures on employees are appropriate in relation to their abilities and resources, to the amount of control they have over their work, and to the support they receive from people who matter to them. A healthy working environment is one in which there is not only an absence of harmful conditions but an abundance of health-promoting ones. These may include continuous assessment of risks to health, the provision of appropriate information and training on health issues and the availability of health promoting organisational support practices and structures.

Stress is a state, not an illness, and where stress lasts for only a short time there is usually no lasting effect. However, if the stress is sustained over a long period it can have a significant impact on physical and mental health, work performance and morale. The effects of stress on employee attitude and job performance include increased absence, reduced morale, poor employee relations, a decline in work performance and efficiency, and higher staff turnover. Reducing and preventing work-related stress therefore brings clear benefits to employers as well as to staff.

This research is therefore a relevant academic exercise as it will ultimately benefit both employers and employees by letting employers come to terms with the need to promote a healthy work environment in which staff can make health and health promotion a priority and part of their working lives. This can be achieved when work demands and pressures are matched to workers' knowledge and abilities, as companies that take a proactive approach towards minimising employee stress experience reap many rewards. The employees will also benefit when they are made to explore the stressors that are present in their own work environment, and take steps to reduce and/ or prevent stress in the workplace, thereby working to maintain their health and well-being.

1.7 Scope of the study

The scope of the study was limited to key stakeholders at Guinness Ghana limited including managers and supervisors because they are the ones who have the supervisory roles to meet deadlines and are held accountable for the lapses in production. Therefore, they are most of the time under a lot of stress.

1.8 An Overview of Research Methodology

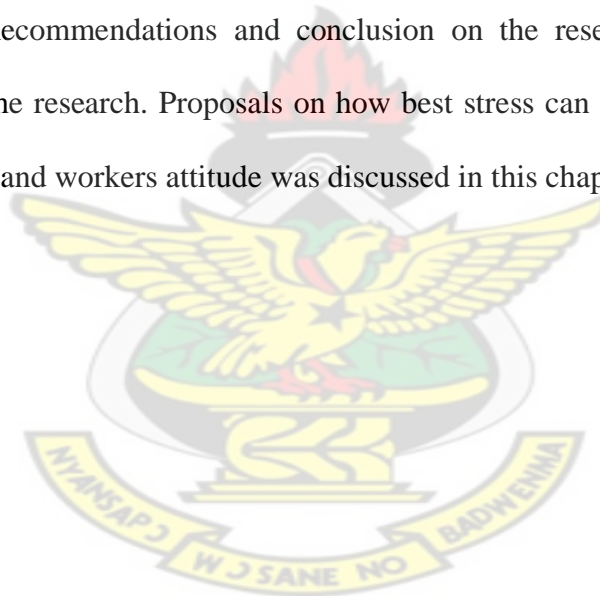
The following approach was adopted for the research: A list of factors on stress and stress management as well as its effect on job satisfaction and employee attitude were collated qualitatively from literature review, internet search and preliminary survey and developed into a questionnaire for the main survey. In order to establish the authenticity or otherwise of issues emanating from literature, the survey sought the perception of respondents at Guinness Ghana Limited. Data was collected quantitatively through a questionnaire survey as “Quantitative approaches are more specific and result oriented and involves the collection of numerical data in a bid to explain, predict and control phenomenon of interest” (Mojaheed, 2005). Interviews were also conducted to collate qualitative data all with the sole purpose of establishing the relevance of stress management in increasing productivity.

1.9 Limitations to the Study

This research faced several problems especially gathering relevant data for the analysis. Generally, apathy was the major bane since some of the respondents failed to answer the questionnaire. This notwithstanding, the research was supplemented with information from other secondary sources to secure as much information needed to find relevant answers which seeks to meet and answer the objectives and the questions of this research.

1.10 Organisation of the study

The first chapter of the research contains the introduction to the research. Sections within this chapter include problem statement, purpose of the study, aims and objectives of the study, research methodology as well as scope of the study. Chapter two focuses on literature on stress and stress management and its effect on job performance and workers attitude. The research methodology is described in the third chapter of the work. Details like type of data to collect, data collection tools and data analysis tools were discussed. Chapter four of the research contains data collected and analysis. Information obtained from the analysis of the data collected was discussed in this chapter. Recommendations and conclusion on the research was contained in chapter five of the research. Proposals on how best stress can be managed to improve job performance and workers attitude was discussed in this chapter.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Stress in the workplace is a growing concern in many organisations. It is not something to be dismissed as the price one has to pay for being successful in the career path chosen. Employees are increasingly facing problems of job insecurity, low level of job satisfaction, overwork and lack of autonomy which can be detrimental to one's health and being. This invariably leads to a certain degree of stress. Stress at the workplace is directly or indirectly responsible for many early and untimely deaths through heart attacks, stroke and high blood pressure among other illnesses Bickford (2005).

Stress is ignored or dismissed by many people as it is seen as a sign of weakness in many organisations. Thus people suffer in silence until it becomes too late. There are measures that both individuals and organisations can take to alleviate the negative impact of stress, or even stop it from arising in the first place. But for this to happen, employees need to learn to recognise the signs and symptoms that indicate they are feeling stressed out, and employers also need to be aware of the effects that stress has on their employees' health and how it ultimately impact on company profits Bickford (2005).

The opportunity is there for employers and employees to come together to make for changes that will reduce stress related illness. Change must come from the top, and it is therefore imperative for managers to recognise that they have a legal and moral responsibility to protect the physical and mental well-being of their workers (Clark, 2002).

2.1 The Concept of Stress

Stress is not a recent occurrence, and has been with us for a long time. Over the years, different researchers have come up with different definitions of stress. Modern definitions of stress share a number of essential ingredients. That is, they all, to a greater or lesser extent, identify that stress: is an individual experience, it's caused by pressure or anxiety and impacts upon the individual's ability to cope with a situation (www.theworkfoundation.com). As far back as 1966, Lazarus (1966) stated 'stress arises when individuals perceive that they cannot adequately cope with the demands being made on them or with threats to their well-being'. Further research by Cox (1978) indicated 'stress can be defined as a perceptual experience arising from a comparison between the demand on the person and his or her ability to cope. An imbalance in this system, when coping is important, gives rise to the experience of stress, and to the stress response'. Schuler (1980) identified stress in organisations as an increasingly important concern in both organisational research and practice. According to Lazarus and Folkman (1984) 'Stress results from an imbalance between demands and resources'. Stress is the non-specific response of the body to any demand, positive or negative, made upon it. Deckard (1988) indicated the necessity of considering and investigating occupational stress, since performance declines under stressful situations.

Studies on occupational Stress by Palmer (1989) stated 'stress is the psychological, physiological and behavioural response by an individual when they perceive a lack of equilibrium between the demands placed upon them and their ability to meet those demands, which, over a period of time, leads to ill- health'. European Commission (1999) defined stress as the emotional, cognitive, behavioural and physiological reaction to aversive and noxious aspects of work, work environments and work

organisations. It is a state characterised by high levels of arousal and distress and often by feelings of not coping. Stress occurs when perceived pressure exceeds your ability to cope (Cooper & Palmer, 2000). Stress is therefore the reaction people have to excessive pressures or other types of demand placed upon them. It arises when they worry that they cannot cope (Raymond 2000). He further states that 'Stress occurs where demands made on individuals do not match the resources available or meet the individual's needs and motivation. Invariably stress will be the result if the workload is too large for the number of workers and time available. Equally, a boring or repetitive task which does not use the potential skills and experience of some individuals will cause them stress.' Stress has been defined in different ways over the years. Originally, it was conceived as pressure from the environment, then as strain within the person. The generally accepted definition today is one of the interactions between the situation and the individual. It is the psychological and physical state that results when the resources of the individual are not sufficient to cope with the demands and pressures of the situation. Thus, stress is more likely in some situations than others and in some individuals than others. In other words, simply stated, stress is what you feel when we have to respond to a demand on our energy (Michie, 2002).

Stress is a natural part of life, and occurs whenever there are significant changes in our lives, whether positive or negative. It is generally believed that some stress is okay (sometimes referred to as "challenge" or "positive" stress), but when stress occurs in amounts that individuals cannot cope with, both mental and physical changes may occur (Canadian Centre for Occupational Health and Safety, 2000). Whilst it is arguable that the term 'stress' is everywhere; that it has been entirely cut adrift from both professional discussion and real life experience, it still retains a profoundly serious

prevalence. Real or imagined, misunderstood or misused, rare or widespread, the problem of stress cannot be ignored (Blaug et al., 2012).

Whether due to objective or subjective causes, no one denies that stress now concerns us more than it used to. The issue immediately arises as to what, in present-day life, might be responsible for this sudden increase in visibility? Many researchers have highlighted elements in modernity, post-modernity or late-capitalism that may be contributing to notions of stress. Research by Jones and Bright (2001) indicated stress and common mental health problems normally have complex and multiple causes and cannot be attributed solely to events in the workplace. Undoubtedly unemployment is as bad or worse for our health, while the fact of having a job, however unsatisfactory it may be, brings optimistic psychological effects.

According to Cooper et al. (2001) stress is to some extent, a result of an increasingly modern and mobile society, where traditional ties of community, family, neighbours, friends etc. are no longer so strong. Furthermore, since the 1990s, there has been a rise in imposed stress as a result of massive downsizing in companies in both the private and public sectors. This according to Jones and Bright (2001) has resulted in heavier workloads, job insecurity and a changing balance between men and women in the workforce. Other factors might include greater pressure, a faster pace of life and increased materialism in industrial and post-industrial societies.

Sapra and Saxena (2013) indicated stress is not necessarily something bad as it all depends on how it is taken. They stated though many people see the word 'stress' as having a negative causation, it is not always so. They stated individuals under too little stress may not make enough effort to perform at their best levels, while those under too much stress are often unable to concentrate or perform effectively and efficiently. The

relationship between stress and job performance and satisfaction is therefore very complex as stress can either be constructive (a friend) or damaging (a foe). Research by (Melinda et al 2010 and Baqutayan, 2011) also indicated that not all stress is bad. Their research indicated “friendly” stress is called Eustress. Eustress is a positive stress that arises when motivation and inspiration are needed. According to Maxon (1999), no one reaches peak performance whether, an athlete, an office worker or a manager without eustress. It is a short term stress that provides instant strength. It rises at the point of increased physical activity, eagerness and ingenuity. It prepares the body to carry out extra exertion without being strained. This type of stress is what comes to play when preparing for competitions and interviews (Melinda et al 2010 and Baqutayan, 2011).

The bad stress is referred to as distress (Jeanne et al 2010). This is a negative stress brought about by constant readjustment or alteration in a routine. Distress creates feelings of discomfort and unfamiliarity. Large amounts of adrenalin are produced during distress. This puts the body in overdrive, burning loads of calories needed to run the nervous system. In the state of distress there is an increase in aggression, apprehension, frenzy and other strong emotions. These emotions are fine if tempered and directed positively. However, if uncontrolled they can lead to inapt and disparaging behaviours. It can also lead to very serious chronic illness (Satovic, 2005).

2.1.1 Work Related Stress

As the stress phenomenon has been popularised, less stigma has come to be attached to admitting feelings of stress or inability to cope. Increasingly, we interpret events and emotions in terms of stress. This growing legitimisation has been much assisted by

representations of stress in the media, the professionalisation of stress treatments and 'medicalisation' of workplace problems (Harkness et al, 2005), and a culture in which it can be a matter of pride to describe one's job as having a high degree of stress (Jones and Bright, 2001). If job positions are perceived to be undervalued or not respected, then this also may affect individual and collective perceptions of stress (Harkness et al, 2005). Claiming one's work to be stressful can be a way of establishing solidarity within a professional group or organisation. It may even be used as a strategy for claiming benefits like higher pay. According to Devi (2012) stress can cause anxiety, tension and depression due to demands by the environment forces or internal forces that cannot be met by the resources available to the person. The intensity of such demands through environment, events or conditions that have the potential to encourage stress are known as 'stressors'. People under high stress tend to withdraw from the contact with the stressor in the form of turnover and absenteeism. In intense cases it may result in sabotage as workers can sometimes create mechanical failure in order to take a break from strain of monotonous work. Therefore factors that cause negative effects on our physical and psychological well-being are also expected to affect our work behaviour.

On the other hand, research by Marmot (2001) has a different conception of stress than the traditional understanding of the term, one that fits more clearly with his contention that sickness and stress are associated with lower, rather than higher social status. In conventional definitions stress is often related to how busy a person is, arising from the juggling of numerous important responsibilities, deadlines and obligations. Thus stress finds an association with high status and positions of social or occupational importance. Marmot (2001) departs from this perception, associating increased stress with the lack of agency that goes with positions of lower status. Stress, so conceived, refers to a corrosive situation in which the individual feels that choices are limited and that there is

little opportunity to influence events and situations. It is this type of stress, Marmot believes, that is a determining factor in the disparity in health prospects across different socio-economic strata.

Work-related stress occurs when there is a mismatch between the demands of the job and the resources and capabilities of the individual worker to meet those demands. Subjective and self-reported evaluations of stress are just as valid as 'objective' data, such as statistics on accidents or absenteeism Blaug et al (2012). He further states there are clear links between work-related stress and a variety of physical and mental disorders, despite the difficulty of proving a direct causal link since the majority of diseases and syndromes commonly attributed to stress have multiple causes. The effects of work-related stress on ill-health operate in physiological, cognitive, emotional and behavioural ways. Work related stress can also be constructive. In this current economic crisis in most countries, it is harder than ever to cope with job challenges. Both the stress we take with us when we go to work and the stress that awaits us on the job are on the increase making employers, managers, and workers all feel the added pressure. While some stress is a normal part of life, excessive stress interferes with productivity and reduces physical and emotional health, so it's important to find ways to keep it under control (Sapra and Saxena, 2013).

The connection between stress and job performance according to Devi (2012) is very complex. It is affected by the complicatedness of the task being performed, the nature of the specific stressor involved and a wide range of personal and situational factors. However, in general, productivity is considered to be at a peak with moderate level of stress. Performance is poor at low level of stress as well as at high level of stress. At low level of stress, the person may not be adequately energised and may not be

sincerely involved in his work, resulting in low productivity. As the level of stress increases from low levels to moderate levels, the performance level also increases to reach the peak level.

A related cause of work-related stress derives from a disparity between the effort required to complete work and the rewards for completion. For this reason, people require not only a sense of autonomy in their employment, but work that offers pleasure, fulfilment and opportunities for individual creativity. Those who labour in dull, dead-end jobs suffer from an imbalance between work and rewards. This is detrimental to their physical and mental well-being, making them more likely to engage in harmful behaviours such as smoking or excessive drinking. Work-related stress is thus understood to occur when there is a mismatch between the demands of the job and the resources and capabilities of the individual worker to meet those demands. This definition emphasises the relationship between individuals and their working environment, and helps to explain why a situation that one person regards as a stimulating challenge causes another to experience a damaging degree of stress (Blaug et al, 2012).

According to Akrani (2011), employees are able to tackle job challenges when they have constructive stress. However when the level of stress is at par with what the employee can cope with, stress shows no signs of improvement in job performance. But when stress level is way over and above what the employee can cope with, it becomes a damaging force. This supports earlier research findings that stress resulting from work is a major problem and it takes a toll on one's physical and mental well being (Sulsky & Smith, 2005). This leads to a decline in employees' job performance as excessive stress interferes with performance. This is expressed in indecision and inconsistent behaviour

on the part of employee. Beyond this threshold further stress can lead to psychological problems which can lead to either a mental breakdown or depression.

At this point performance becomes zero and the will to continue working declines. Absenteeism increases, eventually leading to the employee either quitting the job or getting fired (Akrani, 2011). This extreme form of stress has also been categorised as 'burnout', a stage when a person starts treating his clients as objects (depersonalization), evaluates himself negatively and feels emotionally exhausted (Sheena et al, 2005). Bickford (2005) on the other stated burnout is not simply excessive stress. It is rather a complex physical, mental and emotional reaction to constant levels of high stress, and it relates to the feeling that one's inner resources are inadequate for managing the task and situation one is faced with. It therefore leads to a feeling of hopelessness, powerless, cynicism, resentment and failure as well as stagnation and reduced productivity which can lead to depression and unhappiness that can be a threat to ones job, relationship or health.

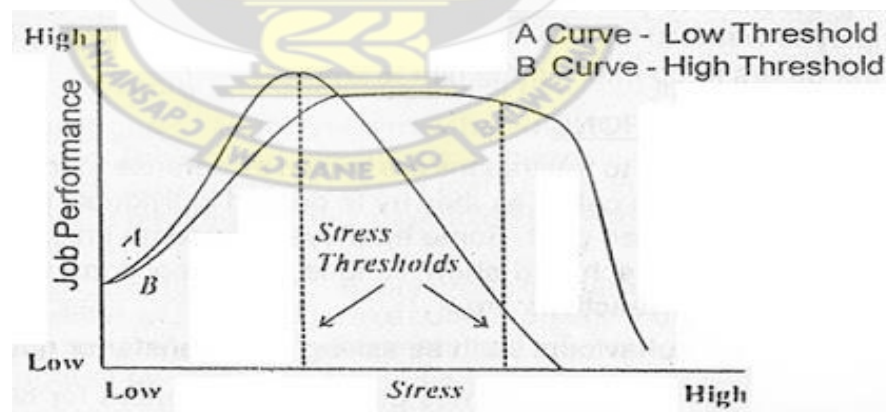


Fig 2.1 Stress - Job Performance Threshold

Source: Akrani (2011. p 2.)

Certain occupations are more stressful, especially those in which there is high emotional involvement. Stress must therefore be within the range and limits of

employee's capacity to tolerate pressure and his performance level, as it is beneficial and productive than an uncontrolled one (Akrani, 2011).

It is therefore important for management to always monitor the stress level of their individual workers as no two people are the same. Employees must be seen as assets and not slaves. A conscious effort must be made to inculcate co-operation, kindness, respect, good manners and discipline among members of an organisation as it create a stress free, healthy, friendly and productive environment in a workplace. Management needs to understanding emotional aspect of their workers as it plays a key role in determining how successful an organisation will be, it is emotions and not logic that drives a workforce to give their best (Akrani 2011).

2.1.2 Causes of Stress in Work-place

Stress occurs under certain circumstances; these include life changes, hassles, goal-setting, workload, role conflicts, career development, children/family pressures, relationship difficulties, inability to accept uncertainty, unrealistic expectation, negative self-talk, etc (Canadian Mental Health Association, 2005).

2.1.2.1 Life Changes

In our today's society, a number of events that people consider to be positive, including marriage, retirements, pregnancy, outstanding personality and achievement may cause stress (Asagba and Atare, 2010).

2.1.2.2 Hassles

These are frustrating everyday situations and events that interfere with ability to function effectively or to attain goals. Experience has shown that daily hassles contribute a significant amount to overall stress. An example is public servants looking for lost files, replacing crashed diskette, and how to answer query from superior officers (Canadian Mental Health Association, 2005).

2.1.2.3 Job Stress

Stress varies from one occupation to another. It appears that the most single factor that may likely lead to job stress is poor fit between an individual and the job environment (Canadian Mental Health Association. 2005). If one has inadequate talent or training for his job, it is expected that the output will be low and this may lead to stress.

2.1.2.4 Career Development

Several career issues can act as a source of stress. These may include job insecurity, over-promotion, under-promotion etc. Society places a great deal of emphasis on achievement and ability to succeed in all aspect of life. Due to inability to meet expectation an individual may become stressed (Canadian Mental Health Association, 2005).

2.1.2.5 Workload

Due to economic recession many governments all over the world are reducing employment opportunities for their citizenry. Most times, workers are made to do more than what they are to do under a normal situation.

2.1.2.6 Insecurity

The level of insecurity the world over today is very high. The emerging of different militant groups has made life difficult for the people. In recent times, terrorist groups in most countries continue to use suicide bombers to bomb churches and markets. People now live in perpetual fear (Canadian Mental Health Association, 2005).

2.1.3 Effect of Stress: Signs and Symptoms

The signs and symptoms of stress according to Ademola (2005), and Melinda et al (2010) can be categorized into four groups, that is, cognitive, physical, emotional and behavioural. Their research indicated cognitive signs and symptoms associated with stress may also affect the mental scope of individuals at the workplace in many ways including: memory problems, inability to concentrate, poor judgment, seeing only the pessimistic, anxiety, constant worry, fearful anticipation and loss of objectivity; etc.

The physical signs and symptoms are expressed in physical illness though it can be caused by non-physical problems, so it is important to have a medical doctor treat conditions such as ulcers, compressed disks, or other physical disorders. The physical problems that may result from stress include: aches and pains, diarrhoea or

constipation, nausea and dizziness, chest pain and rapid heartbeats, loss of sex drive, frequent colds, sweaty palms, weight gain or loss, weakness, tiredness and chronic fatigue, breathlessness, hyperactivity, muscular tension and teeth grinding or jaw clenching; and the like (Ademola, 2005 and Melinda et al, 2010).

Emotional symptoms of stress can make someone uncomfortable and can affect one's performance at work. This includes: mood swings, irritability, frustration, agitation, feeling of being overwhelmed, sense of loneliness and isolation, depression, anger and resentment, inability to relax, feeling tensed and on edge and substance abuse (Ademola, 2005 and Melinda et al, 2010).

The behavior symptoms displayed in stressful situations are mostly antisocial and can cause rapid deterioration of relationships with family, friends, co-workers or even strangers. Some of these are: procrastination or neglecting responsibilities, increased arguments, overreaction, domestic or workplace violence, eating disorder, and sleeping too much or too little (Ademola, 2005 and Melinda et al, 2010).

2.1.4 Strategies for Managing Stress

Research in Psychology has been able identified two ways in which people cope with stress. Firstly, a person may decide to suffer or deny the experience of stress. On the other hand, one may decide to face the realities and give solutions to it (Pestogee, 1992). Instead of taking medication to eliminate stress, there are other better ways of avoiding stress and minimising its damaging effects. These include: Mental Training, Physical Activity, Writing, Discussion, Rest and Relaxation, Diet and Reduced Commitments.

Mental training according to Jarvis (2000) is the use of the “mind’s eye” in a range of psychological methods intended to encourage relaxation and increase confidence. According to Richardson (1985) it can include mental imagery and visualization. By this method, people can be trained on how to mentally overcome stressful situations as it is sometimes inevitable depending on the type of professions.

Research by Aderinola (2011) indicated the human body is designed to move-just like those of automobiles and if they don’t move, they become stiff and rusty. Studies in leisure and physical activities indicated that participation in physical activities has the capacity to reduce stress (Coleman, 1993) as such people have less depression and fewer physical depression and fewer physical symptoms when under stress (Iso-Ahola and Parks, 1996). According to Ericksen & Brunsgaard (2004) research indicated comprehensive work-based leisure-time activities can yield promising health behaviour changes. A study has found that taking long walks can be effective at reducing anxiety and blood pressure (Smith, 2002), while another study indicates that brisk walk of as little as 20 minutes duration can leave people feeling more relaxed, refreshed and energetic for up to two hours (Ericksen and Brunsgaard, 2004). Other recent findings revealed participation in physical exercises can contribute to positive health not merely the absence of diseases which leads to satisfaction and ability to improve individual’s capacity to withstand stress (Gautam et al, 2007).

Research by Horwitz et al (2010) indicated that writing about stressful situations can help overcome stress and enhance quick recovery from illness caused by stressful situations. 10-15 minutes of writing per day is recommended, as one can transfer one’s feelings and emotions during stressful situations on papers.

Fletcher and Scott (2010) stated by expressing one's thoughts and sharing them with family members and friends, one can better understand one's feelings. Discussion about observations, thoughts and reactions toward stressors and trauma is of great importance (Pestonjee, 1992).

Research by Aderinola (2011) indicated without rest, the body is at a disadvantage and is less able to protect its good health and resist diseases, and if one falls sick, the healing process is more difficult or simply does not take place at all. He further listed the contributions of rest and relaxation as follow: Firstly, it allows the body to renew itself. Waste products are removed, repaired are effected, enzymes are replenished, energy is restored. Secondly, it aids in the healing of injuries, infections and other assaults on human body, including stress and emotional traumas. It also strengthens human body immunes system, helping protect one from disease. Finally, it can increase longevity, as people who regularly sleep seven to eight hours each night will have lower death rates that those whose average are less than seven hours.

The performance of individuals in human endeavour can sometimes rest solely on what they eat. Thus, it is very important to eat regularly to avoid ill-health. The type of food and the time they are consumed or eaten are very important. If a person intends to have good health, his/her meal should be regularly timed and distanced. There is much importance to be attached to the kind of food we take (Famayo and Adubi, 2008).

The onus of stress management also lies to some extent on the attitude of management at the job place to the one under stress. There has been extensive research on organisational commitment since there was a strong belief that commitment has relevant importance for both the organisation and employees. For organisations, organisational commitment is believed to have significant relationship with

performance, reduced turnover and absenteeism rate which will in turn contribute to productivity growth (Omolara, 2008). From employees perspective, being committed to one's job and organisation represents a positive relationship that would potentially add more meaning to life, for instance, increase in self-worth and satisfaction (Maxon, 1999). However, excessive commitments, whether it is overtime at work, working on several projects at a time, or other working activity often creates anxiety and tension (Draker, 2005). It is therefore very important that activities are prioritised to avoid stressful situations.

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2.1.5. What Management can do to Reduce Stress

Research by Blaug et al (2007) indicates if organisations are to recognise and decrease work-related stress, it is important that they understand the exact work characteristics and situational factors that may contribute to a stressful working environment. For stress prevention programmes to be effectively implemented, it is vital that senior management within the organisation show long term commitment to stress management programmes and its goals. They further stated workplace interventions and strategies for stress management can be grouped into three, namely: primary, secondary and tertiary.

2.1.5.1 Primary Stress Management

Primary management strategies seek to prevent work-related stress happening, targeting the employee, the job or the interface between the worker and the workplace. The main intention is to prevent it from arising in the first place by shifting the source of stress

(Blaug et al., 2007). These approaches are classified into two types: reactive and proactive. The aim of the reactive method is to identify and change those aspects of either the workplace or the worker that are likely to encourage stress. Proactive strategies on the other hand focus on the workplace itself rather than on the individual employee and try to make the working environment as stress-free as possible (Murphy et al., 1995).

According to Jordan et al. (2003) a success example of primary management strategies is London Electricity where they use a primary stress intervention strategy called 'Work-Life Solutions', which is a programme designed to assist employees achieve a healthy work- life balance. It presents increased flexibility for employees whose lifestyle make working the traditional nine hour a day for five day in a week difficult. It is beneficial not only for the members of staff who are able to balance work with their other demands, but also for the organisation, which retains trained staff who might otherwise have stopped work. The programme choices available include part-time work, working from home, job sharing, term-time only work and a number of other flexible working provisions. Employees who wish to take advantage of these terms must apply to their manager, who then decides on the suitability of the policy in the specific case based on the worker work schedule, as well as those of the business and other employees.

2.1.5.2 Secondary Stress Management

Secondary approaches attempt to minimise the impact of stress and reduce the seriousness of its effects, and therefore focuses on the individual worker. It aims to treat

the effects of a dysfunction or problem experienced by the individual worker. Usually, such strategies involve intervention by doctors, psychologists or counsellors, and there is frequently disagreement between the various providers of this level of management as to how best to deal with work-related stress (Clark et al., 1999). General practitioners are the main focal point of treatment for the worker suffering from the ill effects of stress. Unfortunately, most General Practitioners do not have any specialist expertise or knowledge in the area of occupational health, and therefore can prescribe treatments or courses of action that in the long term may prove harmful to the worker's recovery and delay their return to work (Blaug et al, 2007). This buttresses earlier research by Toohey (1995) who argues that the 'medicalisation' of stress can delay recovery and the return to work by shifting power from the worker and the employer to the medical practitioner, who is given control over the methods and timescale by which the worker will return to health. According to him, Doctors often prescribe medication as a form of stress management, which may improve the crisis in the short term, but can have negative effects if the medication is habit or dependency forming. On occasion doctors may refer workers suffering from occupational stress to more specialist providers of treatment, such as psychologists, psychiatrists or counsellors (Blaug et al, 2007).

Research by Jordan (1995) on stress management strategies of various organisations indicated that AstraZeneca have developed a strategy called "counselling and life management", or the CALM programme. This programme provides staff with health and lifestyle education as well as confidential support to assist them in resolving problems that occur both in and outside of work. Information is made available to employees on a wide range of emotional topics, such as tackling stress, coping with bereavement, dealing with harassment at work, managing anxiety, maintaining close relationships, coping with depression and dealing with family problems.

2.1.5.3 Tertiary Stress Management

Tertiary stress management strategies entail recognising and treating the ill effects of stress once they have taken place, and rehabilitating the person under stress to enable them to return to work as quickly as possible. Tertiary approaches are used after the worker has been diagnosed as suffering from the ill effects of stress and aim to restore the individual and aid their return to work. The most common tertiary approach is case management, which aims to provide a return to work plan for the individual which is co-ordinated between the different treatment providers, and which is as cost effective as possible. Through the process of case management, the strategy for the individual's treatment and rehabilitation is developed, co-ordinated and monitored by professionals such as a medical practitioner in conjunction with both the worker and the employer. This process aims to achieve a mutually agreed upon decision as to the best combination of services and treatment for the individual to assist their return to work (Blaug et al, 2007).

Studies by Jordan (1995) stated London Electricity London Electricity operates an Employee Support Programme for rehabilitating workers who have been absent due to stress, and which is run by an external network of professional counsellors managed by a clinical psychologist. The employee who is referred to the counselling service is provided with up to seven sessions with the clinical psychologist, who then has to decide that the problems the individual is experiencing are work-related; if this is the case, a series of meetings involving the employee, the manager, the counsellor and representatives from Occupational Health and Human Resources are organised. Based on these meetings a plan of action is agreed upon to assist the employee to return to work.

It is only when stress at the workplace is well controlled by management and the employees themselves that job satisfaction will be increased. The question then is how does stress affect employee job satisfaction.

2.2 Concept of Job Satisfaction

Job satisfaction has been defined in several different ways and a perfect description for the term is unlikely to materialise. A simple or general way to define it therefore is as an attitudinal variable (Saari, 2004). She further stated there is debate among researchers and practitioners on the effect of stress on employee attitudes and job satisfaction even at a time when employees are increasingly important for organisational success and competitiveness.

Therefore, the purpose of this literature review is to provide greater understanding of the research on this topic and give recommendations related to the major research knowledge gaps. The major knowledge gaps in this area include firstly, the causes of stress and how it can be managed well in the working environment, and secondly, the effect of stress on employee attitudes as well as job satisfaction.

According to Saari (2004) the most used research definition of job satisfaction is by Locke (1976), who defined it as “. . . a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. This implies that in evaluating our jobs, the important things we consider include both how we think and feel about our job. Initial studies on the subject by Staw & Ross (1985) demonstrated that a person’s job satisfaction scores have stability over time, even when he or she changes jobs or

companies. Staw et al. (1986) also stated childhood temperament is statistically related to adult job satisfaction up to 40 years later.

Further research by House et al. (1996) indicated an accumulating body of evidence that differences in job satisfaction across employees can be traced, in part, to differences in their disposition or temperament. This is buttressed Weiss and Cropanzano (1996) who suggested that disposition may influence the experience of sensitively significant events at work, which in turn influences job satisfaction. Job satisfaction according to Spector (1997) is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people are satisfied or dissatisfied with their jobs. Spector further indicates job satisfaction is important in everyday life. Organisations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work. On the other hand, Rose (2001) view job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. According to him, intrinsic sources of satisfaction depend on the individual's ability to use initiative, relations with supervisors, or the work that the person actually performs. Extrinsic sources of satisfaction are financial and other material rewards or advantages of a job, such as pay, promotion, or job security.

Saari (2004) stated even though organisations cannot directly impact employee personality, the use of sound selection methods and a good match between employees and jobs will ensure people are selected and placed into jobs most suitable for them, which, in turn, will help enhance their job satisfaction. More recent studies have also shown that culture is as strong a predictor of employee attitudes as the type of job a person has.

An alternative approach according to Sousa-Poza and Sousa-Poza (2002) is based on the assumption that there are basic and universal human needs, and that, if an individual's needs are fulfilled in their current situation, then that individual will be happy. This framework postulates that job satisfaction depends on the balance between work-role inputs such as education, working time, effort and work-role outputs such as wages, fringe benefits, status, working conditions, intrinsic aspects of the job. If work-role outputs ('pleasures') increase relative to work-role inputs ('pains'), then job satisfaction will increase.

Research studies confirm that when employees are asked to evaluate different facets of their job such as supervision, pay, promotion opportunities, co-workers, and so forth, the nature of the work itself generally emerges as the most important job facet (Judge & Church, 2000). Unfortunately, some managers think employees are most desirous of pay to the exclusion of other job attributes such as interesting work. Of all the major job satisfaction areas, satisfaction with the nature of the work itself which includes job challenge, autonomy, variety, and scope best predicts overall job satisfaction, as well as other important outcomes like employee retention. Thus, to understand what causes people to be satisfied with their jobs, the nature of the work itself is one of the first places to focus on. One might think of the likelihood that the relationship is simply due to personality traits that cause both low job satisfaction and stress.

However, to contradict this, there is evidence that job loss and other work events are in fact associated with stress (Wheaton, 1990). Thus, dissatisfaction resulting from one's job can spill over into one's psychological well-being. Research indicates organisations only have so much control over a person's job satisfaction, because for many workers, job satisfaction is a result, in part, of spill over of their life satisfaction. However,

continuing to take actions to address low job satisfaction is not only important for organisational effectiveness, but by not doing so, organisations can cause spill over of employees' low job satisfaction into their life satisfaction and well-being. Job satisfaction trends can affect labour market behaviour and influence work productivity, work effort, employee absenteeism and staff turnover; and is considered a strong predictor of overall individual well-being in addition to being a good predictor of intentions or decisions of employees to leave a job (Wheaton, 1990).

Job satisfaction is an issue of considerable importance for both employers and employees. Employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher output if their employees experience a high level of job satisfaction. However, employees should also 'be happy in their work, given the amount of time they have to devote to it throughout their working lives'. In addition, measures of job quality seem to be useful predictors of future labour market behaviour. Workers' decisions about whether to work or not, what kind of job to accept or stay in, and how hard to work are all likely to depend in part upon the worker's subjective evaluation of their work, in other words on their job satisfaction (Clark, 1998).

Rose (2003) analysed a number of possible influences on job satisfaction including individual well-being, working hours, work orientation, financial variables, the employment contract, and market and job mobility. His findings fail to provide strong support for explanations of job satisfaction primarily in terms of socio-technical rewards of the job, although low influence in the workplace did emerge as a significant factor. All but one of the indirect measures developed to represent qualitative features of the workplace remained statistically insignificant, the measure of workplace

influence being the exception. Differences in job satisfaction between groups and individuals according to Rose (2005) are extremely complex and require more research, especially in relation to the measures used to gauge job satisfaction as an indicator of job quality. Research by Llorente and Macías (2003) on the other hand indicate there is little or no correlation between job satisfaction and job quality.

2.2.1 Stress and Job Satisfaction

According to many employees, their organisations do not care for its employees and at times employees don't feel like working with their organisations indicating high levels of stress among them. Misfit with organisation, no part in decision making, were reported main causes of stress as well as no control over work environment, personality traits, lack of relaxation along with vague rules affect employees performance (Meneze 2005). On the other hand, job stress although has belittling impact on any organisation and individual's performance but can shape dire consequences when related to health care (Mimura et al. 2003). Occupational stress usually affects job satisfaction and results in low organisational performance (Elovainio et al. 2002). This is buttressed by Meneze (2005) who stated job stress is considered rising and has become a challenge for most employers. This is because high level stress usually results in low productivity, increased absenteeism and other employee problems like alcoholism, drug abuse, hypertension and host of cardiovascular problems.

Better managed employees are more cooperative and serve as assets for any organisation and when their stress is ignored by the employer their satisfaction in the job decreases and this results in increased absenteeism, low productivity, and low

motivation. But reduced workload, improves management and supervision, better pay, and benefits, and vacation times can reduce the stress among employees (Thomson, 2002). Stress results in high portion of absence and loss of employment. The ratios of employees affected by stress in organisations are increasing on an alarming rate which affects the employee performance as well as satisfaction and goal achievement (Thomson, 2002). In conclusion, low job satisfaction correlates with contemplation of giving up work due to stress (Dowell and Anthony 2001). There is a negative correlation between job stress and job satisfaction as well as job performance. Employees who have high level of job stress have low job satisfaction which leads to low performance (Kazmi, 2007).

Just as high levels of stress impact negatively on job satisfaction, so does it also affect employee attitude. The effect of stress at the workplace leads to different types of attitudinal reaction from different employees. According to Davis (1979) as cited in Faghihi and Allameh (2012) the reactions of employees are important to the organisation's performance and development or both. To predict employees' attitudes, behaviours and expectations is a very difficult task as they fluctuate from hour to hour and sometimes from moment to moment.

2.3 Employee Attitudes

An employee's attitude and his behavior are totally different. Attitude describes the way an employee feels inside. These are his feelings toward employer, his co-workers and his position within the company. An attitude is therefore a hypothetical construct

representing an individual's degree of like or dislike for an item. Attitudes are generally positive or negative views of a person, place, thing, or event (Bagherian et al., 2009).

According to Vijayasathy (2004) attitude is the individuals' belief that a product, service or concept is a good idea. As a consequence, the individual shows a clear predisposition for that element. Attitudes are usually considered a display of the effectiveness of work performance and organisational productivity in organisations. Positive attitudes changes are vital in achieving organisational goals (Eby et al., 2000). Employee attitudes may be influenced by different socio-economic, political, religious and cultural factors. Employee of an organisation act on the basis of social settings and subject of organisation decisions. Attitudes are evaluative statements or judgments concerning objects, people, or events (Bickford, 2005).

It has three main components. These are Cognitive component of an attitude which is the opinion or belief segment of an attitude. Affective component is the emotion or feeling segment of an attitude, and Behavioral component of an attitude which is an intention to behave in a certain way toward someone or something. Employees' attitude to work can be divided into five types namely; Job satisfaction which is a collection of positive and/or negative feelings that an individual holds towards his or her job. Also Job Involvement which helps in identifying with the job, actively participating in it, and considering performance important to self-worth. Another type is organisational commitment which is identifying with a particular organisation and its goals, and wishing to maintain membership in the organisation. It involves affective, normative, and continuance commitment. Perceived organisational support is another type of employee attitude which is the degree to which employees feel the organisation cares about their well-being. Lastly, there is Employee engagement which is an individual's

involvement with, satisfaction with and enthusiasm for the organisation (Bickford, 2005).

2.3.1 Engagement

One major factor subject to employee attitudes is engagement. Employers who involve employees in decision making often generate better ideas, make the most of people's talents and. This leads to increasing motivation, reduce stress and improve performance of employees. In most cases, people are at their most productive and healthy if they can work at a manageable level. More flexible schedule of work has the potential of improving employee satisfaction and reducing stress. This will invariably lead to employees having a good attitude towards their company (Bickford, 2005).

Employees who do not have a good attitude toward their company are much more likely to be disengaged, fulfilling their jobs with the least amount of work possible and at the lowest quality level. Such employees are just doing the routines required, but are not actually engaged in their work in terms of improving its quality. They are less likely to be interested in making contributions to the organisations (Maslach, 2003).

2.3.2 Retention

When people feel overwhelmed, they lose confidence and become irritable or withdrawn, making them less productive and effective and their work less rewarding (Sapra and Saxena, 2013). Employees with a generally negative outlook at their work situation have no reason to feel invested in a future with the company. They can leave

at any time and might just be waiting for the right opportunity. Research studies show that when employees are asked to evaluate different facets of their job such as supervision, pay, promotion opportunities, co-workers, and so forth, the nature of the work itself generally emerges as the most important job facet (Judge & Church, 2000).

2.3.3 Work Environment

Workers attitude at the work place, be it positive and negative, are transferable and can easily spread to co-workers. Negative employee attitudes can have a ripple effect. Lack of trust and goodwill toward co-workers negatively affect teamwork and decreasing output. A negative work environment separates individual employees and creates reasons to avoid or leave the job. Positive attitude on the other hand increases make interaction and collaboration, leading to higher productivity. A good work environment with good employee attitudes gives employees a sense of belonging and the will to see to the success of the company. It is therefore in management's best interest to keep stress levels in the workplace to a minimum. Managers must act as positive role models, especially in times of high stress (Sapra and Saxena, 2013).

2.3.4 Client Interaction

The focus on quality and customer satisfaction has been the driving force behind many company initiatives. Not all employees relate directly with customers and clients, but when they do, their attitude will determine customer satisfaction. A negative attitude is likely to manifest in lack of concern for the needs of the customer. On the other hand, a

helpful and engaged attitude is likely to result in courtesy, emotional engagement and a real concern for the interest and satisfaction of the customer (Bickford, 2005).

2.4 Theoretical Framework of Workplace Stress and its Impact on Job Performance and Employee Attitude

Much research has been conducted on workplace stress. This has led to the emergence of various theories to explain the relationship that exists between stress and the work environment. The theories that have been considered as the most influential ones on occupational stress include the person-environment (P-E) fit theory, the framework of occupational stress, and the demand- control- support model (Vandenberg et al. 2002).

Vandenberg et al. (2002) stated the basic premise of the person-environment (P-E) fit theory is that stress arises from a misfit between person and environment not from components separately, but as the factors which relate to one another. When individuals perceive that their work environment are not good, or do not fit well with the needs, wants and desires that they personally would like fulfilled from work, the difference create various strains, which are then hypothesized to affect the workers health and well being. Environmental demands here include job requirements, role expectation and group and organisational norm. Countering these demands are the individual's abilities represented through aptitude, skills, training, time and energy the person uses to meet the demands. The idea is that the larger the difference between person and environment, the greater the likelihood that strain, and a need for coping, will arise.

The framework of occupational stress is based around the same foundation as the P-E fit theory. Both theories share two basic premises. First, that stress arises from the

misfit between person and environment, and second, that subjective perception of work environments primarily determines strains. The difference between the two viewpoints is the framework's core definition. It states that occupational stress is a total process including the environmental sources of stress and the individual's perception of them, short term and long term physical, psychological, and behavioural responses, as well as a number of modifying factors that influence the relationship among variables in the stress process (such as social support and the quality of interpersonal relationships within the work environment). Perceived stress and the resulting strain are explained as a "snowball effect", a reciprocal association where the negative feelings regarding work increase strains, which in turn contribute even more to the negative feelings. The end result is that the accumulation of physical, psychological, and behavioural strains will eventually result in long term outcomes such as acute depression, alcoholism, unemployment, physiological problems (such as cardiovascular problems) and other costly results (Vandenberg et al. 2002).

Lastly, the demand-control-support model emphasises the role of the work content as the major source of workplace stress. Work content here is divided into two content as the major source of workplace stress: worker perception regarding the tasks that need to be completed in performing the job (job demands) and worker perceptions about the degree of control or caution they have in performing the job tasks (job control). These two constructs are thought to interact with one another and affect the amount of strain experienced by employees. The strongest levels of strain, and therefore, the greatest levels of job-related stress were expected to occur in situations where there were extremely high demands and very low control. A revised version of the model includes social support as a third component. Social support is not thought to eliminate strain, but rather to cushion it to some degree. Research tends to be very accommodating of

the demand-control-support model; it has been used to predict psychological strain and cardiovascular disease risk (Vandenberg et al, 2002).

This is similar to Karasek (1979) demand control theory of job stress which states that a job in which there is a high demand on the employee and low control or autonomy is stressful. By contrast, a job in which there is a high level of control or autonomy should not be stressful even if the job is demanding. The perception of inability to cope with demands will vary from one manager or supervisor at Guinness Ghana Limited to another. When the situation is perceived as threatening, and the managers or supervisors feel unable to cope, there would be stress. When the situation is perceived as merely challenging, but not threatening to physical or mental well-being, there would be no stress and no behaviours that reflect unsuccessful coping or adaptation.

Occupational stress is not an objective phenomenon. It is mainly subjective in nature, and involves the employee's active understanding of his or her objective circumstances. Possible stressors are not naturally severe or negative; individual differences in cognitive evaluation and coping style permit the same stressor to be experienced by some as a challenge and by others as a hindrance (Vandenberg et al. 2002). An assessment of each side of the stress process includes environmental demands, an individual's resources to deal with the demands, coping ability, personality type, emotions and related behaviours, physical health, physiological well-being and social functioning.

CHAPTER THREE

RESEARCH METHODOLOGY AND ORGANISATIONAL PROFILE

3.0 Introduction

This chapter provided in-depth details of the methodology chosen for this study and provided a justification for the use of such research methods. It delved into the research design, sources of data collected and the case study. It summarised the research population and the selection of subjects for the study. It also covered sampling technique, the sample size, data collection instrument employed for the study and the method of data analysis. The aspect of organisational profile comprised a brief history of Guinness Ghana limited and their production history.

3.1 Research Design

Research design set out the guideline that connect the element of the methodology adopted for a study namely; relating the paradigm to the research strategy and then the strategy and then the strategy or method for collecting empirical data. This includes the practical procedure implemented for accessing the subject of the research (Dezin & Lincoln, 2000). Literature review, internet search and preliminary survey guided in the development of a questionnaire for the main survey. In order to establish the authenticity or otherwise of issues emanating from literature, the survey sought the perception of respondents on the effect of stress on job performance and employee attitude at Guinness Ghana Limited. The chapter further established the methodological undertakings of this study and provided a justification for the use of such research methods. The discussions in this chapter was organised around the following areas:

research approach, research methodology adopted for this study to satisfy the research objectives as stated below, research design, operationalising and bringing the survey instruments into context.

At this juncture, it is important to recapitulate the general objective of the research which is to establish how stress management can have positive effect on job satisfaction and employee attitude, and ascertain whether effective stress management can improve productivity at the work place.

3.2 Research Method

A research method is to define the course of the research from start to finish. According to Denzin and Lincoln (2003), research method connects researcher to specific approaches and methods for collecting and analysing data. The choice of research methods embodies the research paradigm about the nature of the knowledge to be obtained and method of gaining that knowledge (Creswell and Clark, 2007). These paradigms are important, since a researcher's chosen research method should be most appropriate for a context matching its underlying assumptions. Paradigms are a set of interrelated assumptions about the social world, which provides a philosophical and conceptual framework for the organized study. This means that paradigms are selected to guide the researcher in philosophical assumptions about the research in the selection of tools, instruments, participants, and methods used in the study (Denzin and Lincoln, 2000). There are two main methods of these assumptions namely; positivism and interpretivist, which are associated with quantitative and qualitative. Research strategies may be categorised as qualitative, quantitative or multi-methodology.

3.2.1 Quantitative Research Approach

The quantitative research paradigm, also known as the “traditional”, or “positivist” research paradigm, is an enquiry into a social or human problem based on testing a theory made up of variables, measured with numbers and analysed using statistical procedures in order to determine whether the predictive generalizations of the theory hold true (Creswell 2003). The method provides numeric description of trends, attitudes or opinions of a population by studying a sample of that population. This type of research methodology has some distinguishing characteristics as highlighted by Creswell (2002) as follows; it views truthfulness or reality to exist in the world, which can be objectively and quantitatively measured; in terms of the relationship between the investigator and what is being investigated, the quantitative research paradigm holds that the researcher should remain distant and independent of that being researched to ensure an objective assessment of the situation; quantitative research is not value-laden as the researchers’ values are kept out of the study.

3.2.2 Qualitative Research Approach

The qualitative research paradigm, also referred to as “constructivist”, “naturalistic” or “interpretative”, approach, is an enquiry process of comprehending a social or human problem/phenomenon based on building a complex holistic picture formed with words, reporting detailed views of informants and conducted in a natural setting. The manipulation of variables or imposition of the researcher’s operational definitions of variables on the participants are not introduced in this method, rather, it lets the meaning emerge from the participants (Creswell 2002). According to Creswell (2002),

the general features of qualitative research include: the enquirer visits the site of the target participants to conduct the research which gives the researcher that opportunity to extract details about the individual and also be involved in the actual experiences of the participants; The reasoning adopted in qualitative research is largely inductive in which various aspects or categories emerge from those under investigation rather than those identified before the research commence. This emergence provides information leading to patterns or theories that help explain a phenomenon. Theory and hypothesis are therefore not established prior to the research and the research questions may change and be refined as the enquirer learns what question to ask and to whom.

3.2.3 Mixed Method

The combination of quantitative and qualitative research approach to data collection, the analysis of data and other phases in the research process have been suggested in recent methodology literature (Bryman, 2007 and Creswell and Clark, 2007). It is also known as the mixed method, implying that qualitative and quantitative methods represent bipolar extremes. Whereas, the former tends to emphasise an inductive-subjective-contextual approach, the latter tends to emphasise a deductive-objective-generalising approach (Morgan, 2007). In practice however, it has been suggested that research problems can be understood better by employing both methods rather than using only one of the methods (Curran & Blackburn, 2001). In addition, combining two methods gives the opportunity for each of these methods to benefit from each other thereby avoiding the weakness in each approach (Morgan, 2006). According to Creswell and Clark (2007) mixed methods provide a more comprehensive approach in examining a research problem than either one of qualitative or quantitative method.

Mixed methods research has become increasingly popular and considered a legitimate, stand-alone research design (Creswell, 2002). When both quantitative and qualitative data are included in a study, researchers may enrich their results in ways that one form of data does not allow (Tashakkori & Teddlie, 1998).

3.2.4 Research Methodology Adopted for this Study to Satisfy the Research Objectives

According to Creswell (2002), the basis of selecting a research method for a research project has to do with the objectives of the study. The aim of the study as stated in chapter one is to establish how good stress management can have positive effect on job satisfaction and good employee attitude, as effective stress management can improve productivity at the work place.

The quantitative, qualitative and mixed methods research inquiry approaches were examined for their appropriateness. In effect, the mixed method approach was eventually adopted. This is because the mixed method approach is considered as a research design and method of inquiry that dictates the direction of the collection and data analysis whereby the collection and analysis of data has a mix of quantitative and qualitative research processes (Creswell and Clark 2007).

The mixed-method techniques according to Sandelowski (2000) are increasingly being used in order to expand the scope of and deepen the researcher's insights from the study as it combines research strategies and allows researchers to broaden understanding and obtain a clearer picture, though it may require multiple investigators. While qualitative research typically involves purposeful sampling to enhance understanding of the information-rich case (Sandelowski 2000) and exploratory in nature, quantitative

research ideally involves probability sampling to permit statistical inferences to be made, notwithstanding the key differences, the two techniques can be combined usefully.

In the next section, discussion will be on the sources of data collection adopted for the study.

3.3 Sources of Data

The study sought to understand one of the most fundamental questions bothering the management of many institutions and companies, which are, how stress among employees, in this case senior management staff impact on their job satisfaction which will in the long run affect their attitude towards work. This study used a case study to understand the issue from the point of view of the managers and supervisors at Guinness Ghana Limited. Based on the purpose of the study, the first criterion in selecting a case was to maximise what we could learn, because profound understanding of a phenomenon depends on choosing the best possible case (Yin, 2009). This being an exploratory study, it was expedient to employ a research data collection strategy which could be used in the case study to arrive at answers to the research questions. There were two types of data for research. These are primary data and secondary data.

3.3.1 Primary Data

According to Saunders et, al. (2007) primary data is described as data collected specifically for the research project being undertaken. Sources for primary data are limited and at times it becomes difficult to obtain data from primary sources because of either scarcity of population or lack of cooperation. Regardless of any difficulty one

can face in collecting data; it is the most authentic and reliable. The primary data that was used for the research were gathered through questionnaires made up predominantly of close-ended questions using the Likert scale ranking designed and distributed to the various categories of management and supervisors. This was supplemented by unstructured interviews where necessary.

3.3.2 Secondary Data

Secondary data according to Saunders et al. (2007) are data that already exist and have been collected for some other purpose. The secondary data for the research was in the form of books and research papers written by various authors on the subject matter of the study and internet sources. This was used to supplement the primary data collected for the research. In other words, data collected by other persons is called secondary data. The researcher must ensure that the data are suitable for the purpose of enquiry.

3.4 Population and Sampling

Research population is defined as the full set of cases from which a sample is taken for a research work (Saunders et al., 2007). Therefore the population for this study was the whole workforce of Guinness Ghana limited. For the sake of this research, the sampling scope was limited only to the management and supervisors. This does not in any way mean the junior staff do not undergo any stressful situations but that the direct pressure to meet certain organisational demands and deadlines lied with management and supervisors.

3.4.1 Sample Size

A sample size is said to be the number of sample units or units of analysis constituting a sample which determines the number of questionnaires to be sent out to collect the needed data for analysis (Kumekpor, 2002). The sample size depends to a large extent on the size of the population from which the researcher is taking his sample from (Colin et al., 2007).

Table 1. Total workforce of Guinness Ghana Limited

Staff category	Male	Female	Population size	Sample size
Management	61	13	74	74
Supervisors/ Sales Managers	31	2	33	33
Junior staff	117	2	119	0
Total	209	17	226	107

Source: Field Survey (2014)

The population for the study was the whole workforce of Guinness Ghana limited but the sample size will be limited to the managers and supervisors. Due to the number of managers and supervisors, the whole population of 107 was used for the study.

3.4.2 Sampling Technique

Workers of Guinness Ghana Limited were grouped into three strata, namely, managers, supervisors and junior staff. Two of the strata, that is, managers and supervisors were chosen for the study because much is expected of them and this can easily raise their stress levels. Due to their number the whole population of 107 were selected. A sample

of the questionnaires was sent to the Human Resource Manager for her perusal and comments as to whether the questions asked were not be seen as too revealing. Appointments were then scheduled and participants sent questionnaires and interview guide where necessary in order to prepare for potential topics of discussion. All participants were guaranteed anonymity as were not made to write their names on the questionnaires. Three respondents were involved in the interviews and sent interview guides.

3.5 Data Collection

This section dealt with how data was collected and the instruments used to enable the researcher meet the various objectives of the research.

3.5.1 Tools for Data Collection

The study employed three particular approaches; these included the use of questionnaires, interview with some managers and supervisors (this came about because of the need to explain the whole concept to some of the people interviewed which led to different areas not captured by the questionnaire being brought up).

3.5.1.1 Design of Questionnaire

The questionnaires were designed based on the findings of the literature review and the research objectives. According to Colin et al. (2007) in the design of questionnaires, care must be taken to make it as short as possible, questions asked should follow each other in a logical and sequential manner, the questionnaire should be divided into parts that correspond to the various issues the researcher wants to investigate, there is the

need to ask the easier questions first and also the questionnaire should be designed to look attractive.

In designing the questionnaire all these were used as guiding principles. The first sets of questions were intended to seek information about the demography of the respondent (i.e., sex, age, educational level, position, years of experience and years of working with the firm). The second part of the questions in the questionnaire related to the effect of stress on employee attitude and job performance. Part three of the questionnaire was on strategies to improve employee attitude to achieve job satisfaction and increase productivity. Part four dealt with stress management strategies. The respondents were asked to rank the questionnaire using the Likert scale. Ranking with limited number of values usually agree well enough for practical purposes.

3.5.1.2 Interviews

The research was also supplemented by a broad qualitative survey-based methodology. All of the interviews were semi-structured with the use of an interview guide and open-ended questions pertaining to the issues of the stress at the workplace and how it affected employee attitude and job performance. A large portion of discussions focused on other possible strategies of improving the job performance strategies through reducing stress. The use of open-ended questions allows for the key informant to provide in-depth explanations and delve into areas outside of what is prescribed by the interview guide (Creswell, 2002). It also allows for a less structured, more conversational tone; thus allowing the interviewer to follow-up on comments and explore topics raised by the participant.

Interviews were intended to elicit views and opinions from the key informants selected based on their close link. As a result, interviews were used to collect data from the target group who are responsible for managing the company and for setting up the rules and regulations which governed workers. The interviews were semi-structured because this made it possible to focus on the main issues and to incorporate other issues which arose during the interviews. The interview guide was designed to guide the interviews in a focused, yet flexible and conversational manner (Morgan, 2007). In order to get detailed information and adapt questioning to the answers of the informants; face-to-face qualitative in-depth interviews were used. Points that arose during the discussions and interviews were noted. The outcomes of the questionnaire survey were mapped against the findings of the site visits and interviews. To eliminate bias and not skew their answers towards one particular direction, care was taken to be as neutral as possible.

3.5.2 Procedure for Data Collection

The most significant among the data collection tools was a questionnaire survey which is a quantitative method of data collection. This was because the views of the managers and supervisors could best be gathered through this process. Also, well structured questions were used to test the consistency of the data collected. Data gathering was limited to the respondents, namely, management staff and supervisors at Guinness Ghana Limited in Kumasi. They were chosen because even though they are not directly part of the manual work involved in the production process, they are the ones who are given deadlines to meet. Thus the onus lies on them to manage those working under them well in order to meet company goals. As such, their work most often than not keep them under a certain degree of stress.

Based on this, it was easy to get first-hand information from people who actively participate in the management work of the company. Questionnaires were sent to all the managers and supervisors as they are knowledgeable and qualified enough as respondents for the study and also because they were the target group whose activities helped in arriving at the right management plan. All respondents were given the free will to answer the questions, as care was taken to ask simple, straight forward questions devoid of ambiguity. As such not much clarification was anticipated. A maximum of one week duration was agreed to respond to the questions in the questionnaire.

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3.5.3 Analysis of Data

A mixed method approach to data analysis was employed for the study. The data collected was edited, sorted, and coded. Microsoft Excel and Statistical Package for Social Scientists (SPSS Version 16) were then used to analyse the data. Frequency tables, percentages, bar charts and other descriptive were used to analyse the results. The results from these analyses provided the basis for finding out what patterns and common trends run through the responses. Importance Index was also used in analysing the responses from the survey. This was particularly so for all the objectives. The importance index was adopted from Lim and Alum (1995). A ranking of Importance indices was done to ascertain the most frequent factors. The use of the Importance index facilitated the identification of tactical approaches towards adopting the right stress management approach. It gave an analytical explanation of the critical effect the various factors of the questionnaire have on stress management. It further gave the aggregate effect and significance to it. The nearer the value of importance index is closer to unity (1), the more significant that factor has on stress management and hence

attention needs to be directed towards the effects of such factors on the effective stress management of the managers. The formula was derived as:

$$\text{Importance index (I.I)} = \frac{5n_1 + 4n_2 + 3n_3 + 2n_4 + n_5}{5(n_1 + n_2 + n_3 + n_4 + n_5)}$$

Where:

n_1 = number of respondents answered "Extremely Significant" / "Strongly Agree"

n_2 = number of respondents answered "Very Significant" / "Agree"

n_3 = number of respondents answered "Significant" / "Neither Agree or Disagree"

n_4 = number of respondents answered "Fairly Significant" / "Disagree"

n_5 = number of respondents answered "Least Significant" / "Strongly Disagree"

3.6 Validity and Reliability of Data

Research by Brickman and Rog (2009) suggest that a good question is one that produces answers that are reliable and valid measures of something we want to describe. Reliability is used to ensure that care and special attention is given to make sure the questions are clear. According to Fink and Kosecoff (1998) once it has been decided that a survey is the method one wants to use for gathering data, then one must consider the content or topics it will include. This is a difficult task because any single survey can encompass hundreds of ideas. Survey content must be agreed on, and this

means setting up the boundaries so that one can select and write the right questions for finalising the instrument.

Multiple-choice, closed-ended questions were employed for the survey because according to Fink and Kosecoff (1998) it present a statement, question, brief case history, or the situation, and are followed by several alternative choices or solutions. Care was taken to make sure that in the questions construction each question was meaningful to respondents and proper use of regular English without any technical jargons was employed. The questions were made real so respondents could easily relate to it whilst care was taken to avoid biased words and phrases. Caution was taken when asking about personal information. Each question asked was devoid of ambiguity as only one thought was presented in each question.

Content validity of the research was achieved as the questions included in the study correctly represent the concept to be analysed. Since the scales were built on the basis of previous literature and therefore include items used in scales that had already been validated for measuring similar concepts and assessed by case studies and the questionnaire pre-tested by various researchers such as (Blaug et al., 2007, Bickford et al., 2005) it was considered that each item had the necessary content validity.

3.7 Organisational Profile of Guinness Ghana Breweries

Ghana Breweries Limited was incorporated on 30th April, 1992 under its previous name, ABC Brewery Limited. On 26th October 1994, it acquired the assets of Achimota Brewery Company Limited, a state-owned enterprise operating at Achimota, Accra. In October 1997, Heineken International acquired 90% of the outstanding

ordinary shares of ABC Brewery Limited and subsequently renamed the company Ghana Breweries Limited. Ghana Breweries then merged with Kumasi Brewery Limited, a brewing company established in May 1959, with effect from 1st January 1998.

3.7.1 Background of the Company

In the early 1930s, the production of beer began in Ghana by four companies namely Accra Brewery Limited (ABL), Guinness Ghana Limited (GGL), Kumasi Brewery Limited (KBL) and Achimota Brewery Company Limited (ABC) (Dewotor, 1998). In 1970, the company set up a brewing and bottling plant in Kumasi, for local production. The brewing, packaging and marketing of Guinness extra stout started in 1971 while Malta Guinness was introduced in 1989 and followed later by Maxi-Malt (with a number of flavours) in 1996. Maxi-Malt was however withdrawn from the market and replaced with a canned variant of Malta Guinness. Thus prior to the merger, GGL was producing only Guinness Stout and Malta Guinness. (Annual Reports of GGL, 2004). This was due to increasing demand for both alcoholic and non-alcoholic beverages and the need for low production cost. Before the establishment of the breweries such beverages were imported from renowned brewery firms overseas which established distribution centres in the country (Dewotor, 1998). The number reduced to two, namely ABL and Guinness Ghana Breweries Limited (GGBL), in 2005 following mergers. Prior to the merger between GGL and GBL Heineken Plc had restructured GBL and injected capital into GBL to improve capacity and operating efficiency making GBL the largest brewer in the country (Dewotor, 1998).

Presently, the Company's main activity is the manufacture and sale of beer, stout, malt drinks and their ancillary products. It also produces Malta Guinness and Amstel Malta, non-alcoholic liquors. Guinness Ghana Breweries Limited is a subsidiary of Diageo Highlands BV, which is registered in Holland (www.guinness.com). Guinness Ghana Ltd became Guinness Ghana Breweries Ltd after its merger with Ghana Breweries Ltd. GGBL is one of the fastest growing subsidiaries of Guinness Overseas. The company was founded in 2004 and is based at the Kaase Industrial Area in Kumasi Ghana. They are listed on the stock index of the Ghana Stock Exchange, that is, the GSE All-Share Index (www.guinness.com).

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3.7.2 Vision and Objective of the Company

The vision of Guinness Ghana limited is to become the most vibrant and iconic business in Ghana. This they hope to achieve by being agile, focused, market leaders, nimble, trail blazers and winners. The objective of Guinness Ghana Limited is just like that of their mother company Diageo which is "Celebrating life everyday everywhere".

3.7.3 Staff Strength

The staff hierarchy at Guinness Ghana Limited is quite different from many other organisations. Staffs are just classified into three main groupings. These are management staff, supervisors who are also referred to as sales managers and lastly, the junior staff. In all, the management staffs are made up of 74 employees made up of 61 male workers and 13 female workers. The supervisors or sales managers are 33, that is, 31 males and 2 females. Lastly, 119 employees made up of 117 males and 2 females

form the junior staff. In all, out of the total number of 226 employees, there are 17 females and 209 males working at Guinness Ghana Limited.

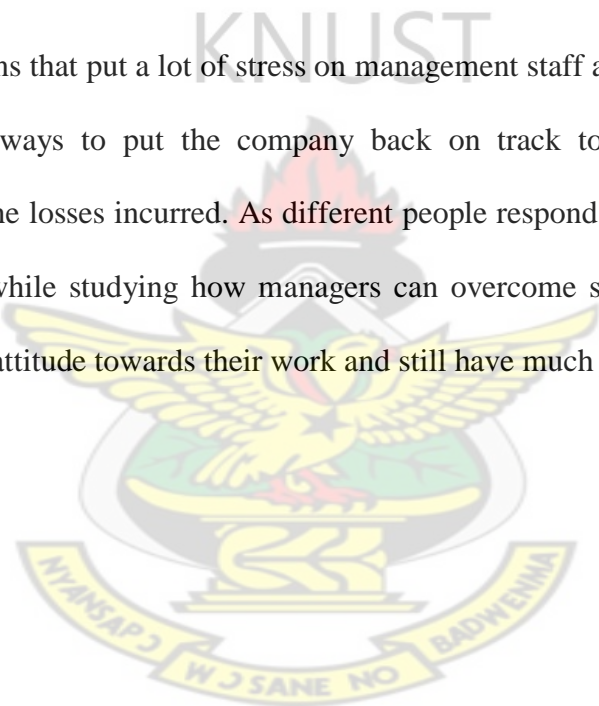
3.7.4 Conditions of Employment

The standard working hours for employees is 40 hours a week of 5 working days (Monday to Friday). The hours of work for shift workers is regulated at the discretion of the employer but it should not exceed 8 hours per shift and not over 40 hours per week of five (5) consecutive days. Overtime is paid for work done not in excess of 40 hours over a week. No employee will be required to work continuously for longer than 5 hours without a recognised rest. Workers who are required to work for more than the standard working hours a day shall be paid overtime for the work done. Employees may be transferred by the employer from one region of Ghana to another in the interest of the company. Annual merit increment shall be granted to employees based on their performance appraisal ratings at the end of each financial year.

An employees who absent himself from work on any day of the working week without prior permission of the employer for five (5) consecutive days shall be deemed as vacation of post based on which the company can terminate his appointment and to fill the post. Employees who are absent without permission but return within five (5) consecutive days shall be queried and if no satisfactory reason is given, be subject to discipline which may include written warning or suspension without pay. Also, the employer shall provide suitable training for employees in order to afford them the opportunity to become competent.

Though the company has been enjoying some level of good will, the company went through a lot of difficulties in the year 2013. The company's website reported "Guinness Ghana Breweries Limited's net profits fell nearly 27 percent to 18.277 million Cedis (\$8.3 million) during the 12 months through June 2013, down from 25 million Cedis during the same period a year earlier". During the latter part of last year, that is, from July to the end of the year, the company had its net profits for the three months to September 2013 falling by 96 percent to 177,000 Cedis (\$80,455) from 4.6 million Cedis in the same quarter last year (www.guinness.com).

It is such situations that put a lot of stress on management staff as they have to come up with innovative ways to put the company back on track to make more profit to compensate for the losses incurred. As different people respond to pressure in different way, it is worthwhile studying how managers can overcome such stressful situations and have a good attitude towards their work and still have much job satisfaction.



CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

The general objective of the research was to establish how well managed stress can have a positive effect on job satisfaction and employee attitude and improve productivity at the work place. The information gathered was used to identify possible areas of improvement on stress management at Guinness Ghana limited. Strategies for reducing stress to increase job satisfaction and employee attitude of the managers were addressed. Questionnaires were sent to 107 management staff, 76 questionnaires were retrieved but 72 of the questionnaires were properly completed and were valid for the analysis, with a response rate of 67.28 %.

4.1 Results and Analysis

This chapter focused on the presentation and analysis of the data obtained from the study. Study results were compared with data collected from secondary sources which allowed meaningful conclusions to be arrived at.

4.1.1 The Survey

This study will benefit the three key stakeholders. These are the employer, the management staff and the effect will be felt by the junior staff as well, though they are not part of the respondents of the research. In a bid to come up with strategies for proper management of stress which will ultimately have a positive effect on job

satisfaction and employee attitude of manager of Guinness Ghana limited, a total of 107 questionnaires were sent out. 76 questionnaires were returned but 4 were not properly completed and could not be used for the analysis. 72 questionnaires were properly completed and were valid for the analysis, with a response rate of 67.28 % (Fig 4.1). According to Gillham (2000), in a typical survey method using both qualitative and quantitative methods, a minimum response rate of 30 percent can be used to produce reliable and convincing results. Fortunately, a response rate of 67.28% was achieved and used for the analysis, thereby making it very reliable.

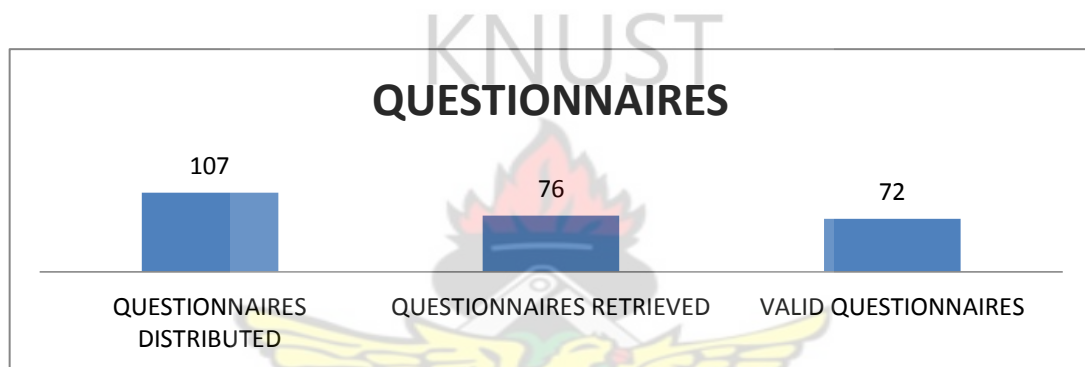


Figure 4.1. Questionnaires Source: Field Survey (2014)

4.1.2 Demographic Variables

The respondents of the survey represented managers of Guinness Ghana limited in 1 geographical locations in Ghana, that is, Kumasi. Out of the 72 respondents, 69 representing 95.8% were males. This means the ratio of men to women was 1: 13, which is more than a fair reflection of male to female ratio of the company. This leaves one to speculate that the number of female employees may be so low due to the level of perceived high level of stress that the work entails. This supports Bickford (2005) assertion that gender is an important factor in determining vulnerability to workplace stress, as research indicates that women are more likely than men to experience the

negative effects of stress. According to Table 4.1, most of the managers (37.5%) are within the age bracket of 31 years and 40 years with 8.3% between 51 and 60 years.

Table 4.1 Demographics of the respondent (72 number)

SEX OF RESPONDENTS (72)		
CATEGORIES	SAMPLE SIZE	PERCENTAGE BREAKE-UP
Male	69	95.8
Female	3	4.2
AGE GROUP (72)		
CATEGORIES	SAMPLE SIZE	PERCENTAGE BREAKE-UP
20 - 30 years	22	30.6
31 - 40 years	27	37.5
41 - 50 years	17	23.6
51 - 60 years	6	8.3
YEARS OF COMPANY SERVICE (72)		
CATEGORIES	SAMPLE SIZE	PERCENTAGE BREAKE-UP
0 - 10 year	42	58.3
11 - 20 years	19	26.4
21 - 30 years	11	15.3
TIME ON CURRENT JOB ASSIGNMENT (72)		
Under 1 year	28	38.9
1 - 5 years	27	37.5
6 - 10 years	8	11.1
Above 10 years	9	12.5
MARITAL STATUS (72)		
CATEGORIES	SAMPLE SIZE	PERCENTAGE BREAKE-UP
Not married	31	43.1
Married	41	56.9

Source: Field Survey (2014)

The years of company service ranged between under 1 year to more than 30 years but the responses indicate most of the respondents have been working between 1 year to 10 years (58.3%) and 11 years to 20 years (26.4%). A total of 28 out of 72 respondents representing 38.9% have been on their current job assignment for less than 1 year, 27 respondents for between 1-5 years and about 9 respondents for more than 10 years. 41 respondents representing 56.9% are married. The position of the respondents as managers at Guinness Ghana limited make them knowledgeable and qualified enough as respondents for the study.

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4.2 Factors that Cause Work Place Stress at Guinness Ghana Limited

According to the survey, workers were finding it more difficult than ever to cope with job challenges due to both the stress employees take from home to work and the work based stress. This supports the assertion by Blaug et al (2007) that whilst there are many events in the workplace that can contribute to stress, this is not the sole cause as many of the causes may not be directly work-related. According to 55% of the respondents the workplace related stress are felt more as they are the managers who have deadlines to meet. Though 88.8% of respondents agreed stress is a normal part of life, they emphasised when excessive, it interferes with their productivity. According to the respondents who have been working there for more than 20 years, initially most workers were afraid of letting colleagues know they were undergoing stress. But because people have grown to understand stress, this no longer persists. According to Blaug et al. (2007) as the stress phenomenon has been popularised, less stigma has come to be attached to stress or inability to cope.

According to Devi (2012) stress can cause anxiety, tension and depression due to demands by both intrinsic and extrinsic factors known as 'stressors'. Therefore different stressors identified by earlier researchers like Bickford (2005) and Blaug et al. (2007) were used to ascertain the factors that contribute to work related stress at Guinness Ghana limited. Eight major stressors were presented in a tabular form with a Likert scale ranking format for the respondents to rank in order of importance (Table 4.2). The Importance index score (with strongly disagree not impacting at all and strongly agree impacting a great deal) was used to rank the variables. The primary purpose of ranking analysis or importance index is to indicate the difference in the level of impact or influence all the variables have on stress.

It must be noted that the ranking of stressors and variables are arranged in order of satisfaction. The least ranked stressors or variables are those respondents are dissatisfied with and as such can lead to stress at Guinness Ghana limited.

4.2.1 Participation and Control

According to respondents, the stressor that has the highest tendency of causing stress at Guinness Ghana limited is "participation and control". Most of them agreed they have enough time to get their work done properly. They however disagreed they are exposed to unfavourable physical working condition. Respondents also disagreed they can choose their own work method or pace or decide when to take a break. Participation and control were thus ranked as the 8th stressor respondents are comfortable with, therefore making it the stressor that has the highest tendency of leading to stress among respondents who are all managers at Guinness Ghana limited.

Table 4.2 Factors that Cause Work Place Stress

	I.I	RANK	∑ I.I	RANK
PARTICIPATION AND CONTROL			<u>0.667</u>	<u>8TH</u>
I have enough time to get my job done properly	0.842	7		
I am not exposed to unfavourable physical conditions at work	0.625	37		
I can choose my own work methods, pace, and/or order	0.622	37		
I can decide when to take a break	0.578	42		
INTERPERSONAL RELATIONSHIPS			<u>0.856</u>	<u>1ST</u>
I receive support from my colleagues	0.881	3		
I am not isolated from others during work	0.806	15		
I am not treated differently, because of my race, gender, ethnicity or disability	0.991	1		
There is no friction or anger between colleagues	0.677	32		
I am not subjected to personal harassment in the form of unkind words or behaviour	0.881	3		
I am not subjected to bullying at work	0.900	2		
CAREER DEVELOPMENT AND JOB SECURITY			<u>0.707</u>	<u>6TH</u>
I have good job security	0.722	25		
It is likely that during the next couple of years I will be with my current employer	0.714	28		
I work long irregular hours	0.742	21		
I have no conflicting tasks/roles	0.614	40		
My work does not interfere with my family responsibilities or leisure time	0.712	21		
I receive enough information to do my work properly	0.841	7		
I have achievable deadlines	0.647	36		
I have to neglect some tasks because I have too much to do	0.700	30		

I have to work very intensively and very fast	0.797	16		
Different groups at work demand things from me that are hard to combine	0.797	16		
I am able to take sufficient breaks	0.617	39		
I have realistic time pressures	0.586	41		
SUPPORT			<u>0.796</u>	<u>3RD</u>
I am supported through emotionally demanding work	0.719	27		
I am given supportive feedback on the work I do	0.742	21		
I can rely on colleagues to help me out with a work problem	0.819	14		
I get the respect I deserve from my colleagues	0.841	7		
My colleagues are willing to listen to my work-related problems	0.861	5		
ROLE			<u>0.834</u>	<u>2ND</u>
I am clear what is expected of me at work	0.822	11		
I am clear about the goals and objectives for my department	0.861	5		
I know how to go about getting my job done	0.842	7		
I am clear what my duties and responsibilities are	0.822	11		
I understand how my work fits into the overall aim of the organisation	0.822	11		
CHANGE			<u>0.725</u>	<u>5TH</u>
Staff are consulted about change at work when changes are made,	0.686	31		
I have sufficient opportunities to ask questions about change	0.767	18		
I am clear how they will work out in practice	0.722	25		
INCOME:			<u>0.674</u>	<u>7TH</u>
My income is sufficient to support myself and my family	0.654	36		

My pay depends mostly upon how well I do my job	0.672	33		
In my area, there is a “payoff” to people for working hard	0.664	34		
In my area, people get rewarded by how well they do their jobs.	0.705	29		
SATISFACTION/ JOB PRIDE			<u>0.751</u>	<u>4TH</u>
I recommend Guinness Ghana Limited to my friends	0.725	24		
I would recommend Guinness Ghana Limited as a good place to work	0.744	20		
I defend Guinness Ghana Limited when people criticize it.	0.783	18		

Source: Field Survey (2014)

4.2.2 Interpersonal Relationships

Employees must be seen as assets and not slaves. A conscious effort must be made to inculcate co-operation, kindness, respect, good manners and discipline among members of an organisation as it create a stress free and productive environment in a workplace (Akrani 2011). “Interpersonal relationship” among managers was the stressor most of the respondents are happy was at its best at Guinness Ghana limited. They therefore ranked it a high 1st with a mean importance index of 0.865 (Table 4.2). This therefore makes it the least factor they believe will lead to workplace stress. What respondents are most happy about at the work place is the fact that they are not treated differently because of their race, gender, ethnicity or disability. The research indicated they are not subject to bullying or personal harassment in the form of unkind words or behaviour. Respondents agreed they receive support from colleagues. Though they also agreed

they are not isolated from others during working hours or have friction with colleagues, this was not strongly supported like the previous statements.

4.2.3 Career Development and Job Security

Career development and job security all over the world is one factor that gets many employees stressed up. Not knowing what the future holds is sometimes unnerving. Though respondents strongly agreed they receive enough information to do their work properly, they do not strongly agree they have job security or if they will be with the same employer during the next couple of years. Respondents stated it was clear their work sometimes interferes with their family responsibilities or leisure time and they have to neglect some tasks because they have too much to do under unrealistic time pressures. All these among other factors have made the respondents' career development and job security one of the major stressors. On a scale of 1-8, it was ranked as the sixth stressor they are happy with and believe will not lead to stress at Guinness Ghana limited.

4.2.4 Support

Research by Thomson (2006) indicate many workers stated that their job is a major source of stress in their life due to lack of support among colleagues. Fortunately, this is not the case at Guinness Ghana limited as respondents stated colleagues are willing to listen to their work-related problems and that they can rely on colleagues to help them out with a work problem. Respondents also strongly agreed they get the respect they deserve from colleagues. Though they also agreed they are given supportive feedback

on their work and are supported through emotionally demanding works, their conviction were not as strong as the former variables. Overall, this stressor was ranked as the third highest ranked variable respondents believe does not contribute to stress at their workplace. Such supportive spirit at the workplace among the managers will to a large extent reduce the incidence stress at the workplace.

4.2.5 Role

Once a worker is clear about what is expected of him or her at the office it reduces stress to a certain degree as there will be no ambiguity in what is expected of them. Respondents therefore strongly agree that they are clear about the goals and objectives for their department therefore they are clear about what their duties and responsibilities are and what is expected of them at work as far as how to go about getting their job done is concerned. That aside, they understand perfectly well how their work fits into the overall aim of the organisation. With such positive attitude, the likelihood of developing stress is greatly reduced. Respondent rated this stressor second with a mean importance index of 0.834 as far as stressors that are not likely to lead to stress at their workplace. It means that on a scale of 1-8 it is ranked as the seventh stressor that can cause job stress at Guinness Ghana limited.

4.2.6 Change

Change is something difficult to accept especially if employees are not part of the process. Though respondent accept they have sufficient opportunities to ask questions about change and clear how they will work out in practice, their confidence is not so high about

the assertion that staff are consulted about change at work when changes are made. Respondents ranked change as the fifth variable they believe will not really increase stress at Guinness Ghana limited or the fourth stressor they believe can contribute to stress at their workplace.

4.2.7 Income

According to Blaug et al. (2012) one major cause of work-related stress is the disparity between the effort required to complete work and the rewards for completion. Therefore there must not be imbalance between work and rewards. Respondents are not really enthused about this condition at the work place and ranked it as the seventh stressor they believe will not cause stress at their work place. It is therefore the second stressor that is likely to cause stress at Guinness Ghana limited.

4.2.8 Satisfaction / Job Pride

Though the responses indicated that the respondents are happy to be working at Guinness Ghana limited, they however did not rank their satisfaction and pride in their job very strongly. the responses indicated an average satisfaction level. It was rated as the fourth stressors that was not likely to cause stress at Guinness Ghana limited. Respondents were then asked to rate the stressors that were identified as having the tendency to let them develop stress. The research indicated that the stressor that the respondents believe has less impact on them is the issue of their "interpersonal relationship" at the workplace. All the statements under this stressor were highly rated, meaning respondents are not treated differently, because of their race, gender, ethnicity

or disability are clear about the goals and objectives of their department, they know how to go about getting their job done and they understand how their work fits into the overall aim of the organisation and finally. It implies these are factors that do not cause work place stress at Guinness Ghana limited. The opportunity is there for employers and employees to come together to make for changes that will reduce stress related illness. Change must come from the top, and it is therefore imperative for managers to recognise that they have a legal and moral responsibility to protect the physical and mental well-being of their workers (Clark, 2002).

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4.3 Effect of Stress on Employees' Job Satisfaction and Employee Attitude

Stress occurs when perceived pressure exceeds your ability to cope (Cooper & Palmer, 2000). Research by Sapra and Saxena (2013) indicated stress is not necessarily something bad as it all depends on how it is taken. If uncontrolled, stress can however lead to inapt and disparaging behaviours. It can also lead to very serious chronic illness (Satovic, 2005).

The second objective of the research was therefore to determine the effect of stress on the job satisfaction and employee attitude of the managers of Guinness Ghana limited. This was with the sole aim of finding out how it impact on the level of productivity of the managers. Based on the response from the questionnaires, Table 4.3 indicted that the highest ranked effects most managers associated with their stress are; having trouble getting to sleep naturally (0.597), having tension or migraine headache (0.578) and feeling pressured during their work days (0.572). Though not all these effects are directly work based, such stress induced reactions end up affecting the productivity of

managers at the workplace. This supports similar research by Sapra and Saxena (2013) that while some stress is a normal part of life; excessive stress interferes with productivity and reduces physical and emotional health. It is therefore important to find ways to keep it under control. Respondents stated the effects they do not exhibit when under stress include taking pills, medicine, alcohol or other drugs to relax (0.397), finding it difficult to laugh when a colleague cracks a joke (0.416) or eating, drinking and smoking in response to stress (0.30).

Table 4.3 Behaviour When Stressed Up

BEHAVIOUR WHEN STRESSED UP	I.I	<u>RANK</u>
I feel tense, anxious or have nervous indigestion.	0.481	7th
I seem to be low in energy.	0.519	5th
I eat/drink/smoke in response to tension.	0.30	10th
I have tension or migraine headaches, or pain in the neck or shoulders.	0.578	2nd
I have trouble getting to sleep naturally or getting back to sleep if awakened.	0.597	1st
I find it difficult to concentrate on what I'm doing	0.497	6th
I take pills, medicine, alcohol or other drugs to relax.	0.397	8th
I have difficulty relaxing.	0.553	4th
I feel pressured during my workday.	0.572	3rd
I find it difficult to laugh when a colleague cracks a joke	0.416	9th

Source: Field Survey (2014)

As part of the second objective, factors which when implemented can help the managers overcome stressful situations and aid them to have good job satisfaction and

employee attitude were assessed. This was with the sole aim of improving productivity. In order to determine whether the satisfaction was due either to intrinsic or extrinsic factors, a combination of variables comprising of both intrinsic and extrinsic factors identified by earlier researcher such as Rose (2001) were presented in a tabular form with a Likert scale ranking format for the respondents to rank in order of significance. Ranking analysis (with Least significant not impacting at all and Extremely significant impacting a great deal) was used in ranking the variables in Table 4.4.

4.3.1 Better Planning

According to respondents of the research who are all managers of Guinness Ghana limited, the variable they deem most important as far as the achievement of their job satisfaction is concerned is "better planning" which was ranked first with an importance index of 0.763. This implies that once things are planned the right way and everyone knows what is expected from him or her, it will lead to an increase in productivity as they will give out their outmost best. This supports research by the World Health Organisation (2007) that work-related stress can be caused by poor work organisation. Thus with better planning, stress level will reduce and therefore help the respondents have a good attitude towards their work which will help them get good job satisfaction.

4.3.2 More and Better Information

As far as factors which can help the managers overcome stressful situations are concerned, the research indicated respondents at Guinness Ghana limited believe the level of stress they are experiencing will greatly reduced if they had all the information

they needed on certain important issues that pertains to their work. Due to this, they ranked this factor a second with an importance index of 0.758.

Table 4.4 Factors Which Can Help the Managers Overcome Stressful Situations

VARIABLES	IMPORTANCE INDEX	RANKING
Improved supervisory relations	0.58	10th
Changes in supplies, tools, equipment	0.519	11th
More freedom	0.505	12th
More authority	0.661	7th
More and better information	0.758	2nd
Changes in work environment	0.622	8th
Clearer responsibilities	0.680	4th
Additional manpower	0.605	9th
Better planning	0.763	1st
More cooperation from other areas or departments	0.663	5th
Increase in salary and bonuses	0.747	3rd
Stress management programmes	0.663	5th

Source: Field Survey (2014)

4.3.3 Increase in Salary and Bonuses

The research sided with the assertion by Judge & Church (2000) that studies confirm that when employees are asked to evaluate different facets of their job such as supervision, pay, promotion opportunities, co-workers, and so forth, the nature of the

work itself generally emerges as the most important job facet. This is because employees are not only desirous of pay to the exclusion of other job attributes such as interesting work. The respondents rated the need for increase in their salary and bonuses as the third factor that will help them achieve a good employee attitude and ensure job satisfaction with an importance index of 0.747.

4.3.4 Clearer Responsibilities

One major factor that can reduce stress and ensure job satisfaction and a good employee attitude is when employees have clearer responsibilities and as such know what is expected of them. Such employees having a good attitude towards their company. It is for this reason that respondents rated this factor as the fourth most significant factor which can help the managers overcome stressful situations.

4.3.5 More Cooperation from Other Areas or Departments

The cooperation among the different department was deemed an important factor that can help reduce the level of stress at the workplace to ensure good employee attitude that will ensure they have better job satisfaction. Respondents therefore ranked it a joint fifth with "Clearer responsibilities". This supports Thomson (2002) that workers express that their job is a prominent source of stress in their life due to the lack of cooperation among different departments and also because they are not satisfied with how things are managed. Better managed employees are more cooperative and serve as assets for any organisation.

4.3.6 Stress Management Programmes

Respondents of the research believe the notion that every workplace has a degree of stress attached to it. They therefore see the need for well documented company specific stress management strategies or programmes and as such rated it 5th with an importance index of 0.663. This supports the assertion that some level of workplace stress is inevitable. Therefore, stress management in the workplace is important as it helps employees to cope with stress that cannot be avoided (Mills, 2013). This must be done with the aim of helping employees have a positive attitude towards their work and increasing the extent of job satisfaction.

4.3.7 More Authority

The managers appreciate the fact that there is the need for them have a good work attitude. The research indicated respondents at Guinness Ghana limited believe the level of stress they are experiencing will reduce if they were given more authority in terms of decision making on certain important issues that pertains to their work. Due to this, they ranked this factor sixth with an importance index of 0.758.

4.3.8 Changes in Work Environment

The employers and employees must therefore come together to make for changes that will reduce stress related illness (Clark, 2002). Respondents of the research who are all managers of Guinness Ghana limited however like the working environment under which they are working. Due to that, they do not see the need to have much change in

their working environment and therefore rated it 8th factor that need to be implemented with and importance index of 0.622.

4.3.9 Additional Manpower

According to Cooper and Palmer (2000) there has been a rise in imposed stress as a result of massive downsizing in companies which has resulted in heavier workloads. Though many worker believe that with additional workforce the workload on individual workers will reduce, this is not supported by respondents as on a scale of 1-12 it was ranked a distant 9th with an importance index of 0.605. Repondents do not believe it is a strong enough point to affect their satisfaction in their job or affect their positive attitude towards their work.

4.3.10 Improved Supervisory Relations

It is in the best interest for managers to keep stress levels in the workplace to a minimum. Managers must act as positive role models, especially in times of high stress. This supports the assertion by Blaug et al (2007) that for organisations to recognise and decrease work-related stress, it is vital that senior management within the organisation show long term commitment to stress management programmes. The onus of stress management therefore lies to some extent on the attitude of management at the job place to the one under stress. (Omolar, 2008). Respondents ranked this variable 10th, as to them it is not a very vital issue that affects their employee attitude and job satisfaction at Guinness Ghana limited.

4.3.11 Changes in Supplies, Tools, Equipment

Raymond (2000) stated that 'Stress occurs where demands made on individuals do not match the resources available or meet the individual's needs and motivation. Invariably stress will be the result if the workload is too large for the number of workers and time available. According to Devi (2012) stress can cause anxiety, tension and depression due to demands by the environment forces or internal forces that cannot be met by the resources available to the person. Though this may hold true for some companies, respondents who are all managers at Guinness Ghana limited all attest to the fact that this stress related factors is not one of the major reasons why they are not having a good attitude toward their work and neither is it affecting their job satisfaction. It was thus rated 11th with an importance index of 0.519.

4.3.12 More Freedom

It is therefore in management's best interest to ensure a certain degree of freedom at the workplace to keep stress levels in the workplace to the barest minimum (Sapra and Saxena, 2013). Respondents are happy about the degree of freedom they are enjoying and therefore per their responses do not really see the need for it to be improved drastically. Respondents rated it last on a scale of 1 to 12 with an importance index of 0.505.

According to Akrani (2011) stress leads to a decline in employees' job performance as excessive stress interferes with performance. Beyond a certain point performance becomes zero and the will to continue working declines. Therefore the research also sought to find out if the productivity of managers is likely to increase, if stress is

reduced and the ideal working environment they yearn for is created for them. According to 18 respondents, their productivity level could increase by up to 20%. 44 respondents stated it can increase by between 25% and 45%. 8 more believed 46% to 55% was an ideal percentage of increase in productivity that can be achieved and only 2 respondents believed it could increase by as much as 75% to 95%. The most important finding is that none of them stated their productivity will decline or not increase at all. This supports the assertion that excessive stress interferes with productivity and so it is important to find ways to keep it under control (Sapra and Saxena, 2013). This implies that it is the duty of the employer to create the right working condition where stress is at the barest minimum. This will make the employees have job satisfaction and good work attitude in order to increase productivity.

4.4 The Effectiveness of Stress Management Strategies at Guinness Ghana Limited

The third objective of the study was to find out how effective the stress management strategies being used at Guinness Ghana limited is. Before this could be done, it became

necessary to find out if Guinness Ghana limited even had a stress management strategy in place. Based on the questionnaire survey, 51 respondents representing 70.8% attested to the fact that the company has a stress management strategy to aid stress management among workers whilst 21 representing 29.2 % stated the company does not have anything like that. Further checks indicated the company had a strategy, though it could not be given out.

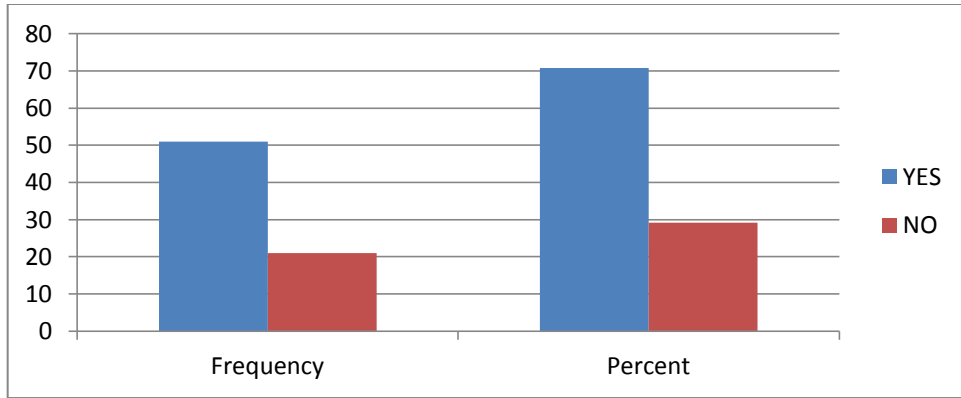


Fig. 4.2 Does the company have a stress management

Source: Field Survey (2014)

In an attempt to find out whether the stress management strategy was of a primary, secondary or tertiary nature, respondents were asked whether the company sought to prevent or manage stress. 50 respondents representing 69.5% stated the company seeks to manage instead of preventing stress (9.7%). According to 15 respondents representing 21.8% the company employs a combination of the two methods.

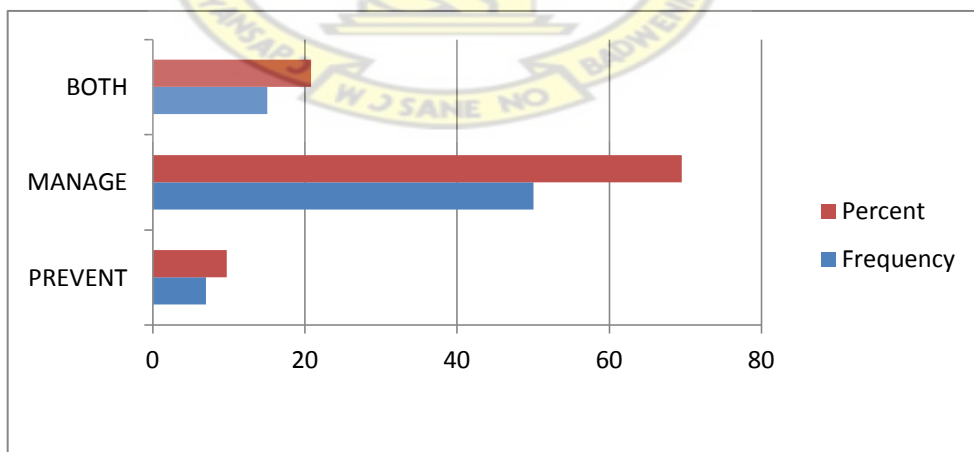


Fig. 4.3 Prevention or Management of Stress Source: Field Survey (2014)

This indicated that the company does not use primary management strategies which seek to prevent work-related stress arising in the first place (Blaug et al., 2007). What the company had been practicing can be said to be a blend of the secondary and tertiary stress management strategies, though it is more of the tertiary case management approach. This is because tertiary approaches are used after the worker has been diagnosed as suffering from the ill effects of stress and aim to restore the individual and aid their return to work (Blaug et al, 2007).

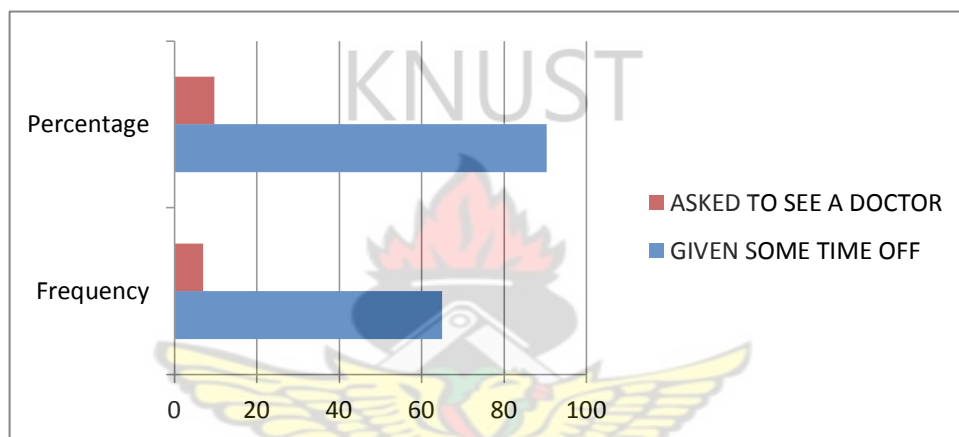


Fig. 4.4 What employee undergoing stress are expected to do

Source: Field Survey (2014)

Another issue that was brought up during the research was that though the company is practicing more of the tertiary strategy, there was a loophole because according to 90.3% of respondents, employees undergoing stress are given some time off as against 9.7% who stated such employees were asked to see a doctor. In effect, the tertiary system is best handled by professionals than just giving employees under stress some time off.

Views of those Interviewed

Organisational commitment is believed to have significant relationship with performance, reduced turnover and absenteeism rate which will in turn contribute to productivity growth (Omolara, 2008). It is therefore not surprising that according to those interviewed, management has an obligation to ensure that stress at Guinness Ghana limited is reduced to the barest minimum. Management therefore has put in place certain immediate interventions to check stress. This includes monitoring and evaluation of the performance of the various employees to ensure that they are performing well and ensuring that those not performing well are contacted to ascertain if they are under any stress either at the work place or at home. A plan is put in place to check it so that the employee under stress will not feel that management is imposing anything on them. Though those interviewed admitted that some employees admitted and reported once in a while of being under stress, the rate of reporting is not that high leading one to think whether people are not doing so because of the perceived stigma attached to it.

According to Mills (2013), stress management in the workplace is about helping employees to cope with stress that cannot be avoided, and about reducing opportunities for employee stress wherever possible. Interviewees however admitted that this is not only the duty of the employer but also the duty of all managers to be each other's keeper and help colleagues who confide in them of being under stress but are not ready to make it official. Though two of the interviewees stated management conduct periodic stress review, the others were of the view that it is not done frequently and went further to state that it will be in the interest of the company if this is done more frequently as they believe it will check stress and lead to more satisfied employees who will have

good attitude towards their work, thereby increasing productivity. Others also stated that though practiced once in a while, it is important that more work based leisure activities must be introduced to help reduce stress build-up. This supports Ericksen & Brunsgaard (2004) statement that comprehensive work-based leisure-time activities can yield promising health behaviour changes.

All those interviewed shared the view that employees undergoing stress one way or the other have a choice as to how their stress should be managed. That aside the company always recommends the need to see a doctor. The problem however is that most of the employees who undergo stress most often than not live in self denial and not all of them are ready to see a doctor or go through the medical treatment. Another problem which according to those interviewed arises is whether it should be management who determines when someone who reports of being under stress should resume work or whether it is a medical doctor who should determine when one is fit to resume work. According to Blaug et al. (2007) general practitioners are the main focal point of treatment for the worker suffering from the ill effects of stress. Unfortunately, they can prescribe treatments or courses of action that in the long term may delay their return to work. This supports Toohey (1995) who argues that the 'medicalisation' of stress can delay recovery and the return to work by shifting power from the worker and the employer to the medical practitioner, who is given control over the methods and timescale by which the worker will return to health.

Though the interview made it clear that the company has not set aside a special amount of money towards paying bills for stress management of employees, all the interviewees however indicated the company has a policy of paying for the medical bills of employees and they believe that caters for everything. To ensure continuous

improvement and new technique utilisation in the stress management strategy of employees, Guinness Ghana limited has a policy of using consultants to periodically run seminars not only specifically on stress, but on other job related topics which when utilised will help increase job satisfaction and productivity of employees and indirectly also help them identify stressors at the workplace and help manage stressful situations. This is very important as according to Akrani (2011) management needs to understand emotional aspect of their workers as it plays a key role in determining how successful an organisation will be. In addition to that management members are to a very large extent involved in the decision making process. This according to interviewees is with the sole aim of letting them feel things are not being imposed on them. The results of the interviews also indicated that monitoring and evaluation by Human Resource Department is used to assess employee attitude and job satisfaction. This is done through the distribution of assessment forms which employees are expected to answer. When collected, these assessment forms are graded to determine how employees are faring based on different aspects of the work.

Those interviewed indicated that another factor worth assessing is how to improve employees attitude towards their work when stress is adequately controlled. They agreed this is very important as it invariably has a positive or negative impact on productivity, due to the proper control or other wise of how management approach the issue of stress. This supports Vijayasathy (2004) assertion that attitudes are usually considered as an indicator of the success of work performance and organisational productivity.

Though those interviewed all agreed it will be difficult to quantify the amount of money Guinness Ghana limited spends solely on stress management, two of them

agreed that based on the cost of the medication some managers quoted for their stress management treatment which was eventually borne by the company, they believe the cost of stress management to the company (Guinness Ghana limited) is expensive.

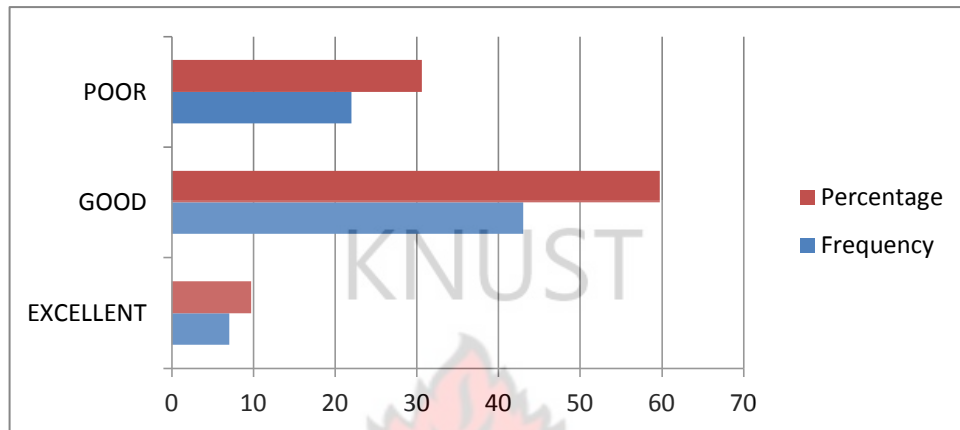


Fig 4.5 Rating the stress management strategies

Source: Field Survey (2014)

In a bid to find out how satisfied employees are with the stress management strategies of Guinness Ghana limited, respondents were asked to rate the strategy. 22 respondents representing 30.6% stated the stress management strategy being practiced is poor and not up to their perceived standard, 43 representing 59.7% rated it as being good, whilst 7 respondents representing 9.7% stated the stress management strategy being practised is excellent.

This therefore means as far as the 69.4% of respondents of who are all managers of Guinness Ghana limited are concerned, Their stress management strategy was effective.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

Though it is the ultimate dream of every employer to have a stress free job environment with employees who are satisfied and thus have the right attitude to the job in order to increase productivity, this has not always been the case. Research by Sapra and Saxena (2013) indicated that while some stress is a normal part of life, excessive stress interferes with productivity. It is therefore crucial for employers and employees to come together to make changes that will reduce stress and protect the physical and mental well-being of their workers (Clark, 2002).

The survey results indicated that managers of Guinness Ghana limited believe that there is the need for a well thought through stress management policy to ensure employers are able to plan their stress management prudently to preserve their reputation as it is one of the vital key to a successful work environment. Employees on the other hand will benefit when they are able to work in the right environment with reduced stress as this is the answer to employee fulfilment.

This chapter highlights the summary of findings and conclusion of the study. The chapter further gives in-depth recommendation on how stress can be well managed.

5.1 Summary of Findings

A questionnaire survey was used because the views of the managers can be best gathered through this process. Data gathering was limited to Guinness Ghana limited in

Kumasi. Questionnaires were sent to 107 management staff. 72 of the questionnaires were properly completed and were valid for the analysis, with a response rate of 67.28 %. The research was also supplemented by a broad qualitative survey-based methodology. This included semi-structured interviews with a few of the managers (who were purposively selected) that centred on the same subject. The outcomes of the questionnaire survey were mapped against the findings of the interviews. The summary of findings is discussed.

5.1.1 Factors that Cause Work Place Stress at Guinness Ghana Limited

The research indicated that though all the respondents are managers working at the same place under similar conditions, they all respond to the pressure of the work in different ways. In other words, work place stressors at Guinness Ghana limited does not have the same effect on all the managers who formed the respondents of the study. This supports earlier research by Bickford (2005) and Wichert (2002) that workplace stress affect different individuals differently due to the person's personal, social and environmental moderators within each individual. The main stressors that negatively affected respondents were "Participation and control", "Income" and "Career development and job security".

5.1.2 Effect of Stress on Employees' Job Satisfaction and Attitude to Work

Respondents admitted every work place has a certain degree of stress. That notwithstanding, respondents indicated the highest ranked effects most managers associated with their stress are “having trouble getting to sleep naturally”, “having

tension or migraine headache” and “feeling pressured during their work days”. The research findings indicated that respondents who are all managers believe their job satisfaction will increase and have a positive effect on their productivity if stress is reduced and the right working environment is created for them.

5.1.3 Effectiveness of the Stress Management Strategies at Guinness Ghana Limited

Effective stress management in a working environment can enhance workers physical and psychological health. To achieve this, the choice of which stress-management technique to use should be based on the specific job in question. The research indicated 30.6% of respondents stated the stress management strategy being practiced is poor, 59.7% of respondents stated that the company has good workplace stress management strategies, whilst 9.7% stated it is excellent. Therefore based on the findings of the research, it can be stated the stress management strategies being practised at Guinness Ghana limited is effective.

5.2 Conclusion

According to Mills (2013) stress management in the workplace is about helping employees to cope with stress that cannot be avoided, and about reducing opportunities for employee stress wherever possible. Though it is important for managers to be alert for signs of stress among their staff, it is also the duty of employees to look after their own health and safety at work, and to draw problems to the attention of their managers, at an early stage. Identifying the signs of stress at an early stage increases the possibility that action can be taken to deal with the symptoms and the underlying

causes, thus minimising the risk to the individual's health and well-being and the effects on the work environment.

The research reinforced findings by earlier researchers like Elovainio et al. (2002), Bickford (2005), Blaug et al. (2007), Akrani (2011), Devi (2012) and Sapra and Saxena (2013) among others, that stress management at the workplace must be thought through well, as occupational stress usually affect job satisfaction and results in low organisational performance. It is therefore important to find ways to keep it under control.

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5.3 Recommendations

Based on the findings of this study and a review of previous research, the following recommendations are suggested for present and future stress management of Guinness Ghana limited in particular and other companies as a whole to ensure quality and efficient stress management.

5.3.1 Work Place Stress at Guinness Ghana Limited

The study revealed that the main factors that cause workplace stress at Guinness Ghana limited were "Participation and control", "Income" and "Career development and job security". Therefore it is recommended that there is the need for the employer to show they take stress seriously and are therefore understanding towards managers who admit to being under stress. There is also the need for the employer to have improved communication by sharing information with employees to reduce uncertainty about

their jobs security and future prospects and also by clearly defining employees roles and responsibilities. Furthermore, the employer should reassure managers by providing opportunities for their career development and also give managers more control over their work.

The research indicated that to overcome the causes of stress, it is in a manager's best interest to keep stress levels in the workplace to a minimum. Managers therefore need to take a break if they feel stress building. This can be done by walking away from the situation that is causing the stress build up, taking a stroll, or finding a quiet place and spending a few minutes. Managers can also reduce stress by simply sharing problems with other managers and by cultivating allies at work. Finally, management can meet with employees to dialogue on the need for getting value for their services. It is important for the employer to show that individual workers are valued by offering rewards and incentives such as praising good work performance.

5.3.2 Stress, Employees Job Satisfaction and Attitude to Work

According to the research most managers agreed stress had a negative effect on their job satisfaction and attitude towards work. The highest ranked effects of stress were “having trouble getting to sleep naturally”, “having tension or migraine headache” and “feeling pressured during their work days”. To help address these, the employer must take seriously what managers say about the pressures of their work. The signs of stress must also be taken seriously. The employer also need to ensure managers have the skills, training and resources they need, so they will be able to working a relaxed atmosphere and not feel too pressured. To prevent stress, varying working conditions

and flexibility in the work environment can be used for employees under work pressure.

Managers on the other hand must not take to heart situations that induce stress. It is important for managers to find humour in stress inducing situations by not taking things too seriously. It is also important for managers to seek medical help the moment they feel the effects of stress as if not checked it will have a negative effect on their job satisfaction and attitude to work.

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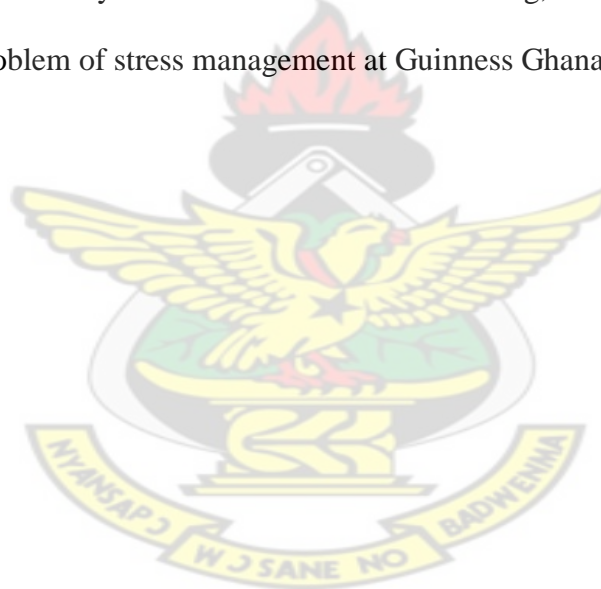
5.3.3 Stress Management Strategies

Though the research indicated most of the respondents were happy with the stress management strategies of the company, it is still important for the employer to continue with and develop further strategies that will make managers continually see the stress management strategies as being effective. At their level, managers must be consulted for them to have opportunities to participate in decisions or changes that affect their jobs. In addition to that, the workload given to managers must match their abilities and resources whilst unrealistic deadlines must be avoided. Communication between the employer and managers must be effective and regular as it is in the interest of both parties to have an open door policy. Furthermore, managers should cultivate a friendly social climate through providing opportunities for social interaction among themselves both at work and out of the workplace. This will encourage managers to recognise the individual contributions of other managers and the benefits of the whole management team coming together. Lastly managers should be provided with regular appraisals and given constructive, supportive advice and positive feedback.

5.3.3 Recommendation for future research

There must be ongoing research towards establishing strategies to bring stress level at the workplace to the barest minimum in order to facilitate improving quality work and increasing efficiency of employees. It is also recommended that though it is very difficult getting information on such vital and sensitive issue as stress, future research on this topic should continue with strategies on how best to come up with company specific stress management models in particular or a country specific one as a whole. This will at best help regulate stress management at the workplace.

In conclusion, this study is a valuable academic finding, which among other issues addressed the problem of stress management at Guinness Ghana limited.



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APPENDIX 1

KWAME NKURUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

COLLEGE OF ARTS AND SOCIAL SCIENCES

SCHOOL OF BUSINESS

QUESTIONNAIRE FOR MANAGEMENT MEMBERS AND SUPERVISORS

This questionnaire forms part of an MBA research being undertaken by Lydia Martin at the School of Business, Kwame Nkrumah University of Science and Technology. This research seeks to investigate: The Effect of Stress on Job Satisfaction and Employee Attitude at Guinness Ghana Limited,

I would therefore be grateful if you could complete this questionnaire to enable me undertake the research work successfully. Responses provided are for academic purposes only and as such would be treated as confidential. Thank you.

PART ONE

The following demographic information is requested so that meaningful analysis and comparisons of group results can be made. Please check the bracket "[]" corresponding to your answer.

Job Title:

Sex: Male [] Female []

Age Group (Years): 20-30 [] 31-40 [] 41-50 [] 51-60 [] Above 60 []

Years of Company Service: 0-10 [] 11-20 [] 21-30 [] Above 30 []

Time on Current Job Assignment (Years): Under 1 [] 1 - 5 [] 6- 10 []
Over 10 []

Marital Status: Unmarried [] Married [] Divorced []

PART TWO

STRESS, JOB SATISFACTION AND EMPLOYEE ATTITUDE

Please select one answer from the choices stated that best matches what you think about the item. Indicate your selection according to the following scale:

1. Strongly disagree 2. Disagree 3. Neither agree nor disagree 4. Agree
5. Strongly agree

	1	2	3	4	5
PARTICIPATION AND CONTROL					
I have enough time to get my job done properly					
I am not exposed to unfavourable physical conditions at work					
I can choose my own work methods, pace, and/or order					
I can decide when to take a break					
INTERPERSONAL RELATIONSHIPS					
I receive support from my colleagues					
I am not isolated from others during work					
I am not treated differently, because of my race, gender, ethnicity or disability					
There is no friction or anger between colleagues					
I am not subjected to personal harassment in the form of unkind words or behaviour					
I am not subjected to bullying at work					
CAREER DEVELOPMENT AND JOB SECURITY					
I have good job security					
It is likely that during the next couple of years I will be with my current employer					
I work long irregular hours					
I have no conflicting tasks/roles					
My work does not interfere with my family					

responsibilities or leisure time					
I receive enough information to do my work properly					
I have achievable deadlines					
I have to neglect some tasks because I have too much to do					
I have to work very intensively and very fast					
Different groups at work demand things from me that are hard to combine					
I am able to take sufficient breaks					
I have realistic time pressures					
SUPPORT					
I am supported through emotionally demanding work					
I am given supportive feedback on the work I do					
I can rely on colleagues to help me out with a work problem					
I get the respect I deserve from my colleagues					
My colleagues are willing to listen to my work-related problems					
ROLE					
I am clear what is expected of me at work					
I am clear about the goals and objectives for my department					
I know how to go about getting my job done					
I am clear what my duties and responsibilities are					
I understand how my work fits into the overall aim of the organisation					
CHANGE					
Staff are consulted about change at work when changes are made,					
I have sufficient opportunities to ask questions about change					

I am clear how they will work out in practice					
INCOME:					
My income is sufficient to support myself and my family					
My pay depends mostly upon how well I do my job					
In my area, there is a “payoff” to people for working hard					
In my area, people get rewarded by how well they do their jobs.					
SATISFACTION/ JOB PRIDE					
I recommend Guinness Ghana Limited to my friends					
I would recommend Guinness Ghana Limited as a good place to work					
I defend Guinness Ghana Limited when people criticize it.					
PARTICIPATION AND CONTROL					
I have enough time to get my job done properly					
I am not exposed to unfavourable physical conditions at work					
I can choose my own work methods, pace, and/or order					
I can decide when to take a break					
INTERPERSONAL RELATIONSHIPS					
I receive support from my colleagues					
I am not isolated from others during work					
I am not treated differently, because of my race, gender, ethnicity or disability					

PART THREE

EMPLOYEE ATTITUDE, JOB SATISFACTION AND PRODUCTIVITY

Please rank in order of importance the conditions or factors which you feel would contribute the most to improving your attitude towards work and help you achieve job satisfaction and thus increase your productivity. Please rate them in order of significance; from

Least Significant – LS, Fairly Significant – FS, Significant – S

Very Significant – VS, and Extremely Significant – ES

	LS	FS	S	VS	ES
Improved supervisory relations					
Changes in supplies, tools, equipment					
More freedom					
More authority					
More and better information					
Changes in work environment					
Clearer responsibilities					
Additional manpower					
Better planning					
More cooperation from other areas or departments					
Increase in salary and bonuses					
Stress management programmes					

If the above changes were made, my productivity could be improved by _____%.

PART FOUR

STRESS MANAGEMENT STRATEGIES

Please answer the questions below.

1. Does the company have a stress management strategy? Yes [] No [] Not
sure []

2. If yes, how does it work?
.....
.....

3. If yes to 1 above, does the company seek to prevent or manage stress?

Prevent [] Manage [] Both []

4. What happens to an employee who is undergoing stress?

a. Given some time off []

b. Asked to see a doctor []

c. Laid off/ Retrenched []

d. Taken through counselling []

e. Other (Please specify).....
.....
.....

5. What does the company do to prevent stress among employee
.....
.....

6. How will you rate the effectiveness of the company's stress management strategies?

Excellent []

Very good []

Good []

Poor []

Very poor []

APPENDIX 2

STRESS, JOB SATISFACTION AND EMPLOYEE ATTITUDE

INTERVIEW GUIDE

1. What are the stress management obligations of Management?

.....

.....

2. What immediate interventions are put in place to check stress?

.....

.....

3. Do you have many employees reporting of being under stress? Yes [] No []

4. Apart from employees reporting is there any way employees undergoing stress can be identified? Yes [] No [] Not Sure []

5. Do you have a well defined strategy as to how stress problems are to be tackled? Yes [] No [] Not Sure []

6. Does management conduct periodic stress review? Yes [] No []

Not Frequently []

7. Can employees undergoing stress choose their own treatment (stress management) method? Yes [] No []

8. Does the company set aside a special amount of money towards stress management of employees? Yes [] No [] Not Sure []

9. Does the company pay for the treatment charges for stress management?

Yes [] No []

10. How do you ensure continuous improvement and new technique utilisation in the stress management strategy of employees? Use of Consultants []

Management decisions [] Any other

11. Do you take measures to assess employee attitude and job satisfaction?

Yes [] No []

11 b. If Yes who does it. Monitoring and Evaluation by H.R Department []

A Consultants [] Workers Association []

12. Do you have workers complaining about stress affecting their job satisfaction or their attitude towards work? Yes [] No [] Not Sure []

13. How will you rate the cost of stress management to the company (Guinness Ghana limited). Not expensive [] Fairly expensive [] Expensive [] Very expensive [] Extremely expensive []

