

**ASSESSING THE EFFECTS OF ORGANISATIONAL STRESS ON EMPLOYEE
PERFORMANCE – A CASE STUDY OF AN OIL MARKETING COMPANY IN
ACCRA, GHANA**

By

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DECLARATION

I hereby declare that this submission is my own work towards the **MSc Project Management** and that, to the best of my knowledge, it contains no material previously published by another person, nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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ABSTRACT

Stress of employees is detrimental to organizational effectiveness. The effectiveness of employees depends on their level of occupational stress. It is therefore prudent to assess the causes of stress and its control measures to achieve employee effectiveness. Therefore, this study sought to assess the effect of organizational stress on performance of an Oil Marketing Company in Accra, Ghana. The study anticipated to determine the causes, effect and managerial measures to control stress. The study sampled 90 employees (out 242 employees) who responded to the survey questionnaires. The questionnaire was a self-designed assessment developed in a Likert form. Responses were analyzed using descriptive statistics. The analysis showed that employees believe that the causes of stress in the organization are “the task demands, role demands, interpersonal relationship, structure of the organization and the leadership of the organization”. Stress was found to cause lack of efficiency, difficulty to involve in team work and cooperation, lack of commitment to organisational goals, lack of punctuality to work and inability to provide new ideas and seek new challenges and opportunities. Another impact of stress assessed were the negative attitude towards work, decrease in desires and motivations, and the inability to perform work as expected. The main outcome measures which were found to mitigate stress were the “provision support for employees, organizing training on stress management, building teams to cope with stress, offering employees flexible work environment and building on support networks of employees. Implications of the study are outlined in the study.

Keywords: *Occupational Stress, Employee Performance, Effectiveness and Efficiency*

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DEDICATION

I dedicate this thesis to my loving family for all their continuous support and encouragement in all my life endeavors. May God, bless you!

CHAPTER ONE

INTRODUCTION

1.1. Background

Stress can be defined as the way the body responds to a condition or conditions in seemingly high- or low-pressure situations which can be either negatively or positive. Occupational stress also can be determined via transaction between an employee and their work in context. The response to stress by the employee can be physical, physiological, psychological or any of them (Nnuro, 2012) and is typically considered as being chronic, acute or post traumatic.

Occupational stress can be found in highly competitive organisations especially multinational organisations and other small or large local businesses which have increased over the years due to high demands for success rate which employees are required to do more with less and with limited resources. Nnuro (2012) indicated that “occupational stress is caused by lack of resources and equipment; work schedules such as working late, or overtime and organisational climate are considered as contributors to employee’s stress”.

According to Takeuchi and Nakao (2013), “occupational stress occurs when external demands and conditions do not match a person’s needs, expectation or ideas or exceeds their physical capacity skills or knowledge for comfortably handling of a situation”. Stress occurs as a result of economic, social, emotional or physical factors that requires a response to variation (Fountoulakis, et. al, 2017). The interactions of the employees and the work conditions are a critical cause of stress (Khamisa, et. al, 2017). An employee works a countless number of hours. Generally, the number of hours an individual should work should be proportional to his or her remunerations. When individuals perceive that this does not exist, they start with the negative thoughts processes.

Stress can directly result in physical or psychological health problems (Badu & Asumeng, 2013). Research has found a strong association between stress and a multiplicity of sicknesses such as headache, stomach problems, cardiovascular diseases, and sleep disturbances. As indicated by Dome and Rihmer (2014), “psychologically demanding jobs that allow employees diminutive control escalates the peril of cardiovascular disease” (p. 13). Stressful working conditions impede safety at work and breeds accident at work (Badu & Asumeng, 2013). As such, the changing world of work is creating increased strains on workers, through merger and acquisition, job insecurity, downsizing, temporary contracts, and poor work-life balance. All of this may result in the desire to kill oneself.

When employees experience intense stress due to various working situations and are not able to cope with stress, it leads to burnout (Ozkan, et. al 2015). Burnout is a continued response to enduring interpersonal or emotional stressors that employees experience in the job. Burnout can be “the exhaustion of physical or emotional strength or of motivation usually as a result of prolonged stress or frustration” (Ozkan et al. 2015). Burnout is followed by signs such as exhaustion, anger and suspicion and vulnerability to headaches and intense cold (Badu & Asumeng, 2013). How individuals deal with stress determines how they experience burnout. A person can perceive stressors but will not be able to deal with it whilst an employee can experience substantial stressors and deal with them, and avoid burnout. An employee who suffers burnout becomes perplexed, confused and it may result in damaging physiological and psychological consequences.

Multinational businesses are huge and it is owned by massive total of assets, both physical and commercial. The organisations targets are so high that they can make considerable profits and

require high quality labour force that can help achieve such standards. The workload of these employees in the organisations can vary quite intense over the progression of day. This can however not be essentially detrimental, however, when there is too much of such workload or too little over a prolong period, it can lead to physical or psychological consequences such as lack of sleep, muscular problems and health-related issues.

To promote a conducive work context devoid of stress, management needs to put in place certain mechanism that can be used to manage stress since work stress is unavoidable but can be reduced. There is the need for the proactive stress managers to engage in planning massively to reduce stress both contextual as well the individual employee.

1.2. Statement of the Problem

Stress is a common phenomenon. Employees encounter stress every now and then. Employees always experience external demands and conditions that do not match their expectation or exceeds their physical capacity, knowledge or skills for contentedly handling of a situation. The seeming concurrent rise in these factors as demonstrated in the literature is on the ascendancy. Developments seem to show that these factors have often been explored apart or at best, in relation to other work-related factors, such as job performance, job satisfaction, productivity, turnover rate, organisational success, and stigmatisation. Thus research exploration of the links between stress and employee performance are missing from the literature. In order to help organisations and policymakers to tackle such problems systematically, it is imperious that research is carried out to ascertain the relationships that exist between stress and performance.

An estimated 29.1% of employees throughout the world report stress which accumulates to burnout at any given time. The high level of stress symptoms statistics indicates that most people are at risk of suicidal ideation (Shaheen & Jahan, 2017) and it demonstrates itself in low level of performance. The question now is what is really causing high stress among workers which are difficult to control? This research study will help us find the right answer to these questions.

People respond to stressors differently. Whilst some can cope effectively, others do not have the capability to cope. Of late, people have the tendency of becoming more stress due to the workload and workplace design. According to (Mark & Smith, 2012) employees are working above their strength which is creating a lot of stress. The job requirement does not meet their competences. This makes stress to have negatively impact of organisational environments on its employees, which in the long run has adverse effects on projects.

Multinational Oil Marketing Companies (OMC's) such as Vivo Energy (Shell), Total Petroleum Ghana Limited (TPGL) and ZEN have resulted in intense struggle among the oil marketing companies locally leading to the introduction of most businesses and products. Some OMC's in their operation to raise stakeholders' worth have introduced programmes aimed at raising margins on assets and have concentrated on ways to reduce operations costs. As indicated by Obireh (2014), "a company who wants to make more income and continue being profitable must strive to make its services suited to the needs of its customers" (p.15).

The researcher's experience in the cooperate world has shown that organisations in Ghana seem to pay little attention to Employee stress management but concentrate more on high volume of sales and increase in profit margins. Obireh (2014) noted that that high demand on employees has ensured a lot of burden on them to deliver a world class service without the corresponding increase

in remuneration, training and resources. Yet employees who fail to meet their target are threatened with numerous forms of punishment such as dismissal. However, many employees are crumbed under pressure to meet their target without thinking of quitting because jobs in Ghana are very hard to come by. Based on this the research is being carried out to assess the effect of stress on different aspect of productivity among employees at an Oil Marketing Company in Accra, Ghana.

1.3. Aim of the Study

To assess the effects of organisational stress on employees performance and to provide recommendations to mitigate stress at a work.

1.4. Objectives

The objectives for this study are;

1. To ascertain the organisational causes of stress among employees at an Oil Marketing Company in Accra, Ghana
2. To assess the effect of stress on performance of employees at an Oil Marketing Company in Accra, Ghana.
3. To identify measures that management can adopt to mitigate the organisational causes of stress at an Oil Marketing Company in Accra, Ghana.

1.5. Research Question

Based on these objectives, the specific research questions are:

1. What are the organisational causes of stress among employees at an Oil Marketing Company?

2. What are the impacts of organisational stress on the performance of employees at an Oil Marketing Company?
3. What measures can management put in place to mitigate the organisational stressors among employees at an Oil Marketing Company in Accra, Ghana?

1.6. Relevance of the Study

As indicated in the background, the duty of the Oil Marketing Company is to produce refined oil for the people of Ghana. The study will, therefore, give insight to the management of the Oil Marketing Company and also about the importance of stress management in equipping employees to ease stress as means of increasing productivity. The study will also enlighten management on the issues in the organisation that serve as hindrance of stress management, as well as the best methods of stress management at an Oil Marketing Company in Accra, Ghana based on the suggestions of the employees who will serve as respondents. It will also enlighten workers on measures use to reduce stress.

Policymakers will also be notified on the managerial measures to mitigate stress based on the outcome of the study and thus incorporates the findings into the policies and training design in stress management. The study will also add up to prevailing literature on stress. By adding to existing studies, it will offer a reference point for academicians and researchers on different dimensions to research on.

1.7. Scope of the Study

This Study will be limited to the Effects of Organizational Stress on Employee Performance in an Oil Marketing Company in Accra; Total Petroleum Ghana Limited. The study will also be limited

to the Total Petroleum Ghana Limited head office at Accra and the four regional area offices which are in Takoradi, Kumasi, Tema and Tamale. A total of 182 permanent staff, 45 casual workers and 33 National Service personnel of Total Petroleum Ghana Limited were targeted for the study. The duration of the study will be within a period of three months. The Social-technical system theory and the Job Demand-Job Control Model were the theoretical framework used for the study.

1.8. Limitations

Some Limitations of the study were the distance between the regional areas outside Accra, smaller sample size, difficulty in getting detail information through interviews to ascertain the causes and effects, difficulty in efficient distribution of the questionnaires to the respective sample size. There is the need to use probability sampling such as the simple random approach to select sample size. Future studies should adopt the longitudinal studies involving large sample size.

1.9. Methodology

Deciding on the most suitable methodology in any research process is the most critical step after identifying the problem and reviewing the literature (Cooper & Schindler, 2003). This study adopted the descriptive survey method. The standardized questionnaires used make it probable to compare features of participants. A total of 182 permanent staff, 45 casual workers and 33 National Service personnel of TPGL were targeted for the study. The Quota sampling technique was chosen for the study. Questionnaire was used as the instrument for collecting data. The questionnaire used was structured in nature with Likert response options. The study employs both primary sources and secondary sources of data.

1.10. Organization of Report

The study was structured into five main chapters. Chapter one is the introduction which consists of the background, statement of the problem, general aim and objectives, statement of hypotheses, scope, significance of study, and chapter disposition.

Chapter two is the literature review. The review entails the theoretical framework, review of related studies on the association between occupational stress and employee performance.

Chapter three entails the research methodology and is made up of the study design, description of the respondents and sample, measures, procedure for collection of data, data analysis techniques and ethical considerations.

Chapter four is the results and discussion of results. Chapter five provides the summary, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The aim of this chapter is to review relevant studies and the theoretical foundations of the nexus between organisational stress and performance. This chapter comprises a broad presentation of the theoretical underpinnings that have been estimated in the quest to understand the relationship among these variables and review extant studies on the relationship between occupational stress and employee productivity in an Oil Marketing Company in Ghana.

2.2 Theoretical Framework

No research carried out without a theoretical basis is worthwhile. The worth of the present study is based on one theoretical framework. The various theories of stress are outlined below guided the study. Theoretically, the study of the influence of job stress on productivity is based on the Role Theory, Job Demand Control, Stress Appraisal Theory and the Person-Organization Fit theory.

2.2.1 Role theory

The role theory (Barnett & Hyde, 2001) explains that individual's behaviours are based on expectations by other people. Therefore as an assembly member, lecturer, father, head of the family etc. people have some expectations which one cannot do otherwise. This means that individuals at the work place do not go out of their way to play any role but what is expected of them. A person can only change behaviour if he decides to change role (Barnett & Hyde, 2001).

Role overload is experienced when the role to be performed within a particular time is impossible and the human energy needed to perform the work is limited (Katz & Kahn, 1978). This is supported by time based conflict and resource drain theory which states that resources such as time at the disposal of individuals and it is exhaustible therefore if roles are overloaded a person gets exhausted in terms of time and energy and if this continues over time it leads to stress and the individual may have the intention to leave the job (Barnett & Hyde, 2001). This is because he/she is not able to meet some expectations due to the fact that resources in terms of time and energy are always directed towards a particular role. Also when roles are overloaded they become conflicting and ambiguity sets in because faculty members become confused about their job description (Barnett & Hyde, 2001).

The role theory also makes the assertion that, when individuals perceive conflicting demands in the sense that performing one role expectation makes the performance of another more complicated, they experience role conflict (Jackson & Schuler, 1985). It is also possible for conflict to occur when a person disagrees with the constraints of a role to which he or she has been assigned. According to the theory, experiencing higher role stressors will compel an individual to devote less effort in helping the organization which will lead to lower psychological wellbeing and organizational commitment (Carlson & Kacmar, 2000). The role theory is criticized for placing greater emphasis on social conformity than questioning social policies and also for lacking comprehensiveness (Barnett & Hyde, 2001).

2.2.2 Social-technical system theory

What is the relationship between workers and technology within an organisation? In other words, what how do humans and technology work together to form a cohesive system. The Sociotechnical

System theory explores these systems. According to Mukuna (2014), socio-technical system theory by Trist (1981) suggests that in a workplace, two compulsory and complementary subsystems exist that enable smooth running of an organization. The two subsystems are the social subsystem and the technical subsystem. The social subsystem comprises the employees and other members of the staff of an organization while the technical subsystem includes all the technical resources and utilities that enable employees to work on their individual duties (Mukuna, 2014). Sociotechnical System theory is all about how the social and technical aspect of a workplace can fit together. According to Mukuna (2014), the concept of the two subsystems complementing each other means that each of the subsystem is equally important and a vital part of running the organization.

Therefore, the employees must be provided with ample relevant social resources and other technical utilities so that they are able to perform well in their respective roles. According to Kroemer and Grandjean (1997) and Trist (1981), there must exist a balance in the provision of the two subsystems. Too much social and technical resource suggests a great number of duties and responsibilities and attract expectation of great output.

In Mukuna (2014) if the number of the employees is less than the prevalent duties and responsibilities, work overload comes by. Work overload is one of key stressors at the workplace as the study will reveal later. Trist (1981) stated that employees require experiencing both the beginning and the ending of a duty each day, overworking does not help the employees enjoy this experience. Instead, the employees do a lot of work in a day, but this work is likely to be of poor quality (Kroemer & Grandjean, 1997). In the short run, the organization in question will perceive

high quantitative results but in the long run, the organization may lose clients due to poor quality product.

In a similar way, when there are too many employees and little resources, there is a high chance that employees will scramble for resources and utilities and this may lead to conflicts at the place of work. In short, the respective management must establish a balance between human resources and technical resources to ensure streamlined performance, and still, manage the organization at subsystems level.

Trist (1981) proposed the responsible autonomy as key to solving workload and stress on employees. Responsible autonomy is the approach where management gives employees more control over their own work.

2.2.3 Job Demand-Job Control Model

The job-demand-control model as propounded by Karasek, (1979) explains that stress from the workplace is basically about how challenging a person's job is and how much autonomy she or he has over their duties. Buelens and Sinding, (2011) believe that the model emphasizes stressors in an organization and not stressors on the part of the employees. The model identifies that work stress is as a result of an instability between the demands and control in the workplace and it goes on to identify two aspects of the work environment i.e. job demands and job control. Job demands are the strains that occur in the quest for an employee to complete a given task, usually unexpected ones while job control involves the employee's control ability over all activities s/he performs in a day.

According to Karasek (1979), it is asserted that job stress occurs when the control mechanisms or when an individual's decision control levels are low and this eventually affects the well-being of the employee because he or she seems to be limited in their operations at the office. An employee with high control or an amount of it is able to work to their capacity. Cox et al. (2007) identified that the workplace in itself was a stressor for employees and this can only be avoided when the workplace is made as safe as possible. Psychological well-being has been referred to as happiness and this can be ensured if workers work in a safe environment with as little stressors available as possible (Buelens & Sinding, 2011). Individuals affected by stress especially at the workplace are unable to work as expected and when this happens they tend to feel that they have not achieved their purpose and this leads to low level of commitment. Consistent job demands with little control at the workplace if left unchecked will influence the psychological well-being of individuals and their level of commitment (Buelens & Sinding, 2011).

2.2.4 Effort-Reward Imbalance Theory (ERI)

The effort-reward imbalance model supposes that a deficiency in reciprocity among costs and rewards are characterized as straining (Gideon, 2006). Significantly, the model purports the level to which a person's efforts in a working environment are rewarded or not is important for the individual's health (Gideon, 2006).

In line with Gideon (2006), effort could be the reaction to external and internal demands. External demands is to obligation and requires inherent in the condition. Internal demands spring from an increased need for control or approval. Basically, the model supposes that conditions where increased efforts have no correspondence to significant rewards end up in psychological imbalance conditions.

The ERI model has gone through different phases, significantly in relation to the role of high productivity. Gideon (2006) indicated that, over-productivity was referred to as one of the wellsprings of high effort at work. Persons that fall in this style look down on the tough conditions and heighten their own abilities, resulting in consuming increased costs in relation to being active on the job in uncomfortable conditions to gain “supremacy”.

2.2.5 Stress Appraisal Theory

This theory as proposed by Lazarus and Folkman (1984) explains stress as being created by the environment and how each individual perceives or appraises the nature of the stress thereby leading to a change in behaviour. They identified two types of appraisal with the first being primary appraisal where the individual assesses the level of impact of a situation i.e. if the situation will have negative or positive influence on the person while secondary appraisal is the individual's ability to cope with whatever situation they are facing. The model goes on to explain that human emotions are often swayed by every situation that is to say each individual appraises a situation to determine how much stress it puts on the individual and this applies to the workplace (Lazarus & Folkman, 1984).

An individual working in an assembly may tend to feel anxious as soon as there is a change in leadership since it automatically leads to a change in the directives of the assembly. The assembly member may either decide that he or she does not like the new directive especially if he or introduces policies they do not agree with (Lazarus & Folkman, 1984). Due to this, the employee becomes agitated and tends to complain about everything. They continue by finding excuses not to come to work and eventually might decide to quit. However, this same employee may decide that they have come to the office to work and so irrespective of the directives; they shall do what

is expected of them and not find any problem with anyone (Lazarus & Folkman, 1984). In this scenario, the first employee found the situation (change in leadership) threatening and thus stressful while the other one found a way to handle the situation which was turning stressful. In such an instance, how much the person is able to handle the situation will also depend on their commitment level and possibly their psychological well-being level at that moment (Lazarus & Folkman, 1984).

2.3 Occupational Stress

Sauter and Murphy (1999) stated that “occupational stress is the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources or need of the worker”. James (2018) noted when people are pressurized due to overwhelming work, meeting tight schedules, uncooperative supervisors or management, unappreciated and underrated for work done and unable to meet the work demands, they over work themselves to get nearer to what they should be achieving rather than what they are currently achieving. They pay little attention to break times or social events which is unhealthy and creates stress not only in the organisation but also in their private or personal lives. This tends to affect productivity at a work place.

Batur (2014) indicated that, “stress is a pressure placed on a person beyond his ability to handle” (p. 6). Some of the stressors that can indirectly or directly affects the employee at workplace are Depression and Anxiety. Management must be conscious of the fact that there are different types of stressors which can affect employees performance. Therefore, management must give attention to numerous human violation and errors at workplace and must determine and put in mitigating measures for dealing with such stress (Ingrid, 2013).

2.4. Sources of Stress.

Cooper et al. (2001) indicated that stress-related-illness is not restricted to the status of workers. Irrespective of how jobs may differ in relation to stress, it is needful to acknowledge that jobs have possible agents of stress. Researchers have pointed out different significant roots of work stress.

Cooper and Marshal (1976) suggested that majority of job description comprises task and physical conditions which can be root causes of stress sometimes. An example is professionals in the field of health could experience increased workload, prolonged working times, pressure, and insufficient spare time (Wolfgang, 1988; Sutherland & Cooper, 1988), while money-handling and the threat of violence in the workplace could be stressors for bus drivers (Duffy & McGoldrick, 1990).

Ivancevich and Matteson (1980) insinuated that immoderate noise around 80 decibels in incessant situations can be a contributor to stress. Rutenfranz et al. (1977) analyzed the influence of shift job and described that workers who run shifts expressed feelings of tiredness and gastrointestinal issues as compared to day workers as a result of stress because of the nature of the job. Work factors such as the hours and load and prolonged hours of work have an obvious detrimental psychological and social effect on individuals who experience them (UKEssay, 2018).

Kahn et al. (1964) stated that Dysfunction has two levels and serious stress can be obtained by it. He further stated that the two levels namely Role conflict and Role ambiguity are related to dissatisfaction from the job and unsuitable organizational performance. Cooper et al., (1978) were able to demonstrate stress issues with a study conducted on dentist. The potential of occupational stress is heightened when an employee's role and responsibility is to ensure the safety of other people. It was discovered in a study that employees had lower job satisfaction due to employee role conflict, high job related tension, greater futility, and lower self-confidence (Kahn et al, 1964).

Work Life Balance is also a root cause of stress at workplace. Employees who find themselves stressed out tend to find home as the relaxing moment after a hard day's work from a high demanding job role although Thompson et al., (2001) stated that there might be the possibility of high pressure from domestic environment which might be harmful or unhealthy and might result in severe consequences. These are especially seen in the cases of spouses who have more than one (1) jobs worsening the stress levels that are experienced in short while. Severe stress is experienced when there is the inability to balance work life as against domestic life or private life.

2.5 Nexus existing between Stress and Productivity

A plethora of researches have been conducted on the association between job stress and organizational productivity from numerous researchers. However, most of these studies have been conducted in the Western countries. Bhatti et. al (2015) conducted a study with the aim of assessing the influence of occupational stress on productivity using employee working in the banks. The study adopted the descriptive statistics where 50 questionnaires were distributed to employees of 3 different banks. Thirty (30) questionnaires were retrieved giving a response rate of 60%. Findings of the study revealed that job stress reduces organizational productivity among employees. The researchers indicated that job stress has a negative significant association with organizational productivity.

A study was also conducted by Lin and Cheng (2013) and this was to assess the relationships between job stress, employee productivity and job satisfaction among radiologists in Taiwan. One hundred and twelve participants took part in the study. The Structural Equation Modeling (SEM) was used in analysing the gathered data. The results indicated significant negative relationships

between job stress and employee productivity. According to the researchers, the higher level of burnout associated with job stress negatively affect the level of employee productivity.

Moreover, Batur (2014) conducted a study on the correlation between work-family conflict, job stress and organizational productivity using 400 public primary school teachers in Turkey. Two hundred and eighty-seven (287) questionnaires representing 72% of the questionnaires distributed were retrieved for the analysis. Results of the study showed a significant negatively correlation between job stress and organizational productivity. Similarly, Roohi & Vaisi (2015) investigated the correlation between job stress and employee productivity. Ninety-four (94) employees working at the Kurdistan province Sport and Youth Administration were selected as the sample. Data was analyzed using the independent t-test and this indicated that employees who perceived higher job stress had lower level of organizational productivity than those who perceived lower level of job stress.

Another study was conducted by Palmer (2016) on the correlation between occupational stress and productivity among employees in UK and Pakistan. Using purposive, snowball and convenience sampling, 825 responses responded to on-line questionnaires. Findings showed a significant negative correlation between occupational stress and employee productivity. Female workers were less stressed than male workers. Non-managerial employees were also vulnerable to stress than their counterpart managerial position employees.

Ali and Kakakhel (2012) assessed the correlation between job stress and productivity among three hundred and thirty-four (334) medical representatives in Pakistan. The results indicated a significant negatively correlation between occupational stress and employee productivity to the

organization. Regression analysis showed that job stress added 56% of the elucidated variance in organizational productivity.

Masihabadi et. al (2015) assessed the relationship between job stress and organizational productivity among 170 auditors in Tehran and Mashhad. Path analysis and structural equation model were used in testing the hypotheses. Results revealed that job stress had a significant negatively correlation with organizational productivity adding 39% of the elucidated variance in employee productivity.

Al-c (2011) also explored the correlation between stress and employee productivity among nurses. One hundred and fifty (150) nurses working in two governmental teaching hospitals were systematic selected for the study. Data on stress and productivity were collected using self-administered questionnaires. Findings showed that 30% of the nurse's had higher level of occupational stress and 40% experienced higher occupational productivity. There was also a negative significant correlation between occupational stress and employee productivity.

Another study was conducted by Mojtabazadeh et. al (2016) to examine the influence of job stress on productivity to the organization. Two hundred and forty-three (243) employees working at Mazandaran Tax Organization took part in the study. Findings of the research indicated a negative significant relationship between job stress and employee productivity.



Figure 2.2: Relationship between stress and Employee Performance

2.6 CONCLUSION

Extant studies on reviewed of literature on stress based on population seen to escalate (Wanyama, et. al 2010). Despite the considerable number of studies on the influence of stress on performance in Africa, most of these studies concentrated stress and performance (Wanyama et. al, 2010). Specifically, there is a paucity of empirical studies on the effect of stress in predicting performance among employees in Ghana. Assessing the influence of stress can help put prudent measures in place to help increase performance among employees.

Moreover, no valid conclusion has been drawn to the impact of stress on performance of employee. Therefore, the study attempts to fill the research gap by investigating the effect of stress on performance using an Oil Marketing Company in Accra, Ghana.(Asiimwe, 2011).

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the plan of how the study was conducted to achieve the stated objectives. It provides a detailed description of the research design, population, sampling, and instruments for data collection, and the data collection method. The chapter ends with analysis of data.

3.2 Research Design

This study adopted the descriptive survey method. Descriptive survey research by Marguerite et. al (2010) “describes behaviours by gathering people's perceptions, opinions, attitudes, and beliefs about a current issue (e.g. educational issues)”. The use of standard questions makes it possible to compare characteristics of groups of respondents. The choice of the design is to give a fair representation of the subgroups that form the population. The purpose of the survey is to “gather detailed information to provide an insight into the effect of organizational stress on employee performance at an Oil Marketing Company in Accra. The researcher finds the study design convenient because it assists the use of quantitative data for the study.

3.3 Population

The population for this study is the employees at Total Petroleum Ghana Limited. Total Petroleum Ghana Limited (TPGL) is part of the global Total Group, which is the fourth largest publicly-traded integrated international Oil and Gas Company in the world with presence in over 130 countries. Total Petroleum Ghana (GSE: TOTAL), formerly known as Mobil Oil Ghana Limited is a Ghanaian petroleum company. They are listed on the stock index of the Ghana Stock Exchange, the GSE All-Share Index. As of October 30, 2006 it operated 225 petrol stations across

Ghana with a significant 28% of the market. It holds the place of “Ghana's top oil marketing company” currently. Their role as an Oil Marketing Company is to ensure the distribution and marketing of petroleum products in Ghana. The organization has 242 employees with three job categories namely Management, Technical staff and Short contract staff.

3.4 Sample size

As Russell (2009) explained, an under-sized sample study exposes the respondents to feasibly detrimental treatments without contributing to research knowledge, with no such effect on an over-sized sample. This makes it important to always ensure that the sample is not undersized. To avoid wasteful results from the undersized sample size, the study utilizes Mugenda and Mugenda (1999).

Mugenda and Mugenda (1999) formula for sample size selection is given as;

$$n = \frac{N}{1+N(\alpha^2)}$$

Where,

n = Sample size

N= population size (210)

α = the error of tolerance which is 0.08

Substituting these values in the formula,

$$n = \frac{242}{1 + 242(0.08^2)}$$

$$n = 90.48$$

$$n \approx 90$$

Consequently, the sample size targeted was ninety (90) respondents.

The distributions of employees in each job category and the number of employees targeted are as follows:

Employees of TPGL	Number of Employees	Number of Employees targeted
Management	13	13
Technical Staff	120	40
Short Term Contract Staff	109	37
TOTAL	242	90

3.5 Sampling Technique

The power of generalization of a quantitative study hinges on the extent to which the selected sample is representative of the target population (Brynard et al., 2014). To be able to generalize the research findings and draw valid conclusions, the quota non-probability sampling technique was used to select respondents for the study. Individuals are not randomly selected, instead they have to meet a number of requirements and characteristics. The underlying reasoning behind quota sampling is that if the sample effectively represents the population characteristics that have a greater correlation with the study variable, this will also be correctly represented (Elder, 2011). In using the quota sampling procedure, the researcher requested volunteers from their Genders, Age, Educational background and three-job category at Total Petroleum Ghana Limited. Through Quota sampling respondents were recruited via job category which are; Management, Technical Staff and Short term Contract Staff. The researcher requested volunteers from the employees. This

technique helped in generating respondents from all the departments of the organization in an inexpensive and convenient manner.

3.6 Source of Data Collection

The researcher used secondary data such as articles found in scholarly journals, student's dissertations, books and organizational websites. Government policies on Cocoa production and electronic databases were also used in an all-encompassing review of literature that is covered in the previous chapter. This formed the secondary data.

Primary data, on the other hand, was collected by the researcher himself to satisfy specific requirements. Primary data offers firsthand or unswerving evidence about a person, an object or an event. It also enabled the researcher to draw much closer to what essentially occurred (Zikmund & Babin 2010). After obtaining the secondary data by carefully evaluating existing data to determine which fits the specific research problem, the researcher followed it up with the collection of the primary data. This is because data gathered through the secondary sources were not sufficient to achieve the research objectives.

3.7 Data Collection Instrument

A questionnaire was used as the data collection instrument. It was structured with close ended questions. According to Mahembe (2013), a questionnaire is defined as “a series of questions asked to individuals to obtain statistically useful information about a given topic”. In this study, the questionnaires used for the study were in a printed form relating to the topic of the study and respondents were asked to answer each of the items on it. The questionnaires were structured questions. The questionnaire used for the Occupational stress and burnout elements in this study

was adopted from the questionnaire used by Khattak et al., (2011) in their research on “Occupational stress and burnout in Pakistan’s banking sector”.

There were four sections of the questionnaire. The first section of the questionnaire focused on the demographic background of respondents. Information on gender, age educational level, tenure of work and number of times engaged in training programmes were included in the demographic background. The second part assessed the “causes of organizational stress” with five questions whilst the third part assessed effects of stress with eight questions. The fourth part of the questionnaire contains questions on the managerial measures use to control stress with five questions.

The “second, third and fourth sections of the questionnaire were structured”. Five-point Likert scale structured questionnaire was employed in designing a structured questionnaire. The respondents were asked to select a response from a set of responses where each response is assigned a value which permits the researcher to analyses the data statistically. When responding to the items in the Likert questionnaire, respondents specified their level of “agreement” or “disagreement” on the asymmetric “agree-disagree” scale. The Likert scale is considered symmetric or balanced because there was an equal number of negatively and positive positions

3.8 Data collection method

The questionnaire was self-administered. Respondents were asked to read and respond to the items in the questionnaire themselves. The respondents were given the freedom to “answer the questions according to their own conscience without been compelled to satisfy the researcher. Information

from these questionnaires constituted the primary data for the research” (Krosnick & Presser 2009).

3.8 Data Analysis

Data was organized, coded and analyzed. To satisfy the objectives, data were subjected to descriptive analysis. Descriptive analysis was used to describe and summarize the level of training and development on employee performance”. Data presentation was done using percentages and frequency tables. The “descriptive statistics were used to classify the frequency of distribution of the data, means and standard deviations”. The researcher also used inferential statistics.

Conclusions and recommendations were made for decision-making purposes from the correlation analysis. SPSS version 22 was used in data analysis.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.0. Introduction

This chapter presents the findings and discussion of the objectives based on the analysis of the data gathered. The aim was to examine the effects of organisational stress on employees' performance at an Oil Marketing Company in Accra, Ghana. The total number of questionnaires distributed for this research was 90. Out of the 90 questionnaires distributed, 85 were retrieved for analysis given a response rate of 94.4%. Data analysis was done using per-chart, bar chart, frequencies, and percentages.

4.1. Respondents' Demographics

As captured initially in the data collection instrument, the study assessed some characteristics of respondents in the data analysis. Gender, years of working experience, age, and educational attainment were the demographic characteristics considered. Analysis of the respondents' demographics is presented in the sections below.

4.1.1 Gender of respondents

The gender distribution of the respondents is shown in Figure 4.1 below.

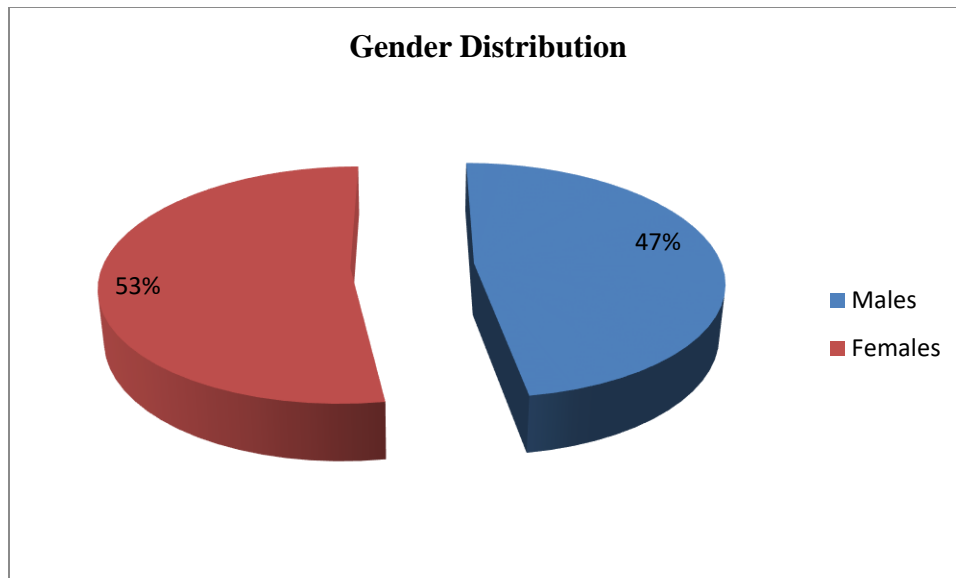


Figure 4.1: Distribution of respondents' gender (*Source: Field data 2019*)

From Figure 1 above, 47% of the respondents were males while 53% were females. Therefore, there were more female respondents than males. The implication is that, though most of the voices gave a more feminine influence, the difference with the males' voices is marginally small and thus insignificant. Therefore, there is a marginal balance between male and female voices in this study.

4.1.2 Age of respondents

The distribution of the respondents' age is shown in Figure 4.2 below.

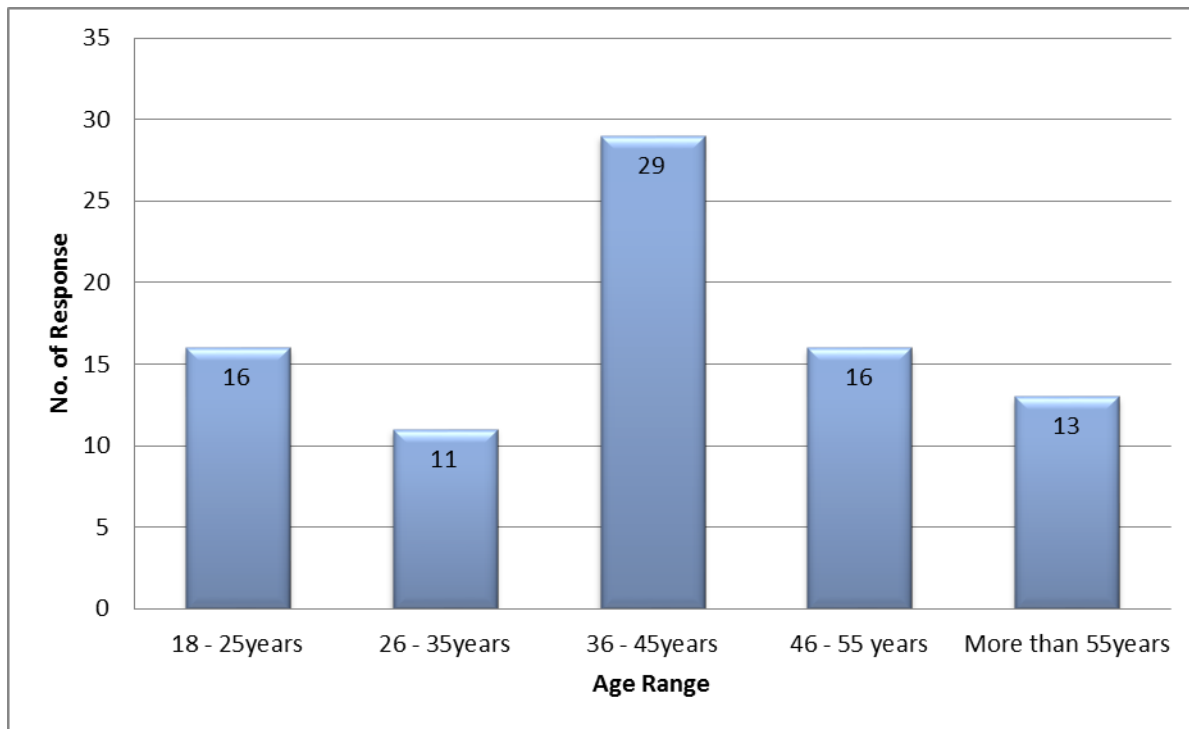


Fig. 4.2 Age of respondents (Source: Field data 2019)

From Fig 4.2, it is evident that majority of the respondents (26) are aged between 36 and 45 years. Respondents aged between 26 – 35 years are the least (11). This was followed by those aged above 55 years (13) of the respondents. Employees within 18 – 25 years and 46 – 55 years had 16 respondents each.

4.1.3 Respondents Educational Achievement

The respondents' distribution based on their educational level is shown in Figure 4.3 below.

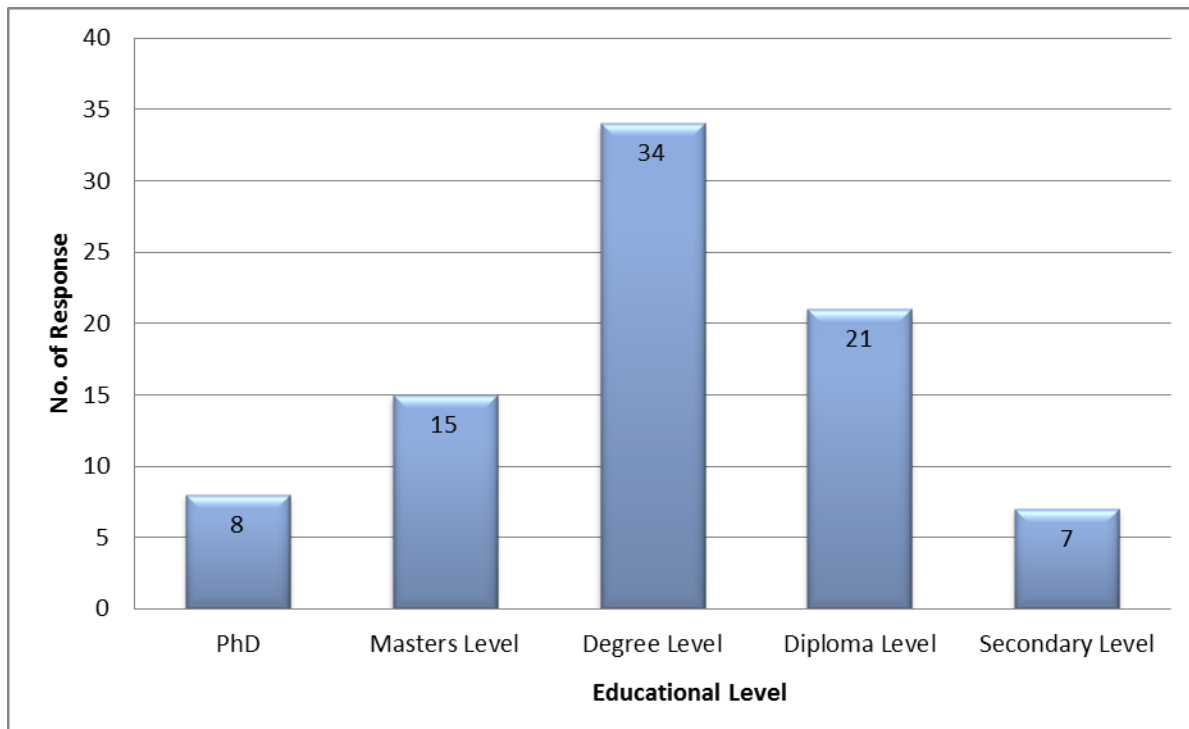


Fig. 4.3 Educational attainment of respondents (Source: Field data 2019)

Fig. 4.3 above shows that most of the respondents had a university degree (34), followed by those with a diploma degree (21). Participants with Master's degree was represented 15 participants whilst those with PhD were 8. Participants with secondary degree were least represented (7) in the study. The implication is that employees at an Oil Marketing Company in Accra have varying educational attainment.

4.1.4 Analysis of respondents' number of years stayed within the organization

The distribution of the respondents' years of working experience is shown in Fig 4.4 below.

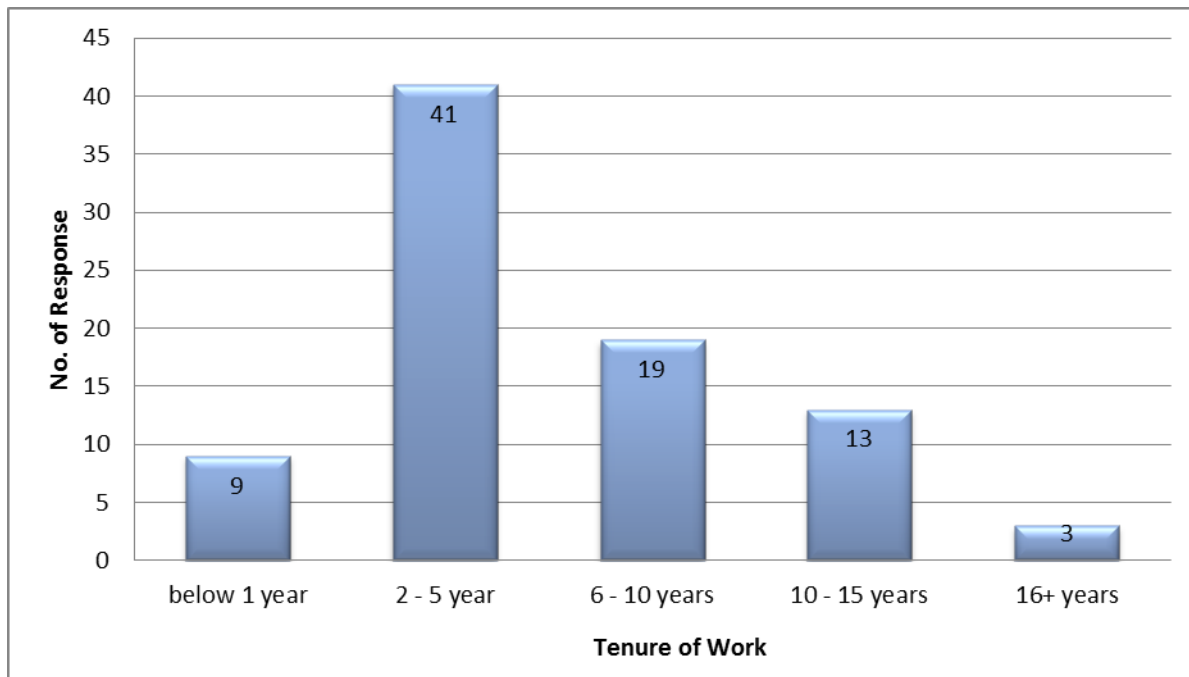


Figure 4.4: Distribution of number of years' respondents' have been in the organization.

From Figure 4.4 above, 9 respondents have been working with the organization for less than one year whilst 41 have been working in the organization for 2 – 5 years. About 19 have been working for at least 6 – 10 years, 13 have been working for 10 – 15 years whilst only 3 had been working for at least 16 years.

Overall, a total of 76 of respondents have been with the organization for at least one year in the organization, employees who have spent one year are considered to have a clear understanding of concerns in the organization.

4.2. Causes of organizational Stress among employees

Respondent views on the causes of organizational stress were assessed. Organizational causes of stress assessed were task demands, role demands, international demands, organizational structure and leadership of the organization. The distributions of employees are indicated beneath.

4.2.1 Most of the stressors are caused by the demands of the task

Table 4.1: Statistics of task demands as the cause of work stress

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	34	40.0	40.0	40.0
Agree	39	45.9	45.9	85.9
Not Sure	5	5.9	5.9	91.8
Disagree	5	5.9	5.9	97.6
Strongly Disagree	2	2.4	2.4	100.0
Total	85	100.0	100.0	

Source: Author's Field Data (2019)

As indicated on Table 4.1, 34 (40.0%) respondents strongly agreed that most of the stressors are caused by the demands of the task, 39 (45.9%) agreed whilst 5 (5.9%) disagreed. About 5 (5.9%) also disagreed whilst 2 (2.4%) strongly disagreed.

This means that 73 (85.9%) of the participant agreed that the task demands are mostly the causes of stress whilst 7 (8.3%) disagreed, and 5 (5.9%) were not sure. The implication is that most employees in the organization believe that most of the stressors are caused by task demands.

4.2.2 The role demands are the main causes of stress

Table 4.2: Role demands as a cause of stress

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	43	50.6	50.6	50.6
Agree	34	40.0	40.0	90.6
Not Sure	2	2.4	2.4	92.9
Disagree	6	7.1	7.1	100.0
Total	85	100.0	100.0	

Source: Author's Field Data (2019)

With role demands, as illustrated on Table 4.2, 43 (50.6%) strongly agreed that role demands are the main causes of organizational stress, 34 (40.0%) agreed whilst 2 (2.4%) were not sure. About 6 (7.1%) also disagreed whilst none of them strongly disagreed to role demands as the organizational cause of stress.

Thus, 77 (90.6%) of the participant agreed that the role demands are the main causes of organizational stress whilst 6 (7.1%) do not agree, and 2 (2.4%) are not sure. This implies that the participants agreed that role demands are the organizational cause of stress.

4.2.3 The interpersonal demands are very stressful

Table 4.3: Interpersonal demands causing stress

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	33	38.8	38.8	38.8
Agree	42	49.4	49.4	88.2
Not Sure	4	4.7	4.7	92.9
Disagree	5	5.9	5.9	98.8
Strongly Disagree	1	1.2	1.2	100.0
Total	85	100.0	100.0	

Source: Author's Field Data (2019)

As revealed in Table 4.3, 33 (38.8%) of the respondents said interpersonal demands are very stressful, 42 (49.4%) agreed whilst 4 (4.7%) disagreed that interpersonal demands are very stressful. About 5 (5.9%) also disagreed whilst 1 (1.2%) of them strongly disagreed.

In all, 75 (88.2%) of the participant agreed that the main cause of organizational stress is interpersonal demands whilst 6 (7.1%) do not agree, and 4 (4.7%) are not sure. The implication is that most employees agreed that interpersonal demands are very stressful.

4.2.4 Stress in the organization is caused by the structure in the organization

Table 4.4: Organizational structure as the main cause of stress

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	45	52.9	52.9	52.9
Agree	34	40.0	40.0	92.9
Not Sure	2	2.4	2.4	95.3
Disagree	2	2.4	2.4	97.6
Strongly Disagree	2	2.4	2.4	100.0
Total	85	100.0	100.0	

Source: Author's Field Data (2019)

Assessing Table 4.4, 45 (52.9%) strongly agreed that stress is caused by the structure of the organization, 34 (40.0%) agreed whilst 2 (2.4%) are not sure. About 2 (2.4%) also disagreed whilst 2 (2.4%) of the respondents strongly disagreed.

Consequently, 79 (92.9%) of the participant agreed that the structure of organization is very stressful whilst 4 (4.8%) do not agree and 2 (2.4%) are not sure. This means that majority of employees believe organizational structure is the main cause of stress.

4.2.5 Organizational leadership is the main cause of stress in the company

Table 4.5: Organizational leadership as the cause of stress for employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	36	42.4	42.4	42.4
Agree	32	37.6	37.6	80.0
Not Sure	9	10.6	10.6	90.6
Disagree	8	9.4	9.4	100.0
Total	85	100.0	100.0	

Source: Author's Field Data (2019)

From Table 4.5, 36 (42.4%) of the employees strongly agreed to the leadership of the organization as the main cause of stress, 32 (37.6%) agreed whilst 9 (10.6%) are not sure. About 8 (9.4%) also disagreed whilst none of them strongly disagreed to the statement that organizational leadership is the central cause of organizational stress.

In total, 68 (80%) of the participant agreed that organizational leadership is the cause of organizational stress, whilst 8 (9.4%) disagreed and 9 (10.6%) are not sure. This suggests that employees believe that stress is caused by the leadership of the organization.

In all, employees believe that the cause of stress in the organization are “the task demands, role demands, interpersonal relationship, structure of the organization and the leadership of the organization”.

4.3. Analysis of the impacts of organizational stress on the performance of employees

This section seeks to assess the impact of organizational stress on employee's performance. The impact of stress on employee's performance assessed include "lack of efficiency, difficulty to involve in team work and cooperation, lack of productivity to organisational goals, lack of punctuality to work and inability to provide new ideas and seek new challenges and opportunities. Another impact of stress assessed were the negative attitude towards work, decrease in desires and motivations, and the inability to perform work as expected. Respondents' opinions on the impact of organizational stress on employees are as follows:

4.3.1 Inefficient at work due to the stress emanating from the job

Table 4.6 Impact of stress on employees' inefficiency

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	33	38.8	38.8	38.8
Agree	45	52.9	52.9	91.8
Not Sure	3	3.5	3.5	95.3
Disagree	2	2.4	2.4	97.6
Strongly Disagree	2	2.4	2.4	100.0
Total	85	100.0	100.0	

Source: Author's Field Data (2019)

Table 4.6 depicts the respondents view on the impact of stress on employees. From Table 4.6, 33 (38.8%) of the participants strongly agreed that job stress causes inefficiency among employees,

45 (52.9%) agreed and 3 (3.5%) are not sure. About 2 (2.4%) disagreed that stress causes inefficiency and 2 (2.4%) indicated that they strongly agree to the statement.

In all, 78 (91.7%) which is the majority agreed that stress causes inefficiency among employees, 4 (4.8%) disagree and 3 (3.5%) are not sure.

4.3.2 Not involved in team work and difficulty to cooperate with my fellow employees

Table 4.7 Difficult to cooperate and not involve in team work

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	36	42.4	42.4	42.4
Agree	39	45.9	45.9	88.2
Disagree	9	10.6	10.6	98.8
Strongly Disagree	1	1.2	1.2	100.0
Total	85	100.0	100.0	

Source: Author's Field Data (2019)

Table 4.7 of the distribution suggests that 36 (42.4%) strongly agree that stress causes lack of cooperation and difficulty to involve in team work, 39 (45.9%) agreed. Moreover, 9 (10.6%) disagreed and 1 (1.2%) strongly agree with the statement that stress does not permit team work and cooperation.

About 75 (88.3%) agreed that stress does not permit team work and cooperation and 10 (11.8%) do not agree and none of them is not sure. Thus, majority of the respondents indicated that stress does not help in team work and cooperation.

4.3.3 Unable to commit myself and complete my tasks in a timely manner

Tables 4.8 Lack of productivity and inability to complete task on time

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	34	40.0	40.0	40.0
Agree	34	40.0	40.0	80.0
Not Sure	11	12.9	12.9	92.9
Disagree	5	5.9	5.9	98.8
Strongly Disagree	1	1.2	1.2	100.0
Total	85	100.0	100.0	

Source: Author's Field Data (2019)

From the response distribution in Table 4.8 above, 34 (40%) strongly agree to the stress causing lack of productivity and inability to complete task, 34 (40%) agreed and 11 (12.9%) are not sure. About 5 (5.9%) disagreed to stress causing lack of productivity and inability to complete task and 1 (1.2%) indicated that they strongly agree with the statement.

In all, 68 (80%) agreed which is the majority indicated that stress causes lack of productivity and inability to complete task, 6 (7.1%) do not agree and 5 (5.9%) are not sure.

4.3.4 Not punctual at work and do not conform to work hours

Tables 4.9 Impacts of stress of punctuality and conformity to work hours

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	45	52.9	52.9	52.9
Agree	32	37.6	37.6	90.6
Not Sure	2	2.4	2.4	92.9
Disagree	6	7.1	7.1	100.0
Total	85	100.0	100.0	

Source: Author's Field Data (2019)

The distribution in Table 4.9 shows that 45 (52.9%) strongly agree that stress causes lack of punctuality and lack of conformity to work hours, whilst, 32 (37.6%) agreed and 2 (2.4%) of them were not sure. Moreover, 6 (7.1%) of the respondents indicated that they disagree to the statement. In all, about 77 (90.5%) agreed that stress causes lack of punctuality and lack of conformity to work hours, 6 (7.1%) disagree and 2 (2.4%) do not agree that stress causes lack of punctuality and lack of conformity to work hours.

4.3.5 Inability to innovate new ideas and seek new challenges and opportunities

Tables 4.10 Improvement of communication skills through training

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	34	40.0	40.0	40.0
Agree	32	37.6	37.6	77.6
Not Sure	12	14.1	14.1	91.8
Disagree	6	7.1	7.1	98.8
Strongly Disagree	1	1.2	1.2	100.0
Total	85	100.0	100.0	

Source, Field Data (2019)

With respect to the impact of stress on the inability to innovate new ideas and seek new challenges and opportunities shown in Table 4.10 above, 34 (40%) strongly agreed, 32 (37.6%) agreed and 12 (14.1%) were not sure. About 6 (7.1%) disagreed to stress inhibiting innovation and seek new challenges and opportunities and 1 (1.2%) indicated that they strongly agree to the statement.

About 66 (77.6%) agreed that stress causes the inability to innovate new ideas and seek new challenges and opportunities, 7 (8.3%) do not agree and 12 (14.1%) are not sure of the statement.

4.3.6 Negative attitude towards my work

Tables 4.9 Impacts of stress on attitude towards work

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	38	44.7	44.7	44.7
Agree	30	35.3	35.3	80.0
Not Sure	7	8.2	8.2	88.2
Disagree	9	10.6	10.6	98.8
Strongly Disagree	1	1.2	1.2	100.0
Total	85	100.0	100.0	

Source, Field Data (2019)

In Table 4.9, participants were asked whether stress has a negative impact on the attitude towards work. About 38 (44.7%) strongly agreed that stress causes negative attitudes towards work whilst 30 (35.5%) agreed and 7 (8.2%) were not sure. About 9 (10.6%) disagreed to stress causing negatively attitudes towards work and 1 (1.2%) indicated they strongly agree to the statement.

The total responses show that about 68 (80%) agreed that stress causes negatively attitudes towards work, 10 (11.8%) disagreed and 7 (8.2%) do not agree.

4.3.7 Stress inhibit the desire and motivation to work

Tables 4.10 Impacts of stress on job desires and motivation to work

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	31	36.5	36.5	36.5
Agree	37	43.5	43.5	80.0
Not Sure	2	2.4	2.4	82.4
Disagree	11	12.9	12.9	95.3
Strongly Disagree	4	4.7	4.7	100.0
Total	85	100.0	100.0	

Source: Author's Field Data (2019)

Table 4.10 indicated that about 31 (36.5%) strongly agree that stress inhibits the desire and motivation to work, while 37 (43.5%) agreed and 2 (2.4%) are not sure. About 11 (12.9%) disagreed with the statement and 4 (4.7%) strongly disagree.

In all, 68 (80%) agreed that stress inhibits the desire and motivation to work, 14 (17.6%) disagreed and 2 (2.4%) were not sure.

4.3.8 Less efficient and unable to perform my work as expected

Tables 4.11 Impacts of stress on efficiency and inability to perform expectedly

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	30	35.3	35.3	35.3
Agree	41	48.2	48.2	83.5
Disagree	12	14.1	14.1	97.6
Strongly Disagree	2	2.4	2.4	100.0
Total	85	100.0	100.0	

Source: Author's Field Data (2019)

Respondents gave their views as to whether stress makes them less efficient and unable to perform work as expected as indicated in Table 4.11. About 30 (35.3%) indicated that they strongly agreed to stress causing less efficiency and inability to perform work as expected and 41 (48.2%) agreed to the statement. About 12 (14.1%) disagreed and 2 (2.4%) indicated that they strongly agree with the statement.

This means that about 71 (83.5%) agreed that stress makes them less efficient and inability to perform work as expected and 14 (16.5%) disagreed to the statement.

In general, stress causes lack of efficiency, difficulty to involve in team work and cooperation, lack of productivity to organisational goals, lack of punctuality to work and inability to provide new ideas and seek new challenges and opportunities. Another impact of stress assessed were the negative attitude towards work, decrease in desires and motivations, and the inability to perform work as expected.

4.4.Measures to mitigate the organizational stressors among employees

This section sought to find out the managerial measures to mitigate stress among employees. Participant demonstrated numerous managerial measures to mitigate organizational stressors. Some of the measures that were assessed are, “management should provide support for employees, organize training on stress management, build teams to cope with stress, offer employees flexible work environment and build on support networks of employees”. The managerial measures asked are as follows:

4.4.1 Management should provide support for employees

Tables 4.12 Support on stress coping provided by employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	31	36.5	36.5	36.5
Agree	37	43.5	43.5	80.0
Not Sure	2	2.4	2.4	82.4
Disagree	11	12.9	12.9	95.3
Strongly Disagree	4	4.7	4.7	100.0
Total	85	100.0	100.0	

Source: Author’s Field Data (2019)

The distribution in the Table 4.12 shows that 31 (36.1%) strongly agreed to the statement that management should provide support for employees, whilst, 37 (43.5%) agreed and 2 (2.4%) of them were not sure. Moreover, 11 (12.9%) of the respondents indicated that they disagree and 4 (4.7%) were not sure.

In all, about 68 (80%) agreed that management should provide support for employees, 15 (17.6%) disagreed and 2 (2.4%) were not sure. This means that majority of the respondents agreed that management should provide support for employees.

4.4.2 Management should have organized training on stress management

Tables 4.13 Respondents view of organizing training on stress management

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	30	35.3	35.3	35.3
Agree	41	48.2	48.2	83.5
Disagree	12	14.1	14.1	97.6
Strongly Disagree	2	2.4	2.4	100.0
Total	85	100.0	100.0	

Source: Author's Field Data (2019)

The distribution based on the responses in Table 4.13 shows that 30 (35.3%) strongly agreed that management should organize training on stress management and 41 (48.2%) agreed to the statement. Moreover, 12 (14.1%) of the respondents indicated that they do not agree and 2 (2.4%) strongly disagree to the statement.

Altogether, about 71 (83.5%) agreed that management should organize training on stress management and 14 (16.5%) disagreed to the statement. The implication is that majority of the respondents indicated that management should organize training on stress management.

4.4.3 Management should build teams to cope with stress

Tables 4.14 Building of teams to cope with stress

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	34	40.0	40.0	40.0
Agree	34	40.0	40.0	80.0
Not Sure	11	12.9	12.9	92.9
Disagree	5	5.9	5.9	98.8
Strongly Disagree	1	1.2	1.2	100.0
Total	85	100.0	100.0	

Source: Author's Field Data (2019)

In Table 4.14, participants were asked whether management should build teams to cope with stress. About 34 (40%) strongly agreed that management should build teams to cope with stress, 34 (40.0%) agreed and 11 (12.9%) were not sure. About 5 (5.9%) disagreed and 1 (1.2%) indicated they strongly agreed with the statement.

Consequently, 68 (80%) agreed that management should build teams to cope with stress, 6 (7.1%) disagree and 11 (12.9%) were not sure. This implies that majority agreed that management should build teams to cope with stress.

4.4.4 Management should offer employees flexible work environment

Tables 4.15 Offering employees flexible work environment

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	45	52.9	52.9	52.9
Agree	32	37.6	37.6	90.6
Not Sure	2	2.4	2.4	92.9
Disagree	6	7.1	7.1	100.0
Total	85	100.0	100.0	

Source: Author's Field Data (2019)

Employees gave their views on management offering flexible work environment. In Table 4.15 above, 45 (52.9%) strongly agreed that management should offer flexible work environment, 32 (37.6%) agreed and 2 (2.4%) were not sure. However, about 6 (7.1%) of the respondents also disagreed that management should offer flexible work environment.

In all, about 79 (90.5%) agreed that management should offer flexible work environment, 6 (7.1%) did not agree and 2 (2.4%) were not sure. This means that a significant number of respondents believe that management should offer flexible work environment.

4.4.5 Management should build on support networks of employees

Tables 4.16 Views of management building support network of employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	34	40.0	40.0	40.0
Agree	32	37.6	37.6	77.6
Not Sure	12	14.1	14.1	91.8
Disagree	6	7.1	7.1	98.8
Strongly Disagree	1	1.2	1.2	100.0
Total	85	100.0	100.0	

Source: Author's Field Data (2019)

Table 4.16 of the distribution shows that 34 (40%) of the respondents believe that management should build on support networks of employees, 32 (37.6%) agreed and 13 (14.1%) are not sure. About 6 (7.1%) disagreed and 1 (1.2%) strongly disagreed to the statement.

This means that about 66 (77.6%) agreed that management should build on support networks of employees, 7 (8.3%) do not agree and 12 (14.1%) were not sure.

The view of the respondents indicate that management can mitigate stress by “providing support for employees, organizing training on stress management, building teams to cope with stress, offering employees flexible work environment and building on support networks of employees”.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1. Chapter Introduction

The study assessed the effects of organizational stress on employee performance. Employees at an Oil Marketing Company in Accra were used as the sample for the study. The study adopted the quantitative descriptive survey and made use of a cross-sectional survey as the appropriate design. Questionnaires were used to gather data from 85 respondents. Data were analyzed using the version 22 of the SPSS software and the Microsoft Excel. The following are the findings from the research:

5.1.1 Causes of organizational stress

The causes of employee's stress were solicited from employees. Employees indicated that the causes of organizational stress are "task demands, role demands, interpersonal relationship, structure of the organization and the leadership of the organization".

5.1.2 Effect of organizational stress

After identifying the causes of organizational stress, the views of respondents on the impact of stress on performance were assessed. The study found that the major effect of work-induced stress on an organization is reduced productivity. Results brought to the fore indicated that stress causes inefficiency, reduce team work and cooperation, lack of productivity to organisational goals, not punctual to work and inability to provide new ideas and seek new challenges and opportunities. Another impact of stress assessed were the negative attitude towards work, decrease in desires and motivations, and the inability to perform work as expected.

5.1.3 Managerial measures to control stress

Participants gave their views on managerial measures that can assist in controlling stress. The view of the respondents indicates that management can mitigate stress by “providing support for employees, organizing training on stress management, building teams to cope with stress, offering employees flexible work environment and building on support networks of employees”.

5.2. Conclusion

The purpose of the study was to assess the effect of organizational stress on employee's performance at the Oil Marketing Company in Accra. The study found that the major effect of work-induced stress on an organization is reduced productivity. Reduced productivity can also result when an employee is experiencing negative work-induced stress. Employees under stress are much less inclined to channel energy into continuous improvement initiatives or creative problem solving pursuits. The findings indicated that the organizational factors that generate stress have negative consequences on employee performance, yet its positive impact on performance cannot be overlooked. Tabular presentation was made on the organizational causes, effect and the managerial measures to control stress. It was verified from the employees at Oil Marketing Company in Accra that the main causes of organizational stress are task demands, role demands, interpersonal relationship, structure of the organization and the leadership of the organization”. Among them, most respondents indicated that organizational structure was the main cause of stress for employees.

The impact of stress was lack of efficiency, difficulty to involve in team work and cooperation, lack of productivity to organisational goals, lack of punctuality to work and inability to provide new ideas and seek new challenges and opportunities. Another impact of stress assessed were the

negatively attitude towards work, decrease in desires and motivations, and the inability to perform work as expected. The effect of these stress on employees is mainly negative and that management must do their best to curb it since stress to a maximum level do have positive consequences.

Since the causes of stress were all due to factors within the organization, there was the need to assess the managerial measures to control stress. Participants gave their views on managerial measures that can assist in controlling stress. It is clear from the responses that management can mitigate stress by “providing support for employees, organizing training on stress management, building teams to cope with stress, offering employees flexible work environment and building on support networks of employees”. There is a negative association between organizational stress and performance. This means that organizational stress is very destructive to employees and that it should be reduced to enhance performance in the workplace.

5.3. Recommendations

It is indisputable fact of late that management has come to the awareness of the negative consequences of stress programs to improve employee’s performance and hence the general productivity of the organization. In order to benefit employees to increase performance, the Oil Marketing Company in Accra, Ghana and other institutions should ensure the following:

5.3.1 Providing support for employees

It was realized that one of the ways of reducing stress is by providing social support to employees. Based on this, it is recommended that management provide the support to help employees cope with stress. The support can be in a form of financial and social. Management ought to improve the support system to in the organization to create a friendly work environment so that employees would have the idea that the organization cares about them. Organizations should seek out some

ways of managing stress rather than denying their existence. It is by doing so that the needed support can be provided.

5.3.2 Organising training on stress management

The respondents indicated that training on stress management technique can help to control stress. This means that stress management techniques should be added to the content of training programmes. Training must not incorporate only techniques directly related to work production. With the recent heightened level of stress among workers, production would suffer loss if employees are not trained on stress management techniques. Management should make it the culture of the organization to engage in stress management. Based on this, it is recommended that stress management ought to be integrated into the orientation and induction programmes of the Oil Marketing Company in Accra to give new employees the needed knowledge on stress management. Job incumbent must also be taken through stress management programmes to help them know how to manage stress.

5.3.3 Improving interpersonal relationships

The study also found that stress can be eradicated through improved interpersonal relationship. Interpersonal relationship is the strong association among employees either working together in the same team or the same organization. Employees must get along well for a healthy and positive atmosphere in the organization. Management is therefore entreated to have programmes in place that can establish a strong association among employees within the organization. It is recommended that management establish teams that share a special bond with the view to deliver their level best. Employees must also have others who are trustworthy with whom one can share their secrets.

5.3.4 Building teams to cope with stress

The study revealed that building teams is one of the mechanisms of coping with stress. Workers the Oil Marketing Company should spend long hours together, and their feeling of satisfaction should be paramount to the organization. As employees get acquainted to each other, communication and expectations obstacles are curtailed for easy imminent interactions. It is recommended to management to also encourage team work and admonish employees to connect with one another, both within and outside of organization. Management can improve the morale of employees by holding office-wide events or competitions.

5.3.5 Offering employees flexible work environment

Another finding of the study was that by offering employees flexible work environment, stress can be reduced. Now, everyone is looking for flexibility at the workplace that could allow them to move around and reduce work-family conflict. Employees are more likely to experience work-family conflict when the work does not give them space to do other things. It is recommended that management designs tasks with flexibility and monitor from afar. Management should allow employees with family to leave early with the aim of caring for them. The rest of the job can be done whilst they are at home.

5.4. Areas for Future Study

Organizational stress is an essential aspect of life that we cannot do away with. Hence, working in the organization is never stress free. There is the need to devise effective programmes to reduce the negative consequences of organizational stress in which the current research remains inconclusive. Even though, the study has unique contribution to organizations, expansion on the present study would be very beneficial. Future investigations should increase the sample size and

organizational of study. Further research should assess other personal and contextual factors of the work environment.

The study was restricted to an Oil Marketing Company in Accra. However, studies can be conducted to provide useful awareness into the stress patterns among various organization. This study was based on organizational stress and its impact on employee performance at an Oil Marketing Company employees in Accra. Suitable researches can be conducted to make similar comparisons among intra-professional organizations such as governmental and private organization.

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QUESTIONNAIRE

Appendix II: Research Questionnaires

RESEARCH QUESTIONNAIRE-INTRODUCTION

I am a master of science student at the Kwame Nkrumah University of Science and Technology (KNUST) and I am required to submit as part of my course work assessment a research project report on “**ASSESSING THE EFFECTS OF OCCUPATIONAL STRESS ON EMPLOYEE PERFORMANCE ON PROJECTS**”. I therefore kindly request you to assist me collect data by availing yourself for a providing answers requested by the questionnaire relating to the subject. The information will be used exclusively for academic purposes. Findings of the study shall upon request be availed to you. Your assistance and cooperation will be highly appreciated.

SECTION A: RESPONDENTS' PROFILE

1. Gender: Male [☐] Female [☐]

2. What is your age (in Years):

18-25 (☐) 25-35 (☐) 35-45 (☐) 45 –55 years 56- ABOVE (☐)

3. What is the highest educational level that you have attained?

- a) PhD [☐]
- b) Masters level [☐]
- c) Degree level [☐]
- d) Diploma level [☐]
- e) Secondary school level [☐]

4. How long have you been working with organizational?

- 1. Less than 1 year [☐]
- 2. 1-5 years [☐]
- 3. 6-10 years [☐]
- 4. 11-15 years [☐]
- 5. 16+ years [☐]

5. Indicate your job category at the workplace

- a) Management [☐]
- b) Technical Staff [☐]
- c) Short contract staff [☐]

SECTION B: CAUSES OF ORGANISATIONAL STRESS

The table below shows the responses in Likert scale, indicate the extent to which you agree with the following: (Strongly Agree, =5), (Agree, =4), (Neither Agree nor Disagree, =3), (Disagree, =2) and (Strongly Disagree, =1)

		Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
		1	2	3	4	5
1	Most of the stressors are caused by the demands of the task					
2	The demands of the role I perform are very stressful					
3	The interpersonal demands are very stressful					
4	Stress in the organization is caused by the structure in the organization					
5	Organizational leadership is the main cause of stress in the company					

SECTION C: EFFECT OF STRESS ON PERFORMANCE

On the statements below, indicate the extent to which you agree using this option: (Strongly Agree, =5), (Agree, =4), (Neither Agree nor Disagree, =3), (Disagree, =2) and (Strongly Disagree, =1)

		1	2	3	4	5
1	I am not efficient at work due to the stress emanating from the job					
2	I am involved in team work and find it less difficult to cooperate with my fellow employees at work					
3	I am not able to commit myself and complete my tasks in a timely manner					
4	I am not punctual to attend work daily and conform to work hours due to high level of stress					
5	I am not able to provide new ideas and seek new challenges and opportunities because of stress					
6	I have a negative attitude towards my work					
7	Stress inhibits my desire and motivation to work					
8	I am less efficient because of work and I am unable to perform at work as expected					

SECTION D: MANAGERIAL MEASURES TO CONTROL STRESS

On the statements below, indicate the extent to which you agree using this option: (Strongly Agree, =5), (Agree, =4), (Neither Agree nor Disagree, =3), (Disagree, =2) and (Strongly Disagree, =1)

1	Management should provide support for employees					
2	Management should organise training on stress management					
3	Management should build teams to cope with stress					

4.	Management should offer employees flexible work environment					
5.	Management should build on support networks of employees					

<<End of Questionnaire>>