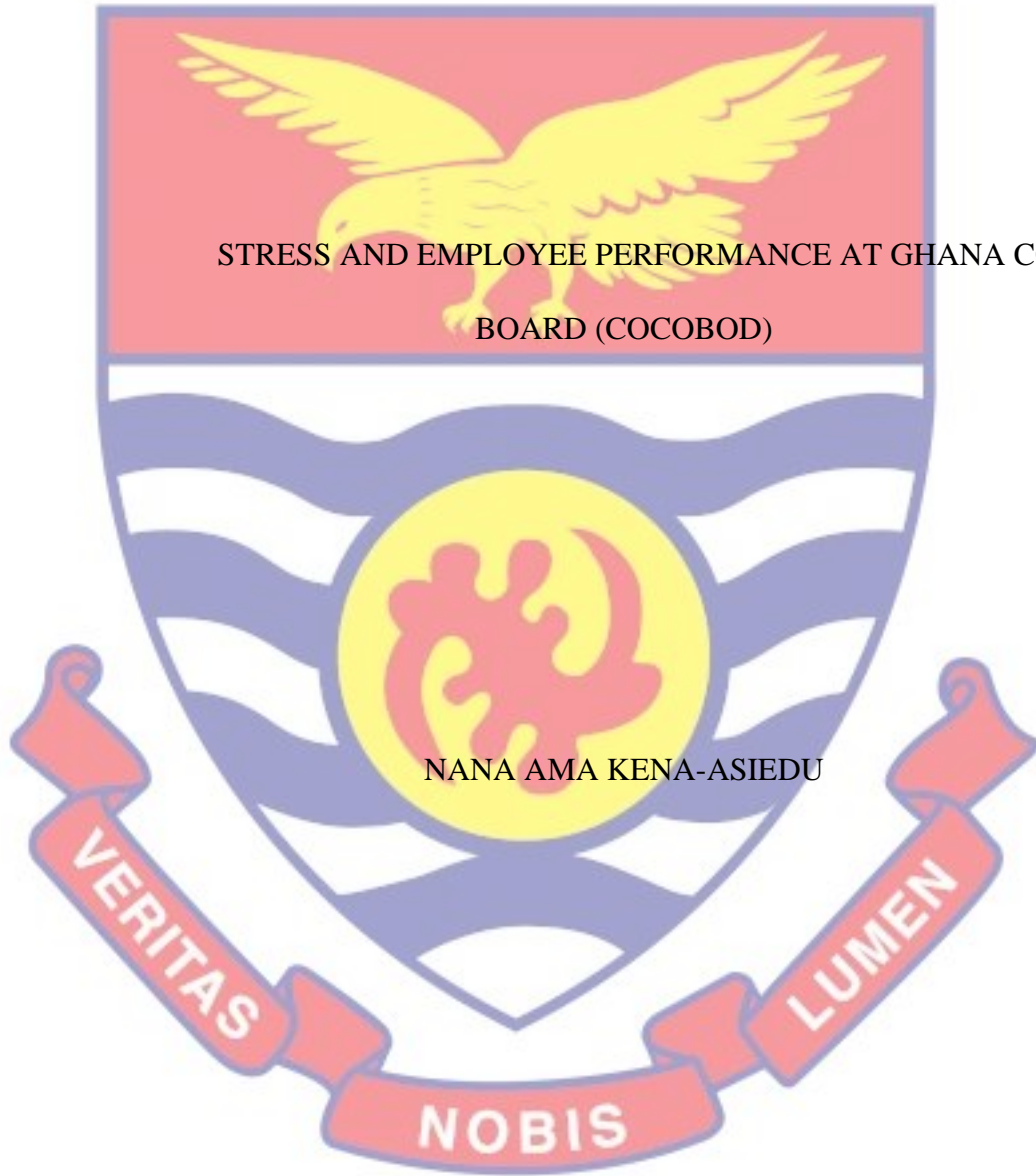
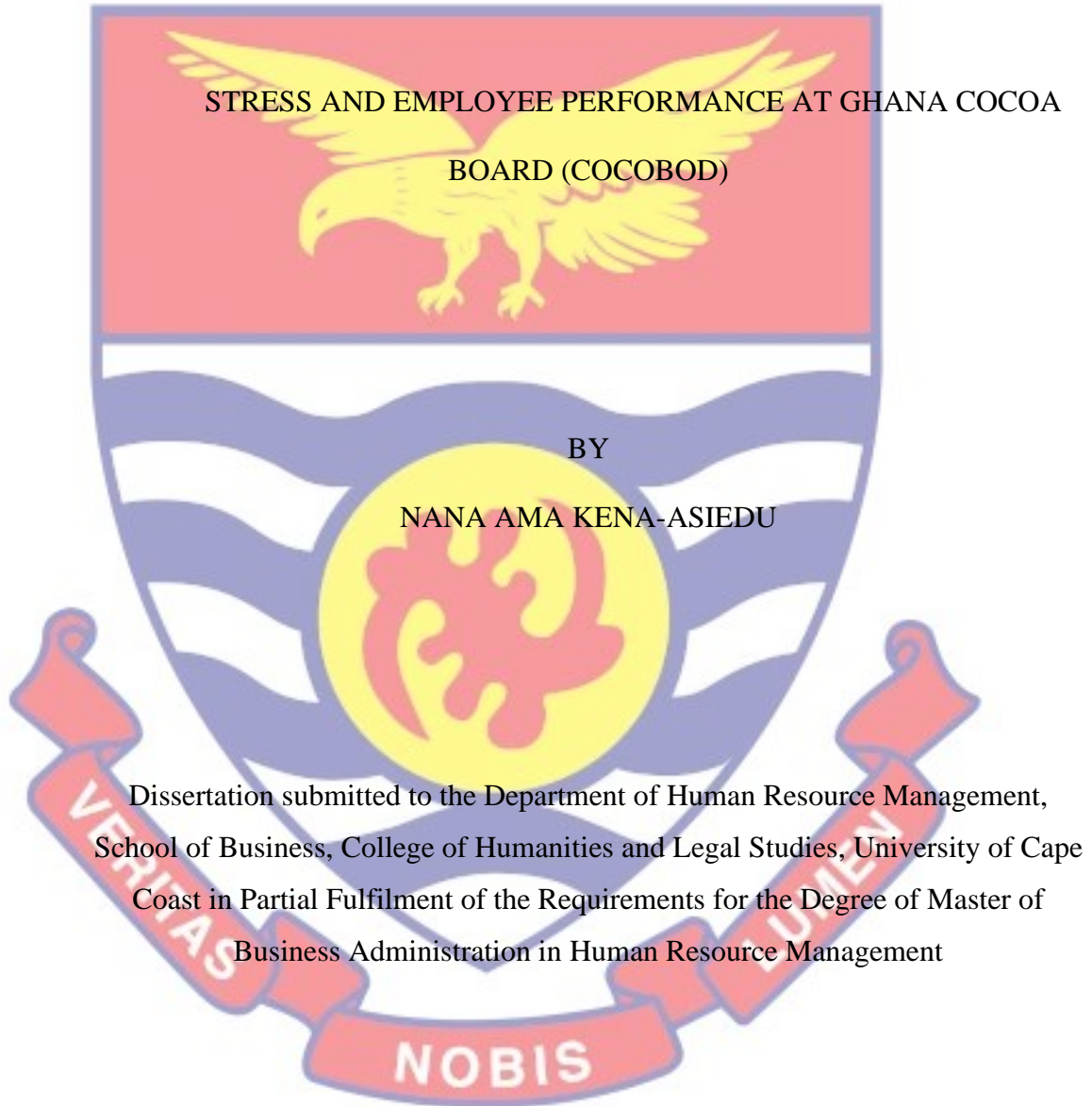


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## DECLARATION

### Candidate's Declaration

I hereby declare that this dissertation is the result of my own work and that no part of it has been presented for another degree of this university or elsewhere.

Candidate's Signature..... Date.....

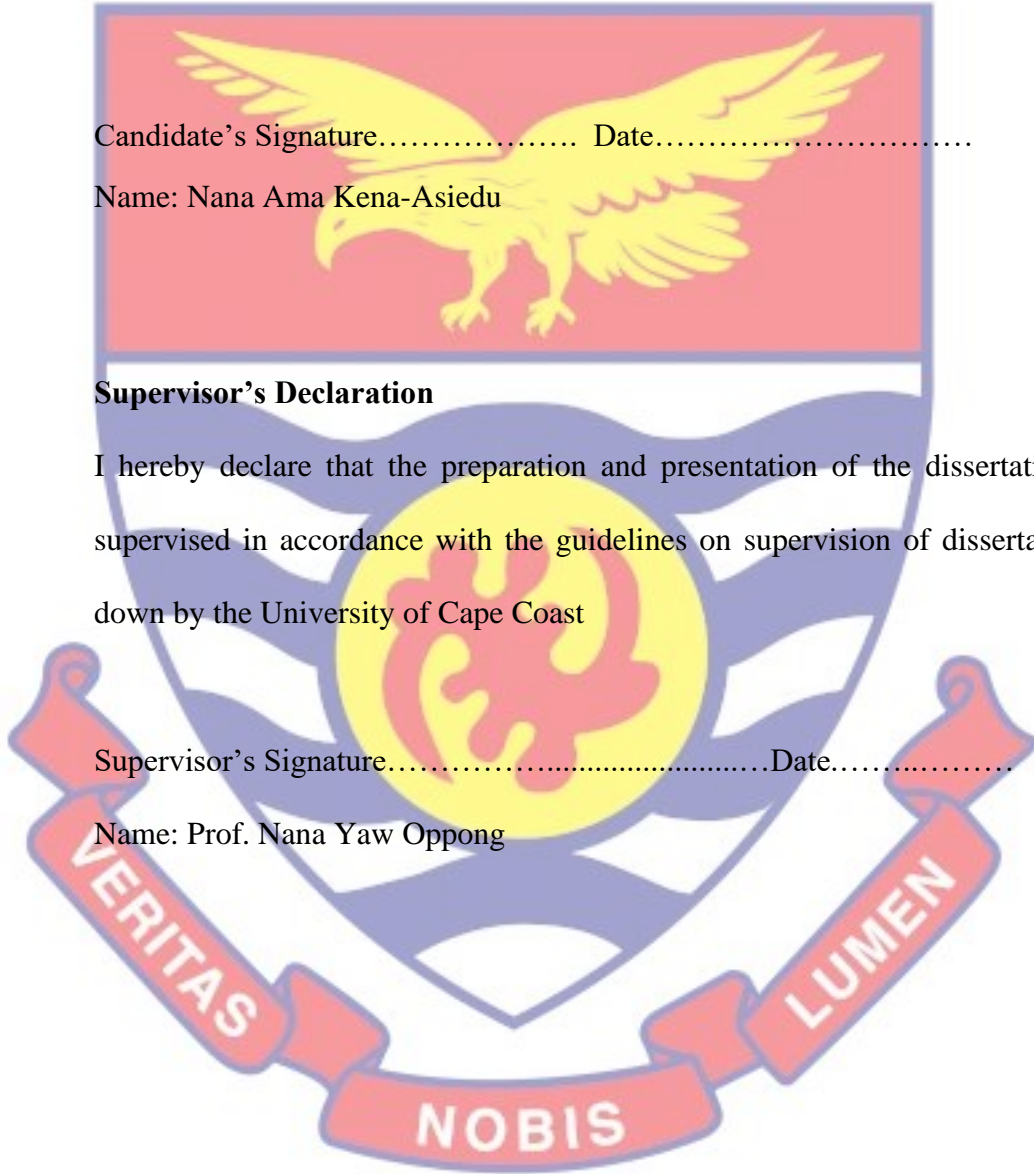
Name: Nana Ama Kena-Asiedu

### Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast

Supervisor's Signature.....Date.....

Name: Prof. Nana Yaw Oppong



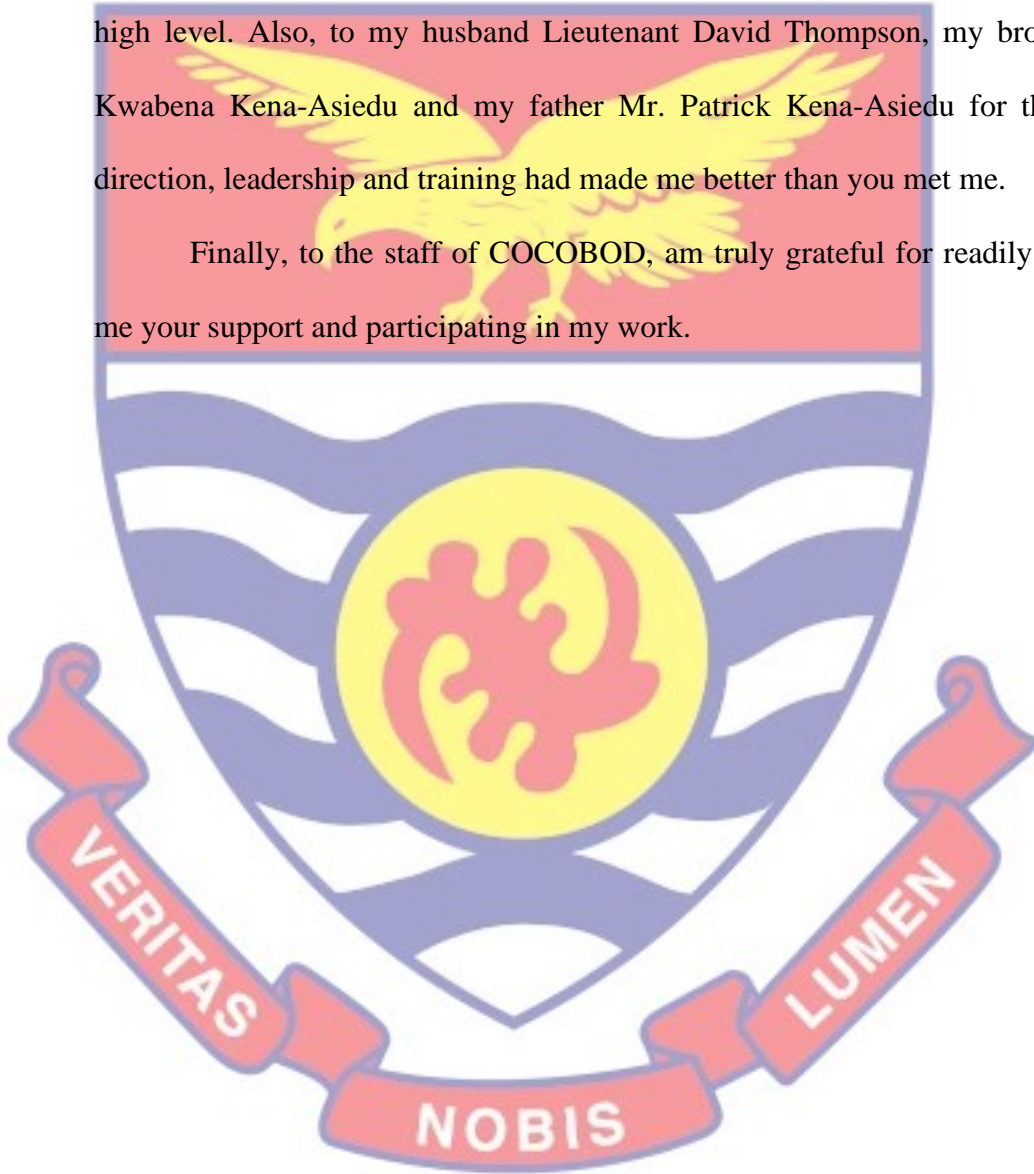
## ABSTRACT

The purpose of the study was to examine the effect of stress management of employee on their performance at Ghana Cocoa Board (COCOBOD). In other to achieve the main purpose, the following research questions were asked to guide the study: what are the factors that cause stress among employees, what is the level of stress type experienced by employees, and what is the effect of stress on employee's performance at Ghana Cocoa Board (COCOBOD)? The study adopted a quantitative research approach and the design was a cross-sectional survey. A sample size of one hundred and twenty-one (121) respondents comprising both managerial and non-managerial staff were used. A stratified random sampling method was used to select participants for the study. The Research instrument used was questionnaire. Study established that work-life balance issues, long hours of work, high workload and inadequate of direction given to them cause them to stress up in the organisation. The study also discovered that most respondents were stressed up as a result of fear. It was again discovered that respondents experienced chronic and acute stress to a small degree. It was also discovered that as a result of stress some absent themselves from work, their morale towards work is diminished, work relationship is poor and finally increased rate of work accidents. The study therefore concluded that stress had a negative effect on performance at COCOBOD. Further it was recommended that management of COCOBOD must conduct a needs assessment for an Employee Assistance Programme.

## ACKNOWLEDGEMENTS

I extend my utmost gratitude to my supervisor; Prof. Nana Yaw Opong for his support throughout this project work. I would also want to extend my appreciation to all those who in diverse ways have supported my education to this high level. Also, to my husband Lieutenant David Thompson, my brother Mr. Kwabena Kena-Asiedu and my father Mr. Patrick Kena-Asiedu for their love direction, leadership and training had made me better than you met me.

Finally, to the staff of COCOBOD, am truly grateful for readily granting me your support and participating in my work.



## DEDICATION

To my lovely husband Lieutenant David Thompsom and my mother Mrs. Felicia

Kena Ofori



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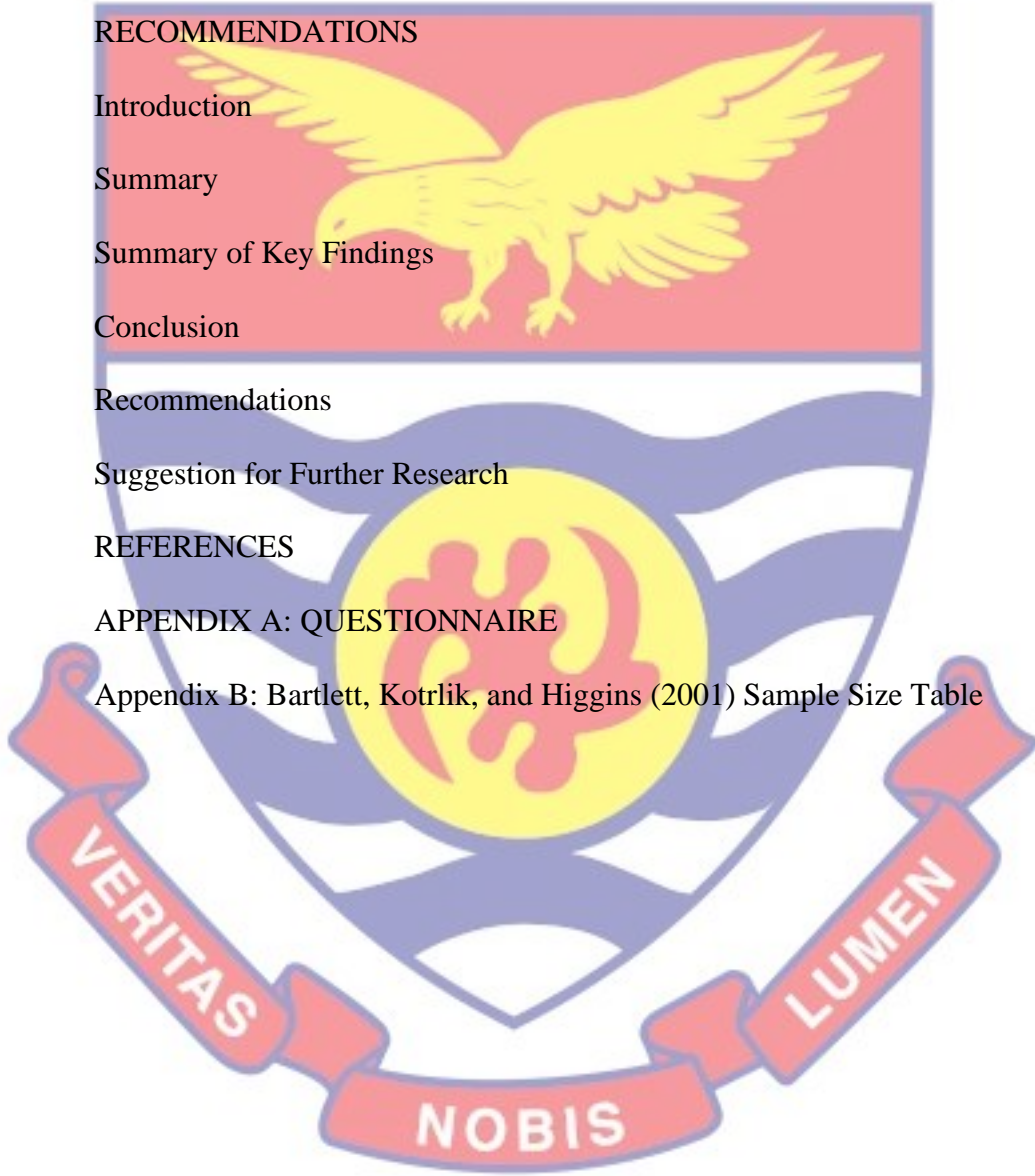
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## CHAPTER ONE

### INTRODUCTION

Workplace-related stress is a growing concern in many organisations. Stress has been a problem amongst employees in Ghana (Martin, 2014; Undie, 2018). This, in the long run, takes a toll on morale and functioning of the employees within the organisation. Several authors have discussed the causes or sources of stress and asserted that five fundamental drivers of stress at work: characteristic components at work, the part of the organisation, work connections, career advancement, organisational structure and climate are key causes. The overall drive of this study is to examine the effect of stress on employee performance at Ghana Cocoa Board (COCOBOD).

#### **Background of the Study**

Employee job performance can be viewed as an activity in which an individual is able to accomplish the task assigned to him/her successfully, subject to the normal constraints of reasonable utilization of the available resources (Blickle et al, 2010). Chen (2010) explains job performance as a reflection of employees working status and it was related to the level of employee achievements. According to Tsai et al (2010), job performance is the accomplishment or a work record of employees during a specific period. It is an action plan related to the level of task finished. It's also the contribution, work quantity and quality, and the productivities (Chen, 2010).

When employees are performing better, according to Beheshtifar and Nazarian (2013), it leads to high team spirit, employee satisfaction with low

absenteeism. Velnampy (2013) also mentioned that when employees are performing better its benefits the organisation in the form of low training cost and low turnover. when employees are doing their jobs effectively, morale in the institution gets boosted. This cultivate a positive work environment (Zhao & Ghiselli, 2016). Alexandre et al (2016) are of the view that it helps see employee growth and keep energy in the institution high. Employee performance also impacts on the organisation's culture.

However, certain factors affect employees' performance that hinder the benefits both employees and organisation can reap (Leonard et al, 2012). These factors include job motive, skill and ability, role consciousness, motivation and stress. Job stress is considered to be rising and has become a challenge for the employer because high level stress results in low performance of employees, increased absenteeism and collection of other employee problems like alcoholism, drug abuse, hypertension and host of cardiovascular problems (Hussain et al, 2018).

A stress-free work environment encourages employees to work at their full capacity, promote work-life balance, reduced cost of sick pay and improved relationships (George & Zakkariya, 2015). Similarly, Dwamena (2012) asserted that stress free workplace helps organisation by enhancing job satisfaction of employees and instill a drive for success in employees. This helps employees to contribute more insights and strive to increase their responsibilities, maximizing the potential of a small group of staff (Khuong & Yen, 2016).

Lal and Singh (2015) assert moderate level stress can have a positive influence on employees because employee can handle. Simiularly, Kaufer and

Long (2017) assert that some amounts of stress are good to push employees to the level of optimal alertness, behavioral and cognitive performance. Raziq and Maulabakhsh (2015) mentioned that stress that is positive to performance is called eustress. Such stress can propel employee forward and help them achieve more goals, ultimately leading to more happiness, success, or fulfillment. Steiner and Wooldredge (2015) are of the view that such stress are generally relatively short bouts of stress (acute stress) and provide motivation to get something done or overcome an obstacle.

However, stress that persist for longer period can slow employee down and inhibit them from doing the things you need to do (Allexandre, Bernstein, Walker, Hunter, Roizen & Morledge, 2016). Likewise, continuous stress is detrimental to employees because they never really get a chance to recover from the effects of it (Ciocirlan, 2017). Employees worldwide have confronted a major issue in work environment that influences their performance and have turned into a basic piece of all workplace (Lal & Singh, 2015, Khuong & Yen, 2016). Ebert, Heber, Berking, Riper, Cuijpers, Funk and Lehr (2016) posit that stress levels among employees are expanding because of expanding competition.

Silva and Thilakasiri (2014) indicated that stress elements, for instance, workload, individual's issues, absence of work/life balance and employment insecurity can prompt lessened productivity. Victims of work stress suffer from a reduction in the quality of working life and performance (Kaufer & Long, 2017). The negative and costly consequences of stress demonstrate the need for strategies to minimize stress factors within organisation. Over the past few decades, almost

three billion employees globally are faced with a serious problem called “stress” which affects employee’s performance and it has become an essential part of every field work (Leonard et al, 2012).

Moreover, levels of stress among employees are increasing because of the growing competition (Truxillo et al, 2012). In addition, stress can have a positive influence on employees only with a certain amount at which an employee can handle (Colakoglu, Culha & Atay, 2010). However, if exceeds the tolerable limits of the employees, its negatively the employees (Wu, 2011). Therefore, job stress is one of the most important problems that companies have to deal for employees produce quality work comfortably.

A study by North Western National Life Insurance Co. (2010) discovered that stress at work is generally the repercussion of two fixings: an abnormal state of job requests and little control over their work. Numerous employees today discover their work more stressful than they were just in light of the fact that they work excessively more hours. The study concluded that when employees are empowered, they have more prominent control over the way they do their work incredibly reduces the danger of stress and burnout (Nasurdin, Ramayah & Beng, 2009).

This work was upheld by Twumasi and Gyensare (2016) who demonstrated that "individuals who feel they have aced their work and their future are more ready to handle stress." Furthermore, these abilities turn out to be more gainful when employees are being in controlled" (Twumasi & Gyensare, 2016). A study by Desa, Yusooff, Ibrahim, Kadir and Rahman (2014) revealed an increase in productivity

and efficiency from being empowered; this can be seen in the improvement of customer performance and innovation. In addition, the tension is reduced when a person does not have to inform anyone. By empowering employees, they took control over their work, giving them a sense of superior achievement, which was found independently of the professional group.

### **Statement of the Problem**

Workplace-related stress is a growing concern in many organisations. Stress has been a problem amongst employees in Ghana (Martin, 2014; Undie, 2018). This, in the long run, takes a toll on morale and functioning of the employees within the organisation. Many of the workers have gone to hospitals and they have been diagnosed of being stressed by their work demands. Many a time, the employees have reported of heart diseases, cognitive impairment, depression, fatigue, aggression and other mental illness (Martin, 2014; Undie, 2018).

A brief interaction with the doctors of the hospital of cocoa clinic, out of 10 workers that come to the hospital, 5 complain of being stressed up and such 60% of the workers come to hospital because of being stressed up. Again, preliminary investigation with the HR department revealed that research conducted by the department shows worker complain about being stressed up. Further, the HR department indicated that, this has resulted in lower performance as workers frequently request for sick leave and permission. Some are late to work while other absent themselves from work and these have brought about loss of productivity and has increased medical expense for both the employee as well as the organisation.



Some further indicated that there is no effort from management to help tackle stressors at the workplace as management are only concerned with output from them.

Per the extant literature reviewed by the researcher few researches on stress management in Ghana are available even with that it looked at the banking industry (Nordzro, 2017), healthcare services (Yeboah et al, 2014), Ghana police service (Gyamfi, 2014), Ports (Agyemang & Arkorful, 2013). In others, stress management was conducted on other dependent variables such as commitment (Chernyak-Hai, & Tziner, 2021), job satisfaction (Akrani, 2011) and retention (Martin, 2014). None of the research reviewed looked at stress management and employee performance at Ghana Cocoa Board (COCOBOD). As such this study attempts to examine the management of workplace stress on employee performance at Ghana Cocoa Board (COCOBOD).

### **Purpose of the Study**

The general purpose of the study is to examine the effect of stress on the performance of employees at Ghana Cocoa Board (COCOBOD).

### **Research Objectives**

To achieve the purpose of the study the following research objectives were set:

1. To examine the factors that cause stress among employees at Ghana Cocoa Board (COCOBOD).
2. To examine the stress type experienced by employees in various rank at Ghana Cocoa Board (COCOBOD).

3. To examine the effect of stress on employee's performance at Ghana Cocoa Board (COCOBOD).

### Research Questions

The following research questions were set to guide the study

1. What are the factors that cause stress among employees at Ghana Cocoa Board (COCOBOD)?
2. What is the stress type experienced by employees in Ghana Cocoa Board (COCOBOD)?
3. What is the effect of stress on employee's performance at Ghana Cocoa Board (COCOBOD)?

### Significance of the Study

This research is a relevant academic exercise as it will ultimately benefit both management of COCOBOD 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. The employees would 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. The study would also help in the following ways; serve as an input to managerial decisions on managing stress in organisations; make significant contribution by adding to existing literature in the area of stressors; to encourage further studies into the impact and how to manage stress and shape policy regarding stress in the industry in Ghana.

### **Delimitation**

The study was conducted at Ghana Cocoa Board Head office in the greater Accra region of Ghana. The study sought to examine the effect of stress on employee performance. The total population included all staff of COCOBOD in the head office. The researcher chose the study area due to proximity and low employee performance of employees due to being stressed up and inadequate management of stress by management. All other cocoa production institutions are excluded from this study.

### **Limitations**

It would have been prudent to conduct the survey nationwide instead of concentrating on only the head office of COCOBOD. This stems from the fact that there is resource constraint and this makes it impossible for the study to be conducted in all the subsidiaries of COCOBOD.

### **Definition of Terms**

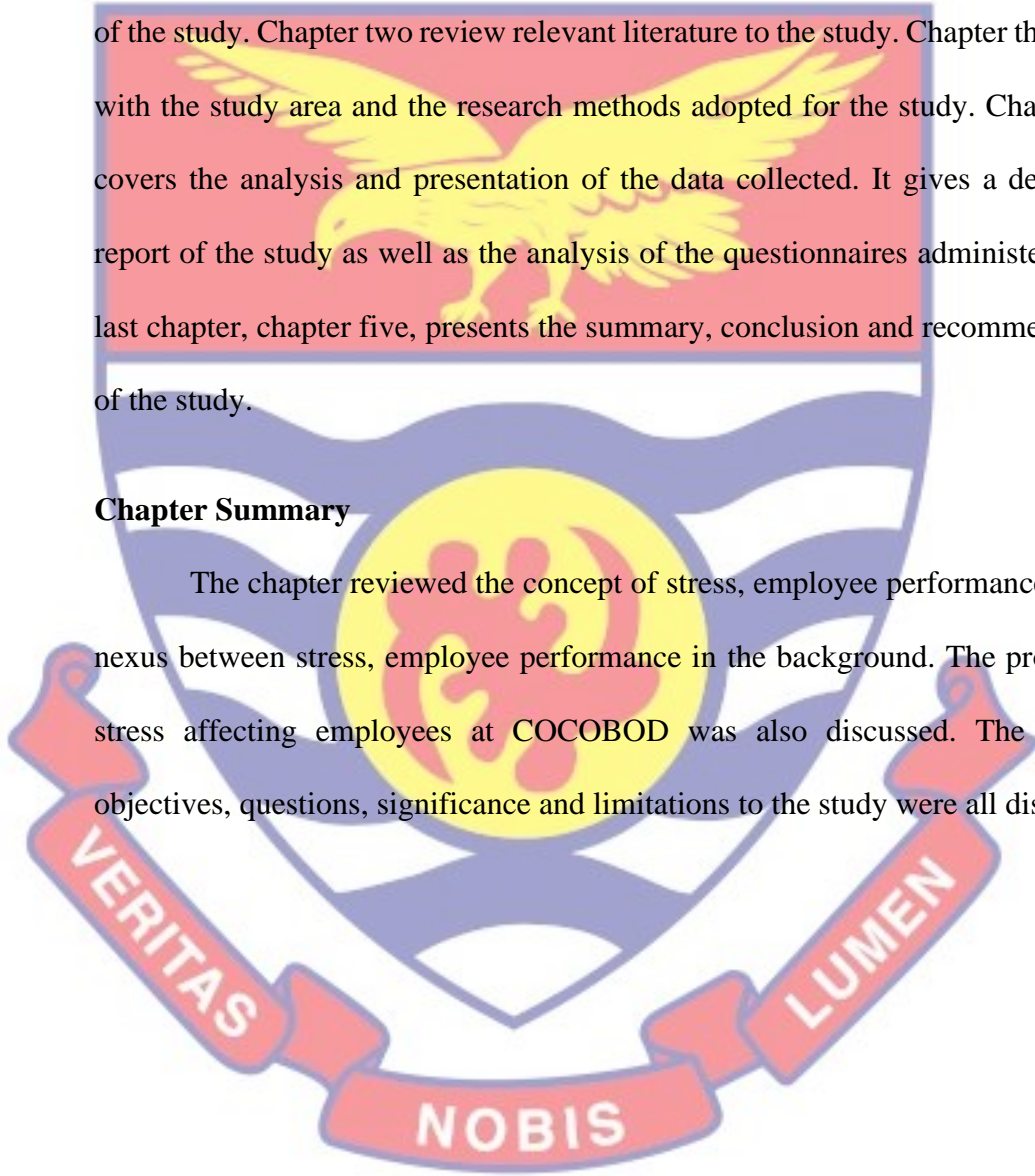
1. In the context of this study, stress management is defined as interventions designed to reduce the impact of stressors in the workplace. These can have an individual focus, aimed at increasing an individual's ability to cope with stressors.
2. Employee performance on the other hand refers to task performance, contextual performance, and counterproductive work behaviour by (Godbless & Enoh, 2022).

## Organisation of the Study

The study is organised into five chapters. Chapter one of the study covers the introduction. It involves a brief coverage of the background, statement of the problem, purpose of the study, objectives, significance, scope and the organisation of the study. Chapter two review relevant literature to the study. Chapter three deals with the study area and the research methods adopted for the study. Chapter four covers the analysis and presentation of the data collected. It gives a descriptive report of the study as well as the analysis of the questionnaires administered. The last chapter, chapter five, presents the summary, conclusion and recommendations of the study.

## Chapter Summary

The chapter reviewed the concept of stress, employee performance and the nexus between stress, employee performance in the background. The problem of stress affecting employees at COCOBOD was also discussed. The research objectives, questions, significance and limitations to the study were all discussed.



## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This chapter provides a review of the relevant literature related to the study. It encompasses both theoretical and empirical literature on the subject matter of the study. The theoretical aspect reviews literature associated with job related stress, factors that lead to stress at the workplace, stress and employee performance, as well as theories underlying the study. The empirical literature deals with the previous studies done on the subject.

#### Theoretical Framework

The main theory underpinning the study was Lazarus theory.

#### The Lazarus Theory

According to Lazarus, stress is a two-way process; it involves the production of stressors by the environment, and the response of an individual subjected to these stressors (Lovallo, 2015). Since its first presentation as a comprehensive theory (Lazarus 1966), the Lazarus theory has undergone several essential revisions (Monat & Lazarus 1991, Lazarus, DeLongis, Folkman & Gruen, 1985; Lazarus & Folkman 1984). In the latest version (Monat & Lazarus 1991), stress is regarded as a relational concept. That stress is not defined as a specific kind of external stimulation nor a specific pattern of physiological, behavioural, or subjective reactions. Instead, stress is viewed as a relationship ('transaction') between individuals and their environment.

Stress refers to a relationship with the environment that the person appraises as significant for his or her well-being and in which the demands exceed available coping resources' (Lazarus & Folkman 1984). This definition points to two processes as central mediators within the person–environment transaction: cognitive appraisal and coping. The concept of appraisal, introduced into emotion research by Arnold (1960) and elaborated with respect to stress processes by Lazarus (1966) and Lazarus and Launier (1978) is a key factor for understanding stress-relevant transactions. This concept is based on the idea that emotional processes (including stress) are dependent on actual expectancies that persons manifest with regard to the significance and outcome of a specific encounter (Freedy & Hobfoll, 2017). This concept is necessary to explain individual differences in quality, intensity, and duration of an elicited emotion in environments that are objectively equal for different individuals (Al-Basyouni, Tounsi & Mahmoud, 2015).

It is generally assumed that the resulting state is generated, maintained, and eventually altered by a specific pattern of appraisals (Park & Fenster, 2014). These appraisals, in turn, are determined by a number of personal and situational factors. The most important factors on the personal side are motivational dispositions, goals, values, and generalized expectancies. Relevant situational parameters are predictability, controllability, and imminence of a potentially stressful event. In his book on emotion and adaptation, Lazarus (1991) developed a comprehensive emotion theory that also includes a stress theory (Lazarus, 1993). This theory distinguishes two basic forms of appraisal, primary and secondary appraisal

(Lazarus, 1966). These forms rely on different sources of information. Primary appraisal concerns whether something of relevance to the individual's well-being occurs, whereas secondary appraisal concerns coping options.

Within primary appraisal, three components are distinguished: “goal relevance” describes the extent to which an encounter refers to issues about which the person cares. “Goal congruence” defines the extent to which an episode proceeds in accordance with personal goals. “Type of ego- involvement” designates aspects of personal commitment such as self- esteem, moral values, ego-ideal, or ego-identity. Likewise, three secondary appraisal components are distinguished: “blame or credit” results from an individual's appraisal of who is responsible for a certain event. By “coping potential” Lazarus means a person's evaluation of the prospects for generating certain behavioural or cognitive operations that will positively influence a personally relevant encounter. “Future expectations” refer to the appraisal of the further course of an encounter with respect to goal congruence or incongruence.

Specific patterns of primary and secondary appraisal lead to different kinds of stress. Three types are distinguished: harm, threat, and challenge (Meichenbaum, 2017). “Harm” refers to the (psychological) damage or loss that has already happened. “Threat” is the anticipation of harm that may be imminent. “Challenge” results from demands that a person feels confident about mastering. These different kinds of psychological stress are embedded in specific types of emotional reactions, thus illustrating the close conjunction of the fields of stress and emotions. Lazarus (1991) distinguishes 15 basic emotions. Nine of these are negative (anger, fright,

anxiety, guilt, shame, sadness, envy, jealousy, and disgust), whereas four are positive (happiness, pride, relief, and love). Two more emotions, hope and compassion, have a mixed valence). At a molecular level of analysis, the anxiety reaction, for example, is based on the following pattern of primary and secondary appraisals: there must be some goal relevance to the encounter. Furthermore, goal incongruence is high, i.e., personal goals are thwarted.

Finally, ego- involvement concentrates on the protection of personal meaning or ego- identity against existential threats. At a more molar level, specific appraisal patterns related to stress or distinct emotional reactions are described as core relational themes. The theme of anxiety, for example, is the confrontation with uncertainty and existential threat. The core relational theme of relief, however, is 'a distressing goal-incongruent condition that has changed for the better or gone away' (Lazarus 1991). Coping is intimately related to the concept of cognitive appraisal and, hence, to the stress relevant person-environment transactions. Most approaches in coping research follow Folkman and Lazarus (1984), who define coping as 'the cognitive and behavioural efforts made to master, tolerate, or reduce external and internal demands and conflicts among them.'

This definition contains the following implications. (a) Coping actions are not classified according to their effects (as reality-distorting), but according to certain characteristics of the coping process. (b) This process encompasses behavioural as well as cognitive reactions in the individual. (c) In most cases, coping consists of different single acts and is organis



ed sequentially, forming a coping episode. In this sense, coping is often characterized by the simultaneous occurrence of different action sequences and, hence, an interconnection of coping episodes. (d) Coping actions can be distinguished by their focus on different elements of a stressful encounter (Lazarus & Folkman, 1984). They can attempt to change the person–environment realities behind negative emotions or stress (problem-focused coping). Identifying causes of stress, its coping strategies and performance of employees, this theory could be a key component for this study. By identifying the two-way process of stress as the production (Causes) of stressors by the environment, and the response (coping strategies) of an individual subjected to these stressors.

### **Conceptual Review**

The conceptual review captured areas such as stress, factors contributing to stress at the workplace, symptoms of stress, level of stress, employee performance, the relationship between stress and employee performance, and coping strategies.

### **Concept of Stress**

The term stress can be defined as a set of external factors harmful to the work environment, which may be psychological, physical or social (Greenglass & Burke, 2016; Sonnentag & Fritz, 2015). While Freedy and Hobfoll (2017) have characterized work stress as the person's responses and communications with workplace qualities that appear to be ethically, candidly and physically debilitating, interceded by singular contrasts and/or mental activities (George, 2015; Cardon & Patel, 2015, Kuo, 2015). Working environment stress is known, when the harmony between work necessities and the limit of people increases while at work, stress can

be an accomplishment demonstrated by the uncertainty, strife and due to overburden of workplace and the qualities of the individual.

It is essential to note three fundamental parts of the word stress (Aidoo, 2017; Nguyen, Kass, Mujtaba & Tran, 2015): (1) the boost: essential stimulants as a result of sentiments of stress that may originate from the earth, the organisation or the individual; 2) psychological, physical and behavioral, the individual speaks to as the pressure of uneasiness and dissatisfaction (Sur and NG, 2014), (3) communication: this clarifies the connection between the jolt and the reaction components. One of the principles of Japanese business administration expresses: The effectiveness of the organisation relies upon the capacity of its managers to misuse the stress of a similar power and employees, and change it into vitality to succeed. The significance of examining work strain is clear when it is realized that 40% of employees who say their jobs are intensely stressed (Landsbergis, Dobson, LaMontagne, Choi, Schnall & Baker, 2017), for example, the Forbes site brought up that working environment stress cost up to 8% of public spending on social insurance in the United States in 2015 as per (SWA.gov.au) cost Australian authority stress more than \$ 10 billion in 2015.

Stress at work can be ordered into two sorts (Tziner, Rabenu, Radomski & Belkin, 2015; Gerr, Fethke, Anton, Merlino, Rosecrance, Marcus & Jones, 2014) (1) eustress, or positive stress, which is useful that it could be tested, but explanations behind stress are openings that are valuable to us, enable us to give vitality and an opportunity to satisfy our obligations and accomplish our objectives. The model expects that in a situation no stress, the individual exhibits no test, so it

is not prone to give great performance, but rather in a type of stress, individuals offer a poor or elite. Some of these organisations trust that building up a sensible level of stress for employees can empower employee performance (Kele, Mohsin & Lengler, 2017)). Muse, Harris and Field (2003) further noted that the positive connection between stress at work and performance at work; and a lot of research shows that when stress at work expands, performance may build to begin with, yet to a limited extent it starts to fall (Youssef-Morgan & Luthans, 2015), (2) distress is a condition that happens when an individual loses or perceived hazard, or when it influences him or her (Fevre, Matheny & Kolt, 2013).

### **Factors Leading to Stress at the Workplace**

Several authors such as Colligan and Higgins (2006), Chang, Hancock, Johnson, Daly and Jackson (2005), Schneider, Schmitt, Zoller and Schiltewolf (2005), Bartram, Joiner and Stanton (2004) and Cooper (1998), discussed the causes or sources of stress. Colligan and Higgins (2006) identified five fundamental drivers of stress at work: characteristic components at work, the part of the organisation, work connections, career advancement, organisational structure and climate.

### **Intrinsic Job components**

Colligan and Higgins (2006) clarified the intrinsic factors in the work as poor working conditions that deals with the physical workplace including high clamor level, the high or low lighting, smoke, warm, poor ventilation frameworks, scents and all boosts that barrage the faculties of a specialist and can have effect on their mind-sets and his mood. In the event that an office is inadequately outlined,

staff who require the incessant contact circulated in general make poor correspondence arrangements and develop in poor working connections that can make stress employees. Teamwork where the workers have business which drive them to fill in as a group, some include hours' work staggered, which influences employees' blood temperature, metabolic rate, glucose in the blood, mental viability, rest designs, bringing about hypertension, peptic ulcers and gentle diabetes.

Colligan and Higgins (2006) also mentioned that *long hours* required by many jobs appear to incur significant injury on the strength of employees and endure abnormal amounts of stress. This implies numerous individual workers and a few specialists who cannot rest for thirty-six (36) hours or more may find that their quality work and they suffer. Patterson, Chung and Swan (2014) supports by asserting that long hours of work contribute to stress of employees at the workplace.

*New Technology* - the appearance of new technology in the work environment has expected workers to adjust always new hardware, frameworks and working strategies (Jarman, Martin, Venn, Otahal & Sanderson, 2015). In this manner, an incredible source of weight takes a shot on the employee. For instance, a supervisor prepared in the most recent strategies can be an extra weight for a worker to prepared in the old ways and this can expand stress levels. Work under load: when the tasks and roles of the employees are underneath the level of individual abilities, can create Bored emotions stress in the of the last cases, the people face stress at work, in the primary case, who might be apprehensive, times and dread do not play out their normal capacities and in the second, they feel

practically no significance, which influences work performance (Jamil, Durrah, Hussein, Alam, Alam, Bamkhlalef and Gharib (2015).

*Work overload* - role over-burden can be subjective or quantitative, subjective happens when somebody doesn't have sufficient ability to work while the Task happens when quantitative individual has tremendous errands to do excessively or absence of time to finish (Trayambak et al, 2012; Conley & Woosley, 2010).

### **Role in the organisation**

Schneider, Schmitt, Zoller and Schiltewolf (2005) kept on clarifying the part in the organisation to include: *Role ambiguity*- lack of information that the individual needs in the performance of their role in an organisation, such as information, limits from authority, responsibility, policies, rules and methods of organisation (Chiang, Birtch & Kwan, 2010). Role ambiguity comes when the individual does not have a role to play in assigned work (Maslach, Schaufeli & Leiter, 2001), Maslach and his colleagues in 2001 defined the role ambiguity that as employees do not have a clear direction to expectations of their role in the organisation. Employees generally face two role models of ambiguity: one related to tasks and related activities and the second refers to comments on the performance of tasks. The comments are essential to allow employees to evaluate their performance and inform them about the progress of the tasks performed (Idris & Dollard, 2011), the ambiguity of functions related to the performance of work (Bolino & Turnley, 2005; Bandura & Locke, 2003).

*Role Conflict:* When the requirements of a person's capacity are hostile, permitting a conflict of roles that happens, the people are confronted with many tasks or when they are required to do things they would prefer not to do. This is major in light of the fact that the sense of duty regarding the part of prerequisite makes the support of others troublesome (Michie, 2002). Part struggle can be characterized as people who together have distinctive roles have contention with each other. As indicated by Youssef-Morgan and Luthans (2015), there are three sorts of part clashes. The first is the contention between the individual and the role. There might be disarray between the identity of the individual and the desires of the capacity, the second sort is intra role made by the desires of contention with regards to the part of the technique, which happens when the requests of roles are not as per states of mind and values of the people. The last sort clashes struggle bringing about differentiation necessities of at least two parts that the individual must play in the meantime. Chiang, Birtch and Kwan (2010) distinguished the effect of the role strife on the employee performance of their resources.

*Responsibility:* In most firms, there are fundamentally two sorts of responsibility: the responsibility of people and responsibility for such things as budgets, gear, and so forth. The people's duty makes a considerable measure of stress. Being responsible for people usually requires spending more time interacting with them, attending meetings and attempting to meet their needs, resolving conflicts and disputes between them and making unpleasant interpersonal decisions (Dwamena, 2012). Relationship at work where managing supervisors, friends, and subordinates can enormously influence how a worker feels. Individuals, in light of

the connections of need, work best in stable work teams where they can be known. It could be extended too far by recommending that some person prevent this stress figure from affliction in the event that they worked with numerous others in conditions that don't enable them to shape connections, yet it is likely that they won't act and additionally they could (Dwamena, 2012).

On the other hand, when an employee is aware of poor working organisations with managements, colleagues and subordinates, that builds their stress level. This is on the grounds that most employees invest such a great amount of energy in the working environment and accordingly, poor working relationship can unfavorably influence. They will probably maintain a strategic distance from the issue of constrained closeness by taking part at all measure of collaboration with others and far away rationally, not physically through different means. There are many individuals who don't care for the possibility that these connections at work ought to be something more than formal and entirely identified with work, even to the point of external life that is not discussed (Kele, Mohsin & Lengler, 2017).

### **Career Development**

Organisations have turned out to be steadier, which implies that power and obligation now transmit all through the organisation. The workforce has turned out to be more differing. Jobs and vocations turn out to be less regular. For the individual who was resolved to enter an organisation, the test has turned out to be more prominent (Gyamfi, Emmanuel & David, 2011). Chances to learn new abilities are getting to be necessities. Profession improvement causes a great deal of stress for employees amid their working life. Absence of job security, dread of

excess, outdated nature and various performance assessments can cause weight loss and stress. Further, the disappointment of having achieved a profession restrains, or being over promoted can result in stress (Yadav, 2017).

### **Organisational Structure and Climate**

At the point when employees do not have the sentiment having a place with the organisation, they do not have sufficient chances to take part. These make them feel irrelevant that they may lead to pressure and stress in the job (Kim, Leong & Lee, 2005). However, Schnall, Dobson, Rosskam and Elling (2018) contended that the reasons for stress at work shift among people, since they originate from various foundations. That is, one shape and stress can influence one individual more than another. The divisions are the physical and mental causes. It was past that measurement, the physical causes incorporate the physical workload and the physical condition - temperature, stickiness, vibrations, and so on. Mental causes incorporate mental workload and mental condition (Beehr, 2014).

Again, Starcke and Brand (2016) recognized the accompanying reasons for stress at work. *Economic uncertainties*: When the economy recoils, individuals are progressively more worried about job security, which could be Increasing the stress levels. *Technological uncertainties*: Innovations can make the information and experience of an employee out of date soon. Registering, robotization and similar types of mechanical development are a danger to many employees and along these lines could cause stress (Panagiotakopoulos, 2014). *Organisational leadership*: This is the style of leadership in the organisations. Numerous senior managers make a



culture revealed by strain, dread and tension. They put practical weight to do for the time being, force excessively strict controls and efficiently dismiss employees who do not meet the standard (Olusegun, Oluwasayo & Olawoyim, 2014).

### **Symptoms of Stress**

Park and Fenster (2014) expressed that stress shows itself in various ways. For instance, an individual experiencing high level of stress may grow hypertension, ulcers and others. These can be assembled into three general classifications; Physiological, Psychological and Behavioral symptoms. Psychological Symptoms: These are the principle results of stress. Next, psychological wellness of employees is undermined by elevated amounts of stress and poor emotional health. Dissimilar to physical side effects, mental manifestations could likewise prompt decay in the performance of employees. Outrage, uneasiness, wretchedness, anxiety, touchiness, animosity and weariness diminish employee adequacy, diminished confidence, hatred of supervision, inability to think, trouble deciding, and job disappointment. Moreover, the psychological effects of stress can prompt burnout. Job burnout is a withdrawal from work that the casualty debases the work and considers it to be a source of dissatisfaction (Meichenbaum, 2017).

Behavioral Symptoms: Behavioral indications of stress incorporate eating pretty much, smoking, drinking liquor and drugs, rapid speech anxiety resulting in the absenteeism from work occurring at workplaces and while crumbling performance (Mansour, 2016). Physiological Symptoms: these are changes in

digestion that go with Stress variables. The symptoms incorporate expanded heart rate, circulatory strain, and so on. With this wear of the body it ends up plainly recognizable and risky. The impacts of this ailment are back agony, headaches, a sleeping disorder, coronary illness, hypertension, diabetes and much disease that influence employees' performance (Ashkanasy, 2000).

### **Level of Stress**

#### *Acute stress*

Acute stress is the most common and recognisable form of stress. This type is often short-lived and does not result to any permanent damage to the body (Beheshtifar & Omidvar, 2013). It may result from where an individual had a busy day. A busy can create stress but its short term because perhaps tomorrow you are less busy. For instance, if an employee's car has a break down on the way, this creates a certain amount of acute stress, but once the car is fixed, there is no stress associated with it. Acute stress appears when a change transforms one of the usual works that a person does. Although it seems to be an intense type of stress, it passes very quickly. The symptoms to that king of stress are: headaches, hypertensions, rapid heartbeat and stomach problems (Ericson-Lidman & Strandberg, 2007).

#### *Chronic Stress*

According to Shelley (2018) chronic stress is one that occurs seemingly for an intermediate period that wears down the person every day with no visible sign of escape. This type is brought about by long-term exposure to stressors such as unhappy marriage, traumatic experience, unwarranted career or job, stress of poverty, relationship conflicts etc. These situations seem to be unending, and the

accumulated stress that results from exposure to them can be life-threatening. It tears the individual emotionally and health wise thus leading to break down and death subsequently (Shelley, 2016). Chronic stress is the most serious type of stress and can be very harmful for people's health. It occurs when something changes the routine for a long period of time, from weeks to years. This kind of stress appears when facing several work or personal failures.

### *Job Burnout*

Job burnout is a consequence of the perceived disparity between the demands of the job and the resources (both material and emotional) that an employee has available to him or her (Maslach & Leiter, 2015). When demands in the workplace are unusually high, it becomes increasingly impossible to cope with the stress associated with these working conditions. Its roots are found in the daily transactions stemming from the debilitating physical and emotional overload that arises from stress on the job (Arshadi & Shahbazi, 2013). Job burnout according to Maslach, Schaufeli, and Leiter (2015) is both an occupational hazard and a phenomenon induced by distress. It is generally characterized by some degree of physical and emotional exhaustion, socially dysfunctional behavior, particularly a distancing and insulation from individuals with whom one is working, psychological impairment - especially strong, negative feelings toward the self and organisational inefficiency through decreased output and poor morale (Maslach, et al., 2015).

## Employee Performance

Performance means how an employee is able to effectively manage and present their tasks to reflect their quality and good service preferred by their organisations (Ghale, 2018). Recognizing the role of training practices, enable the top executives to create better working environment that ultimately improves the motivational level as well as the performance of the workforce. According to Leonard et al (2012), an organisation that gives worth to knowledge as a source of gaining competitive edge than competitors, should build up system that ensure constant learning, and on the effective way of doing so is training.

Pfeffer (1994) highlights that well-trained workforce is more capable of achieving performance targets and gaining competitive advantage in the market. Training is determined as the process of enabling employee to complete the task with greater efficiency, thus considered to be vital element of managing the human resource performance strategically (Lawler, 1993; Delaney and Huselid, 1996). Gareth (2003), describes performance as an extent of how efficiently and effectively managers use resources to satisfy customers and achieve organisational goals. Aswathappa (2008) states that performance is principally what an employee does or does not do. Further, he adds that employee performance common to most jobs including quality and quantity of output, timeliness of output, and presence at work and cooperativeness results in organisational performance.

According to Elnaga and Imran (2013), performance is the accomplishment of specific tasks measured against predetermined standards of accuracy, completeness, cost and speed. Employee performance is manifested in terms of

outcomes. Salanova, Agut, and Peiró (2005), state that employee performance is measured against performance standards set by an organisation. Scullen (2000) depicts the employees' performance in four angles; I) general performance, (ii) human performance, (iii) technical performance, and (iv) managerial performance.

Nassis, Brito, Dvorak, Chalabi and Racinais (2015) saw the culmination of work since three variables cooperate: involvement, exertion and the idea of working conditions. This study adopted Koopmans, Berhnaards, Hildebrandt, Vet and Berk (2014) measure of employee performance- task performance, citizenship performance, and counterproductive work behavior.

The task performance indicates the effectiveness with which job incumbents perform activities that contribute to the organisation's technical core directly. Citizenship performance relates to behaviours that go beyond task performance and technical proficiency, instead supporting the organisational, social, and psychological context that serves as the critical catalyst for tasks to be accomplished. Lastly, counterproductive performance is employee behaviour that goes against the legitimate interests of an organisation.

### **Stress and Employee's Performance**

The success or failure of an organisation is for the most part controlled by the performance of its employees (Kaplan & Norton, 2001). Stress significantly affects the performance of organisations and people and horrendously influences the strength of employees (Sabir, Iqbal, Rehman, Shah & Yameen, 2012). Concentrates in western nations have demonstrated that the source of stress that

which is known as Occupational Stress Inducers (OSI) in this study are adversely identified with the prosperity and job satisfaction of the employees (Huang & Shah, 2012). Gulzar, Moon, Attiq & Azam, (2014) in their investigation on the effect of stress on worker performance among educationists, found a negative connection between organisational structure and employee productivity, while rewards were emphatically related to worker effectiveness as expected.

Schaufeli and Maslach (2017) likewise found a negative connection between work stress and work performance. In any case, male employees have turned out to be more influenced than their female counter. Zhang, LePine, Buckman and Wei (2014) tried the connection between stressors at work, for example, part uncertainty, workload weight, working from the home interface, working weight, organisations with others and Role strife on one side and the other's employees performance with motivation as mediator variable, revealed that the Role vagueness "has a positive correlation with stress components against the regular thought, while the proportion is observed to be negative among different stressors on work performance.

Ahmad, Hussain, Saleem, Qureshi and Mufti (2015) found that stress is in charge of the reduction of the performance of bank employees. Ahmed and Ramzan (2013) additionally found a negative relationship amongst stress and performance at work, as stress expands, job performance abatements, and the other way around. Jo and Jeon (2016) found that prizes for workload, part struggle, and insufficient supervision are the principle explanations behind causing stress among employees, bringing about a diminishment in worker effectiveness. Oh and Koh (2014)

recommended that diverse parts of employee performance that may be influenced by stress incorporate profitability, job fulfillment/spirit, non-attendance, basic leadership capacity, exactness, innovativeness, Attention to individual appearance, capacity to arrange, civility of collaboration, Reliability Initiative, readiness, constancy and anticipated.

### **Employees Stress Coping Strategies**

Stress in the organisation context. The coping strategies may be embraced by the employees out of the stress and adjusting life and the job. Kotteeswari and Sharief (2014), identified the following as coping strategy of stress. Physical exercise: Exercise is a decent approach to get the body in way and to conquer stress. Practicing of various sorts, for example, strolling, running, swimming, playing, and so on., are great strategies to conquer stress. The part of yoga has been perceived in many places on the planet to practice logical systems to keep the body fit as a fiddle and defeat stress. Physical exercise helps people to cope with stress in the work life (Kotteeswari & Sharief, 2014). Relaxation: the effect of stress can be overcome through relaxation. Relaxation can be straightforward or certain particular unwinding systems like biofeedback and reflection. In biofeedback, the individual takes in the internal rhythms of a specific real process through electronic signs.

In biofeedback, an employee can figure out how to control body forms. Contemplation unwinds the physical and enthusiastic body. Supernatural contemplation is a standout amongst the most well-known reflection practices. In

this training, the mediator tries to ruminate for two times of fifteen to twenty minutes per day that emphasis on the repetition of a mantra. Any contemplation comprises essentially of a moderately quiet condition, an agreeable position, dreary mental jolts and a latent demeanor. Reflection has been perceived as an effective method to decrease stress. In the event that a man takes the relaxation procedure easy or a specific aim is to take out the stress circumstance promptly or possesses delayed stress circumstance more successfully (Kotteeswari and Sharief, 2014).

Work-home transition: work home transaction is additionally similar to a relation technique. In this system, an employee can go to a less-instigated kind of weight or routine work in the last 30 or an hour of working time. For instance, amid the most recent hour of work, the individual can view the activities of the day, the rundown of need activities to take after the following day. Along these lines, he can end the day of work in less stress manner (Abu-Hussein, Abu-Salih & Al-Saket, 2016). Cognitive therapy: Due to the expansion of stress, unique subjective treatment methods have been produced by the clinicians. In these methods, intelligent discourse sessions and meetings are sorted out to help members; (I) perceive the occasions at work and what stir discernments; (II) consider the impacts of this learning on their physiological and passionate reactions; (III) for deliberately evaluate the target outcomes of occasions at work and (IV) supplanting rout Cognitions that stimulate superfluous stress (Kotteeswari and Sharief, 2014). Networking: Networking is the formation of close relationship with trust, compassion and colleagues who are great audience members and confidence



builders. They give mental help to the individual with the stressful circumstance (Raja, 2015).

### **Empirical Studies**

Ajayi (2012) conducted a study on job related stress and employee performance and job satisfaction. A sample of 150 employees from the Nigerian Bank industry of Nigeria was used for this survey. Components of job stress namely: Lack of administrative support; excessive work load and work demand; problematic customer relations; coworker's relationship; family & work life balance and associated job risks were examined in this study. The objective of the study is to explore the stress related problems of bankers and examine the relationship between stress and performance and the impact of stress on employee performance. The results show that all these factors of stress cause great stress in Nigerian bankers and negatively impacts their performance.

Also, Dwamena (2012) evaluates stress and its effects on employee productivity. The study was conducted in Ghana Ports Authority (GPHA), Takoradi. Descriptive study was adopted as the research design. Random sampling techniques and easy teleological were used to select a sample size of 100 in a population of 326. Questionnaires has been used as a data collection instrument. From the results, it was obvious that there were many stressors that respondents have suffered and the investigation showed that stress has an effect on productivity. Most respondents reported working under pressure and are considered abandoned by the organisation. The fact that most respondents considered quitting their jobs,

and felt that the organisation does not take care of them was the reflection of a huge dissatisfaction probably reduces productivity.

Further, Olusegum et al (2014) evaluated the cause of stress, the effect on employee performance, as workers identify stressors and react to the factors. The results of the study were collected through the use of primary and secondary sources by administering questionnaires, personal interviews and information were extracted from magazines, statistical reports. The descriptive method was used to analyze the data with the help of the frequency and percentage of research objectives. From the results, it was found that the extra work, career development and work / family conflict is likely to cause a detrimental effect on the performance of workers. The study reveals that the performance of workers was affected by the following factors; fatigue, anxiety, sadness, weakness, headache, and anger. Based on the findings of this study, it was evident that workplace stress has significant effect on employee performance.

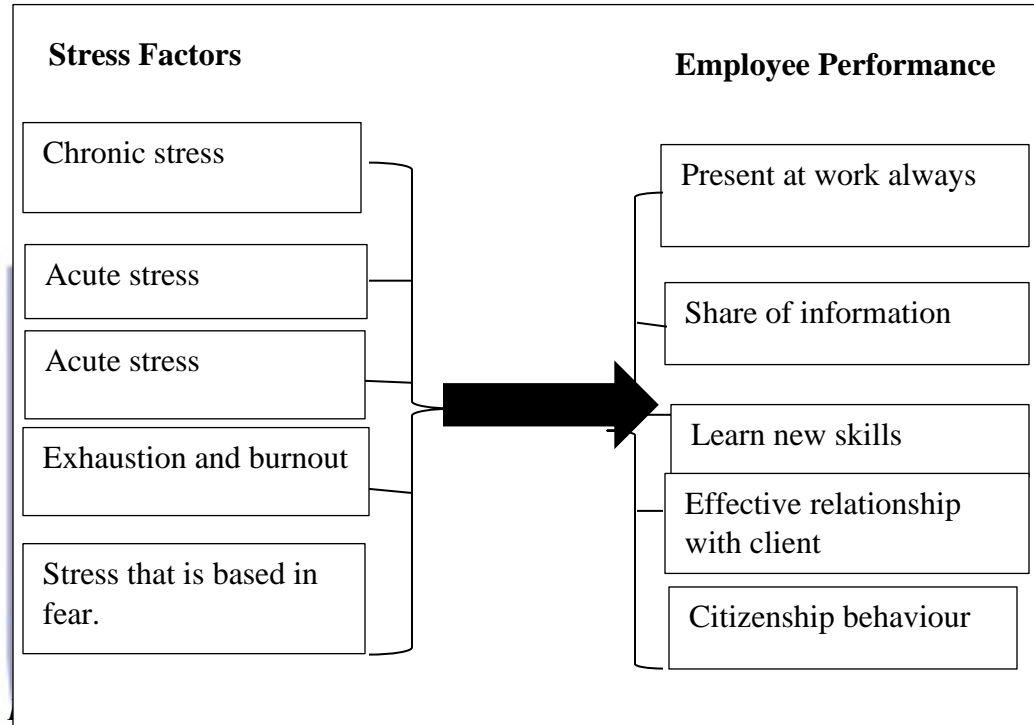
Khuong and Yen, (2016) analyze the effects of work stress effects on work performance of employees in Dong Xuyen Industrial Zone, Ba Ria - Vung Tau, Vietnam. To collect the primary data questionnaire was sent to 378 respondents directly. Quantitative approach was the primary method with statistical techniques applied, including regression analysis. Consequently, these factors affecting work have a significant and positive influence on job stress and conversely, work stress has a negative influence on work performance of employees. Furthermore, this research also showed that career development does not directly affect work performance of employees, but indirectly by stress at work. It is recommended that

the Dong Xuyen Industrial Zone organisations must reduce workplace stress reduction conflict in labor relations, professional development and the working environment in order to test the impart of job performance on employees.

In a similar study, Moaz et al (2016) examined stress levels at work within the academic staff of the University of Dhofar, to measure the level of job performance, and determine the impact of stressors related work (workload, role conflict and role ambiguity) job performance. For this purpose, 102 structured questionnaires were collected from the academic staff of the University of Dhofar, Oman. The results of the research questionnaires were analyzed using multiple regression analysis to find the impact of job stress on job performance. The results show that the stress level in the master work was normal and sometimes low. Moreover, the level of job performance was high. Moreover, it was found that the workload has a positive effect on performance statistical work. While role conflict has a negative statistical effect on job performance. Finally, the role ambiguity has no significant impact on work performance.

### **Conceptual Framework**

This research attempts to examine the effect of stress on employee performance at Ghana Cocoa Board (COCOBOD). As stated in the literature review, stress which is excessive influence performance of employees negatively. Such relationship is depicted on figure 1. From figure 1, the independent variable is the stress whereas employee performance is the dependent variable.

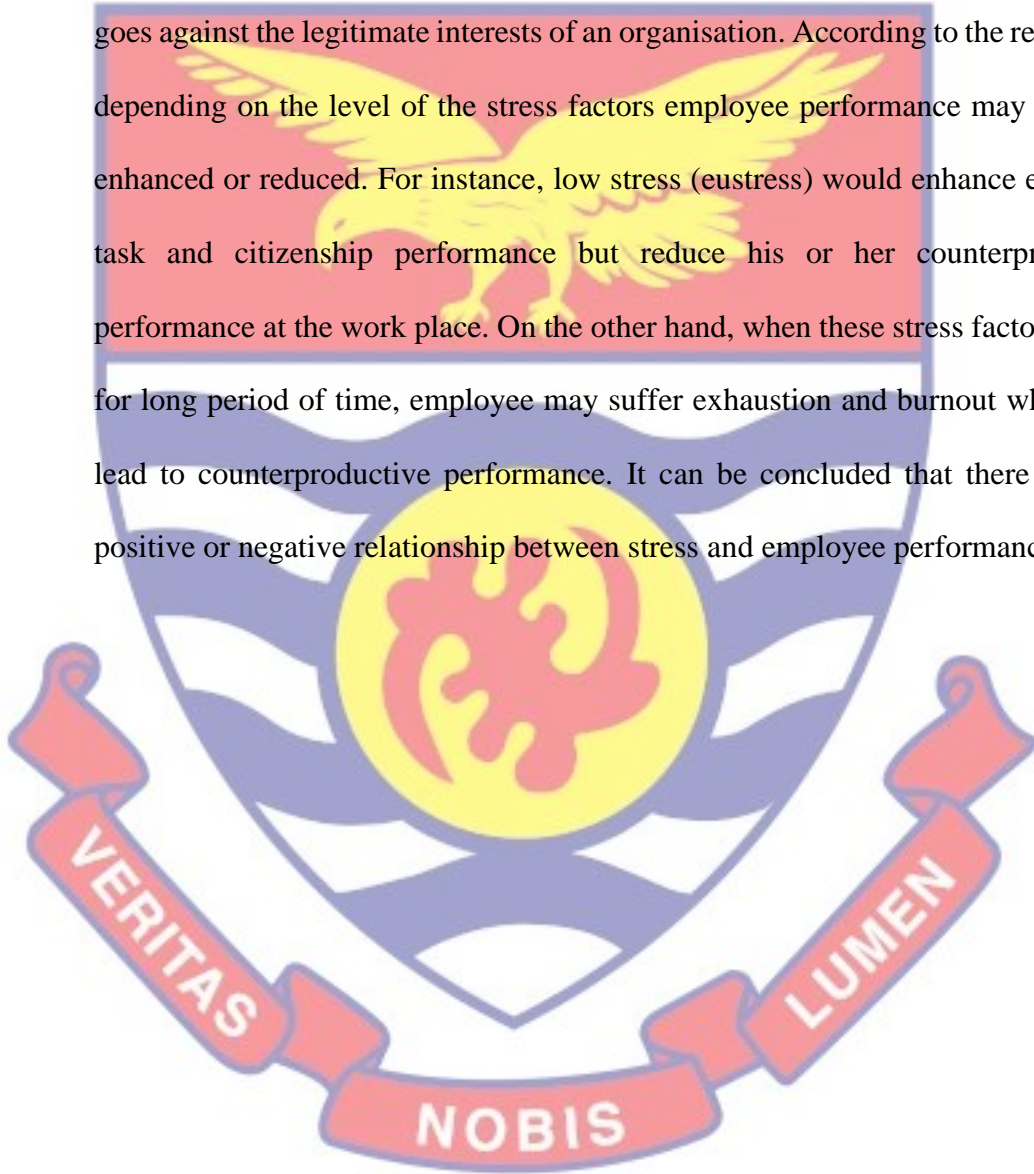


Source: Author's Construct (2021)

**Figure 1: Conceptual framework showing the nexus between stress type and employee performance**

Base on the framework, stress of employees is cause by several factors including job components, the role the individual play in the organisation, poor working conditions, long working hours and high workloads. When these factors persist in the organisation, according to Koopmans, Berhnaards, Hildebrandt, Vet, and Berk (2014) influence their performance negatively. Also, employee performance is measured using task performance, citizenship performance and counterproductive performance. The task performance indicates the effectiveness with which job incumbents perform activities that contribute to the organisation's technical core directly.

Also, citizenship performance relates to behaviours that go beyond task performance and technical proficiency, instead supporting the organisational, social, and psychological context that serves as the critical catalyst for tasks to be accomplished. Lastly, counterproductive performance is employee behaviour that goes against the legitimate interests of an organisation. According to the researcher, depending on the level of the stress factors employee performance may either be enhanced or reduced. For instance, low stress (eustress) would enhance employee task and citizenship performance but reduce his or her counterproductive performance at the work place. On the other hand, when these stress factors persist for long period of time, employee may suffer exhaustion and burnout which may lead to counterproductive performance. It can be concluded that there is either positive or negative relationship between stress and employee performance.



## RESEARCH METHODS

### Introduction

This chapter presents the methodology used to carry out the study. It discusses the population, sample and sample size, sampling technique, research design, research instruments, procedure for data collection, research design, sources of data and data analysis.

### Research Approach

A research approach generally comprises three (3) major approaches: quantitative, qualitative and mixed approached (Bachmann, 2017). The choice of a research approach is primarily dependent on the research objectives of the study (Creswell, 2014). As such, the study adopted the quantitative approach since all the research objectives would be measured using statistical tools, as all the objectives looked at relationships. This approach was adopted because a quantitative approach relies heavily on the use of statistical tools for analysis (Lichtman, 2010). It also allows the incorporation of practices and norms of the natural scientific model to provide objective outcomes. To this end, the quantitative approach was chosen to obtain information on the effect of stress on performance of employees at COCOBOD.

### Research Design

Research design according to Williams (2007) is a plan that promotes systematic management of data collection. Research design refers to the overall strategy that a member chooses to integrate the different components of the study

in a coherent and logical manner. It constitutes the blueprint for the collection, measurement, and analysis of data. Design and methodology dictate what are needed to answer a research question. The study adopts the cross-sectional survey method as its research design. As noted by Zainal (2007), cross-sectional survey is a systematic method for gathering information from a sample of individuals for the purposes of describing the attributes of the larger population of which the individuals are members. The cross-sectional was chosen for the study because it studied the research problem at a point in time and not within a longer time frame (longitudinal). This method was considered useful because the problem of study could not be directly observed. Thus, the effect of stress on job performance among staff of Ghana Cocoa Board (COCOBOD) cannot be directly observed.

### **Study Area**

The area under study is the Ghana Cocoa Board. The Ghana Cocoa Board was established by ordinance in 1947 with the sum of ₵ 27 million (being Ghana's share of the net profit of the West African Produce Control Board) as its initial working capital. The Board traces its beginning further back to the cocoa hold-up of 1937. The mission of the Board is to encourage and facilitate the production, processing and marketing of good quality cocoa, coffee and sheanut in all forms in the most efficient and cost-effective manner, and maintain the best mutual industrial relation with its objectives. The head office is located in Cocoa House, 41 Kwame Nkrumah Avenue.

## Population

Lichtman (2010) described the population of a research as the study of a large group of interest for which a research is relevant and applicable. Marshall and Rossman (2014) also described population of a study as a complete set of individuals (subjects), objects or events having common observable characteristics in which the researcher is interested. They further stressed that population constitutes the target of a study and must be clearly defined and identified. The Management and staff of Ghana Cocoa Board constituted the target population for this research. The study targeted a population of 180; comprising managerial (25) and non-managerial staff (155). All the departments of the Ghana Cocoa Board comprising both managerial and non-managerial staff took part in the exercise.

## Sample Size and Sampling Technique

According to Etikan, Musa, and Alkassim (2016), a sampling frame is a list of elements from which the sample is actually drawn from and is closely related to the population. Sample constitutes a certain portion of the population or universe and sampling technique refers to the procedure the researcher adopts for selecting items for the sample from the population or universe (Kotrlík & Higgins, 2001). Bambale (2014) emphasized that a sample of a population consists of that proportion of the number of units selected for investigation. Lim and Ting (2012) described sampling as the deliberate choice of a number of people who are to provide the data from which conclusions about those people can be drawn.



A sample size of one hundred and twenty-one (121) respondents comprising both managerial and non-managerial staff were used for the study. The sample size was determined using Bartlett, Kotrlík, and Higgins (2001) Sample Size Determination Table. The stratified random sampling method was used to select participants for the study. The stratified sampling method is a commonly used probability sampling method that is superior to random sampling because it reduces sampling error. By this method, members were put into smaller groups called strata of managerial and non-managerial staff and random samples are taken in proportion to the population from each of the strata created. The strata are formed based on members shared attributes.

### **Research Instruments**

The main instruments used for data collection was questionnaire (See Appendix “A”). Saunders, et al (2007) cited a book published by Robson in 2002 saying that, questionnaires are usually not particularly good for exploratory or other research that requires large numbers of open-ended questions. They work best with standardized questions that you can be confident will be interpreted the same way by all respondents (Saunders, et al, 2007). Questionnaires can therefore be used for descriptive or explanatory research. Descriptive research such as that undertaken using attitude and opinion questionnaires and questionnaires of organisational practices will enable you to identify and describe the variability in different phenomena (Saunders, et al, 2007). The used of questionnaire for this study was therefore appropriate because the study was descriptive. Open and closed-ended

questionnaires were designed for the respondents. The questionnaires were divided into various sections to capture the critical areas spelt out in the objectives for the study. The questionnaire was in three sections; Section A which covered the demographic characteristics of respondents; Section B covered causes of stress and Section C covered performance of employees. Section B and C were measured in a continuous scale.

### **Data Collection Procedure**

The register of staff members was obtained from the human resource department. The first two names were selected and then the difference of two was an interval to select the rest of the respondents. Copies of the questionnaire were personally handed to respondents in their offices. After some minutes the researcher went back and collected the completed questionnaires since the respondents may forget to fill in the questionnaire or misplace them entirely. The items were thoroughly explained to the respondents after copies of the questionnaire was handed to them. The purpose was to help the respondents understand the relevance of the research and provide their independent views on the items given them. In order to have a valid and reliable data, the researcher ensured that the questionnaires were well prepared which allowed error minimization. The questionnaires were distributed to the respondents on 12<sup>th</sup> December, 2019 and were collected back from them on 4<sup>th</sup> January, 2020.

## Data Analysis

Analysis is a research technique for making replicable and valid references from data to their context. The researcher search for structures and patterned regularities in the text and makes inferences on the basis of the regularities (Krippendor, 1990). The Statistical Package for Social Sciences (SPSS) was used to process the data collected. Tables, percentages, mean and standard deviation were used to analysed the data. Data from the completed questionnaire was checked for consistency. The items in the questionnaire were grouped based on the responses given by the respondents and coded for easy usage of the Statistical Package for Social Sciences (SPSS). This method was used because it is the best instrument to identify, compare, describe and reach a conclusion.

## Reliability and Validity

Reliability and validity are two key components to be considered when evaluating a particular instrument. Reliability, according Lawrence and Keith (2007) is concerned with consistency of the instrument, and an instrument is said to have high reliability if it can be trusted to give an accurate and consistent measurement of an unchanging value. The validity of an instrument, on the other hand, refers to how well and instrument measures the particular concept it supposed to measure (Saunders and Lewis, 2012).

Saunders and Lewis (2012) further argue that an instrument must be reliable before it can be valid, implying that an instrument must be consistently reproducible; and that once this has been achieved, the instrument can then be

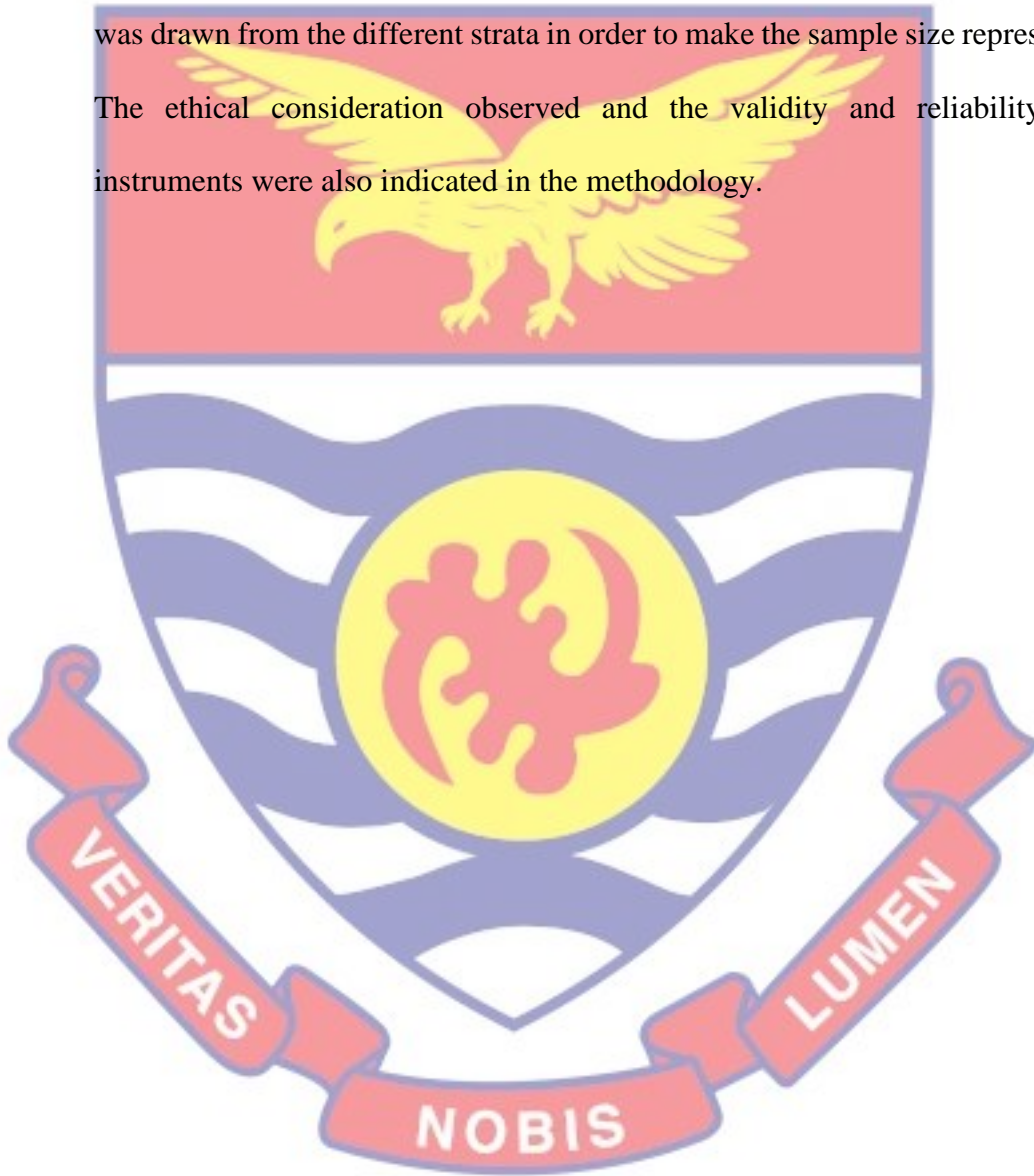
scrutinized to assess whether it is what it purports to be. To ensure validity of the questionnaires, the researcher reviewed other relevant literature that served as evidence and support the answers that were found using the questionnaire, relevance being determined by the nature of their research question and their own judgement (Saunders, Lewis & Thornhill, 2016). Further, the designed questionnaire was submitted to the project supervisor for vetting, correction and approval before distributing it to the respondents.

### **Ethical issues**

Some of the ethical issues that was considered in the study included observing institutional protocol before carrying out the data collection exercise at the institution (Bryman & Bell, 2015). An introductory letter was obtained from the Department of Human Resource Management Studies, School of Business to introduce the researcher to the respondents. The respondents were informed about the purpose of the research and what objective it sought to achieve (Wallace & Sheldon, 2015). Again, the respondents were encouraged to be objective in answering the items on the questionnaire. They were also assured of their anonymity and confidentiality of information provided through management (Chell, Spence, Perrini & Harris, 2016). According to Bowie (2017), a research is expected to be free from any bias and it must be scientifically sound and reported honestly, thoroughly and completely.

## Chapter Summary

This chapter presented the methods employed to conduct the current study. The study was based on the quantitative research design with much emphasis on understanding the participants views about employee's participation. The sample was drawn from the different strata in order to make the sample size representative. The ethical consideration observed and the validity and reliability of the instruments were also indicated in the methodology.



## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter of the study presents the findings emanating from the data collected from the self-administered questionnaires. The discussions include the interpretation of the findings in reference to previous findings. The chapter is organised into two main parts. The first part deals with the background characteristics of respondents and covers areas such as respondents' sex, age, educational level, current job position, awareness to job related stress and frequency of job-related stress.

The second part is devoted to responses given by the respondents in accordance with the purpose of the study. It tackles the specific research objectives based on data collected. The discussions focused on effect of stress on performance in the workforce of the Ghana Cocoa Board (COCOBOD). It also discusses the factors that lead to job stress among employees, level of stress type experienced by employees and the effect of stress on employees' performance.

#### Demographic Characteristics of Respondents

Before the main analysis, information relating to gender, level of education, age, educational level, current job position, awareness to job related stress and frequency of job-related stress of respondents were captured. These are discussed below.

**Table 1: Demographic characteristics of Respondents**

Variables	Sub-scale	N	%
Gender	Male	59	48.76
	Female	62	51.24
Age range	18 – 25 years	12	9.91
	26-34 years	60	49.58
	35-44 years	38	31.4
	45 years and above	11	9.09
Level of Education	JHS/MSLC	1	0.83
	SHS	19	15.7
	A' Level	4	3.3
	Diploma/HND	21	17.4
	Bachelor's Degree	62	49.5
	Post Graduate	14	13.3
Awareness of Job stress	All employees	121	100
Frequency of Job-Related Stress	Very Often	25	20.6
	Often	69	57.0
	Sometimes	21	17.3
	Rarely	6	4.9

Source: Field survey (2020)

Table 1 shows that, out of 121 respondents, 59 (48.76%) of the respondents are male while 62 (51.24%) are female. The results show that there were more

females than males. Table 1 also shows the age profile of the respondents in years, 12 respondents representing 9.91% are aged between 18 – 25 years, 60 representing 49.58% are aged between 26 - 34 years, 38 representing 31.4% are aged between 35 - 44 years, and 11 representing 9.09% aged 45 years and above. This shows that majority of the respondents are in the youthful age with 90.09% between the ages of 18 and 44 years. People in the youthful ages are considered more energetic.

With respect to respondents' level of education, Table 1, showed that, 01 (0.83%) have completed Junior High School/MSLC, 19 (15.7%) have completed Senior High School, 4 (3.31%) have A' Level certificate, 21 (17.36%) with Diploma/HND, 62 (49.5) with Bachelor's Degree and lastly 14 (13.31%) having post graduate degree. Also, the study sought to know the awareness of job-related stress and as indicated in Table 1 all respondents (121) showed that they are aware of stress at the workplace. Lastly, out of 121 respondents, 25 (20.6) asserted that the experience job related stress very often, 69 (57.02) asserted that they often experience it, 21 (17.36) stating that they sometimes experience job related stress with 6 (4.96) declaring that they rarely experience job related stress.

#### **Analysis Pertaining to the Specific Objectives of the Study**

The second section of the chapter presents the results pertaining to the specific objectives of the study. The first objective was to investigate the factors that lead to job stress and the next was presented in this section.



**Factors that Cause Job Stress among Employees at Ghana Cocoa Board (COCOBOD)**

The first objective of the study was to assess the factors that cause job stress among employees at Ghana Cocoa Board (COCOBOD). The factors were made up of eleven (11) items. The responses to the items were measured with five-point numerical scale such that one (1) represents the least agreement to the issues while five (5) represents the strongest agreement to the issues. The main variables were evaluated in terms of descriptive statistics such as mean and standard deviation. The results in Table 2 were interpreted using mean values obtain from five-point Likert scale items. The mid-point for the scale of agreement or disagreement to a statement was 3.00. Thus, any mean score below 3.00 indicated a disagreement to a statement while any score equal to or above 3.00 indicated an agreement. Table 2 therefore presents the respondents’ view on the factors that cause job stress among employees of Ghana Cocoa Board (COCOBOD).

**Table 2: Factors that cause job stress among employees of Upper Manya Krobo Rural bank Limited**

Items	Mean	Std. Deviation
Work-life Balance Issues	3.8015	1.26386
Conflicting roles	2.7485	1.04615
Long hours of work	3.5779	1.11533
High workload	3.6353	1.31788
Relationship at work	2.6542	1.25408

Anxious about job security	3.5632	1.14120
Inadequate of direction	3.5176	1.23564
New technology	3.6235	1.21034
Risk and danger	2.5956	1.00725
Lack of Control	2.5472	1.02425
Responsibility	2.6194	1.04874
Poor working conditions	2.5487	1.02481

Source: Field survey (2020)

As presented in Table 2, employees agreed with six items out of the twelve items used in eliciting their view on factors that lead to job stress among employees of Ghana Cocoa Board (the six means were greater than 3.0). Meaning, staff working at Ghana Cocoa Board (COCOBOD) have gotten stressed up as a results of work-life balance issues (Mean = 3.8015; Std. Dev. = 1.2639). Correspondingly, they asserted that long hours of work cause stress at the workplace (Mean = 3.5779; Std Dev = 1.1153). Compactible with long hours of work, they also get stressed up as result of high workload given to them (Mean = 3.6353; Std Dev = 1.3179). In addition, the respondents proclaimed that they experience stress when they become anxious about their job (Mean = 3.5632; Std Dev = 1.1412). Also, inadequate of direction given to employees causes stress at the workplace (Mean = 3.5156; Std Dev = 1.2356). The respondents further agreed that new technology adopted gives them some sort of stress (Mean = 3.6235; Std Dev = 1.2103). The standard deviation represents the variation in response to each item used in eliciting factors of stress. There is no threshold for standard deviation, however, comparison can be

made with each item to examine the closeness or dispersion of the responses. It can therefore be observed that response for poor conditions of work were closely than that of high workload.

The results confirm Abu-Hussein, Abu-Salih and Al Saket (2016) assertion that the demands of work have the potential to spill over and affect personal and home life and so put a strain on relationships inside and outside work. The result also confirms Murali, Basit and Hassan (2017) who asserted that long hours of work contribute to tress of employees at the workplace. It also confirms Samaha and Hawi (2016) claim that lack of job security, fear of redundancy, obsolescence and numerous performance appraisals can cause pressure and strain (Stress). The result inadequate direction also conforms to Johns (2011) claim that lack of direction can prove stressful, especially for people who are low in their tolerance for such ambiguity. Lastly, it's in line with Robertson, Cooper, Sarkar and Curran (2015) assertion that new technology can lead to a great source of pressure at work on the worker, hence being stressed up.

However, according to the respondents, conflicting roles do not stress them up (Mean = 2.7485; Std Dev = 1.0461). The respondents again indicated that relationship at work do not contribute to the stress level in the organisation (Mean = 2.6542; Std Dev = 1.25408). Staff may have a cordial relationship at the workplace. As stated by the respondents, they have safe workplace environment and for that matter risk and danger do not cause stress (Mean = 2.5956; Std Dev = 1.00725). With respect to control of work at Upper Manya Krobo Rural bank limited, the respondents showed that they had limited control of work (Mean =

2.5472; Std Dev = 1.02425). Supporting that, they claimed that their responsibilities towards work do not stress them up (Mean = 2.6194; Std Dev = 1.04874). Lastly, working condition as said by the respondents do not caused stress at the bank. The result contradicts with Moaz, Matthiesen and Einarsen (2015), Luthans, Youssef and Avolio (2015) and Khuong and Yen (2016) assertion of role conflict to stress. Also, the results mean that there is good relationship at work, control and good conditions of work, hence contradicting Robertson, Cooper, Sarkar and Curran (2015).

#### **Assessing the Stress Type Experienced by Employees at Ghana Cocoa Board (COCOBOD)**

The second objective of the study was to assess the level of stress type experienced by employees at Ghana Cocoa Board (COCOBOD). The type of stress was made up of four (4) items. The responses were measured with five-point numerical scale from very low to very high. Also, the variables were evaluated in terms of descriptive statistics such as mean and standard deviation. The mid-point for the scale of agreement or disagreement to a statement was 3.00. Thus, any mean score below 3.00 indicated a low rate to a type while any score equal to or above 3.00 indicated high rate. Table 3 therefore presents the respondents view in relation to assessing the rate of stress type experienced by employees at Ghana Cocoa Board (COCOBOD).

**Table 3: Assessing the level of stress type experienced by employees at Ghana Cocoa Board (COCOBOD).**

Items	Percentage	Mean	Std. Deviation
Chronic stress	49%	2.4512	0.9584
Acute stress	45%	2.2514	0.9688
Exhaustion and burnout	71%	3.5211	1.5483
Stress that is based on fear.	55%	2.7450	0.9958

Source: Field survey (2018)

From Table 3 the respondents indicated that exhaustion and burnout are the type of stress experienced most (71%) at the workplace. This was followed by stress that is based on fear (55%). Though the respondents experience chronic and acute stress, they are low compared to exhaustion and burnout and Stress that is based on fear (49% and 45% respectively). The result was consistent with Robert (2010) who accentuated that employees normally reflect back on a typical workday, and is more likely to report feeling “afraid” than “stressed” when they are tasked with making important decisions with wide-ranging consequences on a regular basis.

The result also reflects Robertson, Cooper, Sarkar and Curran (2015) assertion that employees when they are under consistent, prolonged stress, they could begin to experience some serious symptoms such as a negative mood, lack of motivation, or feelings of detachment or depression (Burnout). However, it is in contrast with Shelley (2012) who posited that chronic stress is an unrelenting

demands and pressures for seemingly interminable periods of time and it wears the individual down day after day and year after year with no visible escape.

### **Examining the Effect of Stress on Employees' Performance**

The last objective sought to examine the effect of stress on employees' performance at Ghana Cocoa Board (COCOBOD). Regression analysis was done where the linearity and the relationship between the two variables were analysed with stress as the independent variable and employee performance as the dependent variable. Table 4 gave the model summary of the output and it displayed the R, R squared, adjusted R squared, and the standard error. R is the Pearson product moment correlation coefficient which indicates the strength and direction of the linear relationship between the dependent variable (employee performance) and the independent variable (stress). Hence from Table 4, stress and employee performance are negatively correlated, and the strength of the relationship is moderate at (-.402).

Regarding this relationship between stress and employee performance, the correlation shows a moderate negative and significant relationship between the two variables. The R Square explains the amount of variation that exists in the dependent variable (employee performance) caused by the independent variable (stress). Therefore, the result further indicates that (16.2%) variation in employees' performance (as dependent variable) is explained by the independent variable (stress) and the remaining (83.8%) is explained by the residual (other factors not captured by the model). The implication is that, ability to balance both work role

and intrinsic job components would result in a medium decrease in workers performance and as such, stress alone cannot influence workers to perform low.

**Table 4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	-.402 <sup>a</sup>	.162	.154	12.14634

a. Predictors: (Constant), Stress

Source: Field survey (2020)

Table 5 is the ANOVA table which provides the test significance for R and R<sup>2</sup> using the F-statistic. The F statistic is the regression mean square (MSR) divided by the residual mean square (MSE). If the significance value of the F statistic is small (smaller than say 0.05) then the independent variables do a good job explaining the variation in the dependent variable. In this analysis, the p-value is well below .05 (p = .000). Therefore, it can be concluded that, the R and R<sup>2</sup> between stress and employee performance is statistically significant.

**Table 5: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2878.535	1	2878.535	19.511	.000 <sup>b</sup>
	Residual	14900.902	101	147.534		
	Total	17779.437	102			

a. Dependent Variable: EP

b. Predictors: (Constant), Stress

Source: Field survey (2020)

The Table 6 also provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The numerical value on the second row, labelled as stress in this case (representing the independent variables), is the value for the slope (b) for the regression equation. Based on these results, the researcher can report the following regression equation, predicting COCOBOD workers' performance based on stress levels.

$$Y (\text{Employees performance}) = 18.509 - 0.727X (\text{Stress})$$

Hence, taking the values for the slope and the intercept in the resulting regression equation, the researcher can make the following accessions: According to the intercept, when there is stress free environment, thus, when stress is zero, health workers' performance will be at 18.509, and according to the slope, when there is stress, there will be a decrease in workers' performance by (72.7%). Therefore, stress have a significant influence on workers' performance.

**Table 6: Coefficients<sup>a</sup>**

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	66.593	2.833		23.509	.000
	Stress	-.727	.105	-.402	4.417	.000

a. Dependent Variable: EP

Source: Field survey (2020)

The results confirm Olusegum et al (2014) findings that the performance of the workers was affected by the following factors; fatigue, anxiety, sadness,



weakness, headache, and anger. Also, the result is in line with Mai and Yen (2016) who posited that work stress has a negative influence on work performance of employees. The findings confirm Moaz et al (2016) whose study showed that the stress level in the master work was normal and sometimes low. Moreover, the level of job performance was high.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter summarises the main findings of the study. A general conclusion from the issues are also presented. On the basis of the findings and conclusions presented, recommendations or suggestions that will help reduce job related stress at Ghana Cocoa Board (COCOBOD) were also presented. The chapter finally ends with suggestion for future research.

#### Overview

The primary purpose of this study was to examine the effect of stress on performance in the workforce of the Ghana Cocoa Board (COCOBOD). The specific objectives were to (1) investigate the factors that cause job stress among employees of Ghana Cocoa Board (COCOBOD), examine the level of stress type experienced by employees at Ghana Cocoa Board (COCOBOD), and examine the effect of stress on employees' performance at Ghana Cocoa Board (COCOBOD). A total of 121 respondents were randomly sampled for the study. Questionnaires were employed as instrument for collecting data for the study. The study used SPSS version 25.0 to code the collected data. The researcher personally collected the data required for the study. Descriptive and inferential statistics were used to analyse the data to address the stated objectives of the study. Descriptive statistics used were frequencies, percentages, means and standard deviations and in the inferential statistic was simple linear regression.

## Summary of Key Findings

With respect to the first research objective which sought to investigate the factors that lead to job stress among employees at Ghana Cocoa Board (COCOBOD), the following key findings emerged. The study established that work-life balance issues, long hours of work, of high workload and inadequate of direction given to them cause them stressed up in the organisation. The study further revealed that respondents when they become anxious about their job, they get stressed up coupled with adoption of new technology.

The second objective which sought to assess the level of stress type experienced by employees at Ghana Cocoa Board (COCOBOD) revealed from the study that, stress type experienced by employees at COCOBOD mostly was exhaustion and burnout. The study also discovered that most respondents were stressed up as a result of fear. To little extent respondents experienced chronic and acute stress.

The third objective sought to examine the effect of stress on employees' performance. The study recognised that majority of the respondents were of the belief that stress influenced their performance and majority and hence reduced their performance. It was also discovered that as a result of stress some absent themselves from work, their morale towards work is diminished, work relationship is poor and finally increased rate of work accidents. Moreover, based on the regression results, using the slope and intercept, it was found that, stress has a moderate significant prediction on workers' performance. Thus, for any stress experienced, there will be a decrease in health workers' performance by (72.7%).

## Conclusion

The aim of the study was to evaluate the effect of stress on performance in the workforce of the Ghana Cocoa Board (COCOBOD). The results from this study showed that the negative factors that distressed employees had a negative effect on performance. The causes that were identified included the work-life balance issues, long hours of work, high workload, anxious about job security, inadequate of direction, new technology, determining the stress levels of the respondents, and the effect of stress on performance. This also served to prove that stress had a negative effect on performance at Ghana Cocoa Board (COCOBOD). There had been many stress factors that the employees of Ghana Cocoa Board (COCOBOD) endured, and the enquiry proved that the effect of stress affected performance negatively.

## Recommendations

Based on the findings of the research, it is recommended that the following measures be put in place to help employees of Ghana Cocoa Board (COCOBOD) manage and reduce stress on their work:

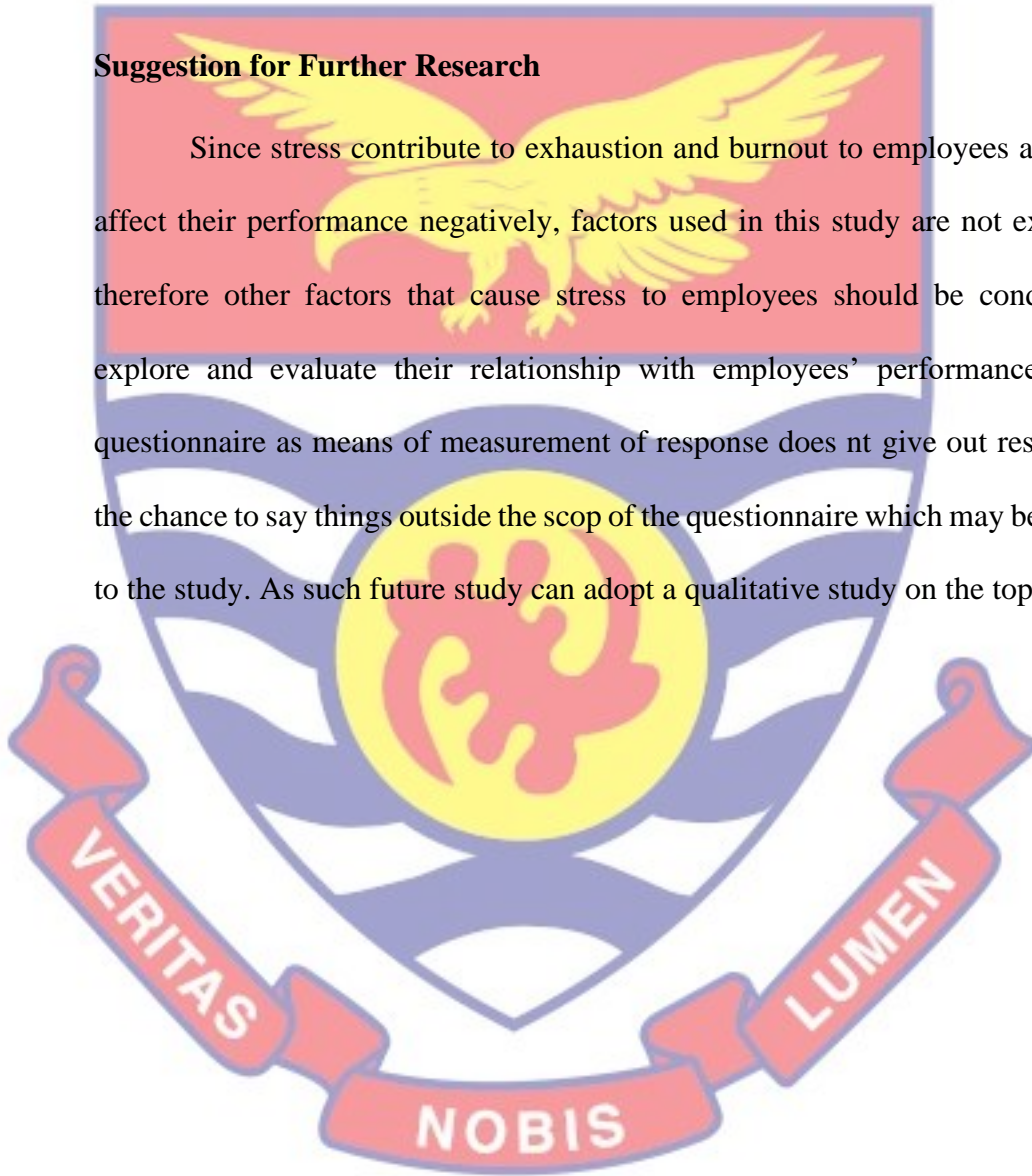
1. Since it was found that intrinsic job components and organisational structure may contribute to stress, Management must conduct an analysis of the organisational mood and climate by assessing the reasons why the employees think Ghana Cocoa Board (COCOBOD) does not care about its employees and what can they do to change it.
2. Supervisors must assess the level of their subordinate's knowledge and skills and whether they will be able to meet their deadlines. They must agree

on a performance contract, so that they can give employees with job maturity and control over their jobs.

3. Management of Ghana Cocoa Board (COCOBOD) invest in a stress management strategy that will help increase performance.

### **Suggestion for Further Research**

Since stress contribute to exhaustion and burnout to employees and hence affect their performance negatively, factors used in this study are not exhaustive therefore other factors that cause stress to employees should be conducted to explore and evaluate their relationship with employees' performance. Again, questionnaire as means of measurement of response does nt give out respondents the chance to say things outside the scop of the questionnaire which may be relevant to the study. As such future study can adopt a qualitative study on the topic.



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APPENDIX A

UNIVERSITY OF CAPE COAST

MASTERS OF BUSINESS ADMINISTRATION

QUESTIONNAIRE

This survey is to investigate the effect of stress on job performance. You have been selected to take part in the research. It would be very much appreciated if you could share your views and experiences on the issue under consideration. The responses will be used for purely academic purpose and therefore strictly confidential. Thank you for your cooperation and support.

**INSTRUCTION**

Once you have the questionnaire, please read the statement in each section and answer by ticking where it is appropriate and also provide response that best reflects your opinion.

**Section A: Demographic Characteristics of respondents**

1. Gender: Male {  } Female {  }
2. How old are you? (I) 15 – 24 {  } (II) 25 -34 {  } (III) 35 -44 {  } (IV) 45 – 54 {  } (V) 55 and above {  }
3. What is your level of Education: (i)MSLC/JHS {  } (ii)Level/SSCE/WASCE {  } (iii)A' Level {  } (iv)Diploma/HND {  } (v) Graduate {  } (vi) Post Graduate {  } (vii)None {  } (viii) Other {  } Specify.....
4. Are you privy to job related stress?  
  
(i) Yes [  ] (ii) No [  ]

5. Have you ever experienced any of the signs of job related stress?

(i) Yes [ ] (ii) No [ ] (iii) Don't know [ ]

6. How often do you feel stressed on your job?

(I) Always { } (ii) Usually { } (iii) Sometimes { } (iv) Rarely { } (v) Never { }  
 (vi) Do not know { }

**Section B: Factors that cause Job Stress among employees of Ghana Cocoa Board (COCOBOD)**

Please indicate your level of agreement with regards to the factors that lead to stress in your organisation. The responses will be measure numerically such that one (1) represents the least level to the issues while five (5) represents the highest level to the issues 5= strongly agree, 4=agree, 3= neutral, 4=disagree, 1=strongly disagree

Items	1	2	3	4	5
Anxious about job security					
Relationship at work					
Long hours of work					
High workload					
Conflicting roles					
Inadequate of direction					

New technology					
Risk and danger					
Poor working conditions					
Responsibility					
Work-life Balance Issues					
Lack of Control					

**Section C: Level of stress type experienced by employees at Ghana Cocoa Board (COCOBOD)**

Please indicate the level of stress type experienced at Ghana Cocoa Board (COCOBOD). The responses will be measure numerically such that 5= very high, 4=high, 3= moderate, 4=low, 1= very low.

Items	Very Low	Low	Moderate	High	Very High
Chronic stress					
Acute stress					
Exhaustion and burnout					
Stress that is based in fear.					

**SECTION C: Employees Performance**

Please indicate your agreement to the following statements as performance level of employees at the Ghana Cocoa Board (COCOBOD).using the scale: Strongly

Agree (SA), Agree (A), Neutral (N), Disagree (D), Strong Disagree (SD) SA tick  
 the 1 = least agreement 5 = Strongly Agreement to the items.

Performance Indicators	1	2	3	4	5
Demonstrates effective positive client service					
Present at work always					
Demonstrates willingness to learn new skills					
Shares of information					
Develops professional working relationships with co-workers					
Maintains professional working relationships with co-workers					
Performs the full range of duties and responsibilities associated with the job					
Meets deadlines in a timely and efficient manner					
Uses resources well					
Develops and implements effective solutions					

Thank you very much

Appendix B

Bartlett, Kotrlik, and Higgins (2001) Sample Size Determination Table

	Continuous data (Margin of error=.03)			Categorical data (Margin of error=.05)		
	Alpha = .10, t=1.65	alpha = .05, t= 1.96	alpha = .01, t= 2.58	alpha = .50, t=1.65	alpha = .50, t= 1.96	alpha =.05, t=2.58
Population size						
100	46	55	68	74	80	87
<b>180</b>	<b>53</b>	<b>68</b>	<b>88</b>	<b>92</b>	<b>121</b>	<b>145</b>
200	59	75	102	116	132	154
300	65	85	123	143	169	207
400	69	92	137	162	196	250
500	72	96	147	176	218	286
600	73	100	155	187	235	316
700	75	102	161	196	249	341
800	76	104	166	203	260	363
900	76	105	170	209	270	382
1,000	77	106	173	213	278	399
1,700	79	110	183	230	310	461
2,000	83	112	189	239	232	499
4,000	83	119	198	254	351	570
6,000	83	119	209	259	362	598
8,000	83	119	209	262	367	613
10,000	83	119	209	264	370	623

Source: Bartlett, Kotrlik, and Higgins (2001)