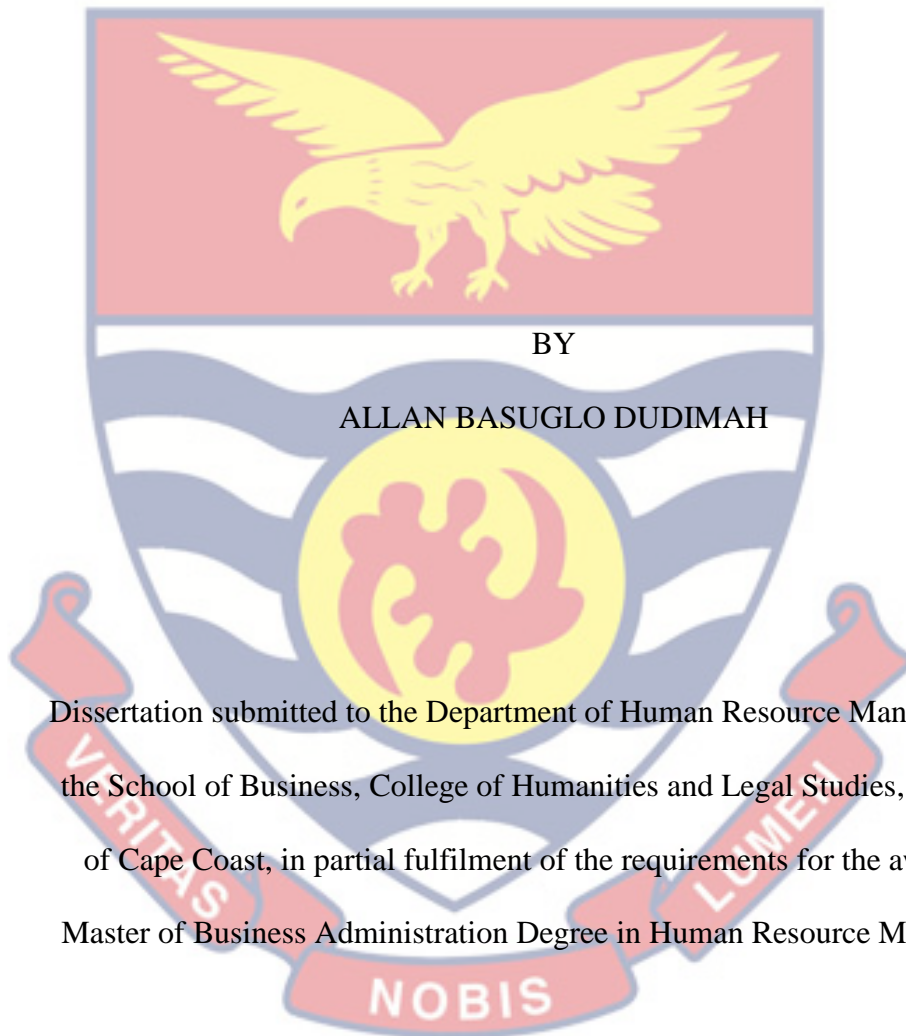


UNIVERSITY OF CAPE COAST

EFFECTS OF STRESS ON PERFORMANCE OF HEALTH CARE
EMPLOYEES AT THE SISSALA EAST MUNICIPAL HOSPITAL



Dissertation submitted to the Department of Human Resource Management, of the School of Business, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfilment of the requirements for the award of a Master of Business Administration Degree in Human Resource Management

JULY 2022

DECLARATION

Candidate's Declaration

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

Candidate's Signature.....Date:

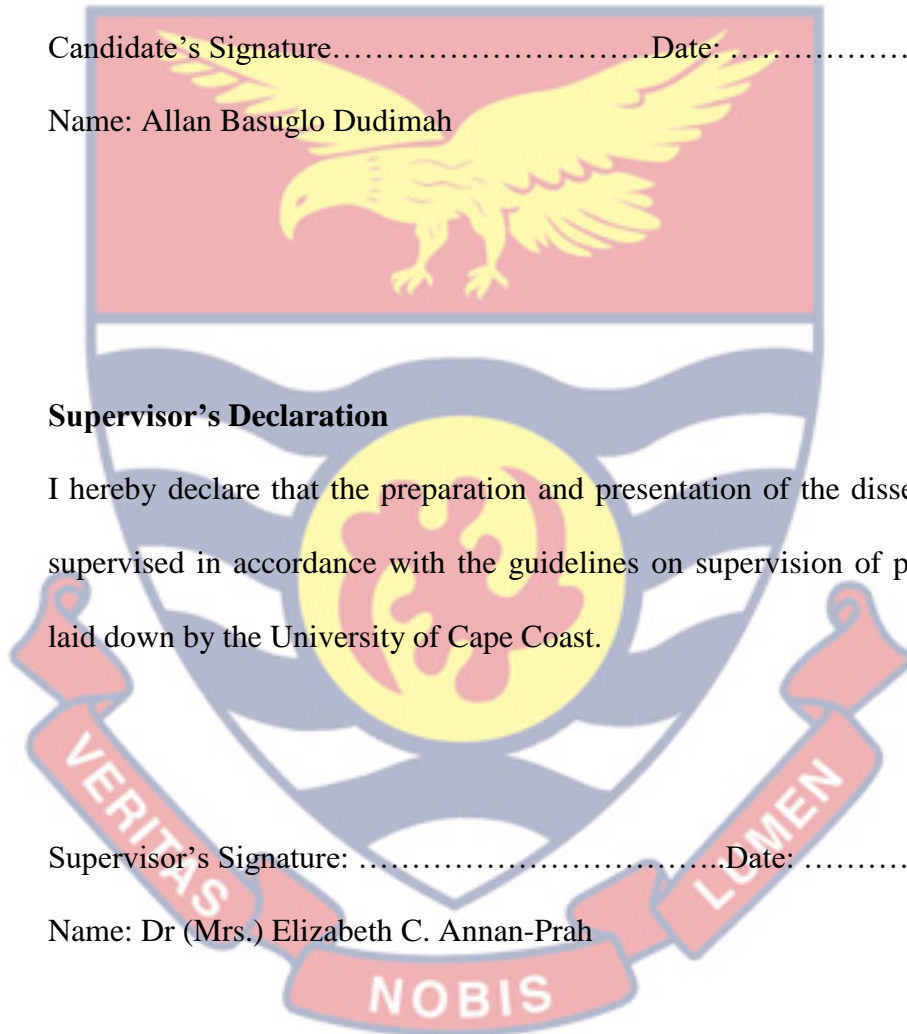
Name: Allan Basuglo Dudimah

Supervisor's Declaration

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

Supervisor's Signature:Date:

Name: Dr (Mrs.) Elizabeth C. Annan-Prah



ABSTRACT

The reason for undertaking this study was to find out the impact of work-related stress on the employee performance of health care workers at the Sissala East Municipal Hospital. The study specifically investigates the causes of stress of health care employees; examine the relations between stress and the performance of health care employee; examine the effect of stress on the performance of employee; and examine the strategies used by nurses to manage stress at the Sissala East Municipal Hospital. The study used quantitative approach, used descriptive research survey designs and Questionnaires were used to gather data. Eighty-two respondents were selected for the study. The mean, standard deviation and multiple regression were used to analyze the data. The findings showed the causes of stress were role conflict, heavy workload, and lack of management support, long working hours, inadequate staff, role ambiguity and poor working conditions. The finding further revealed that nurses at Sissala East Municipal Hospital go through some level of stress. The study recommends that management of Sissala East Municipal hospital should clearly state and clarify the roles of the employee to reduce stress. Management must also organise training through workshop for employees to equip them with the knowledge on stress coping strategies to deal with stress and create a conducive working environment. Management of Sissala East Municipal Hospital should pay urgent attention to stressors and the negative effect on employee performance.

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DEDICATION

To my family especially my wife, my parents and my siblings

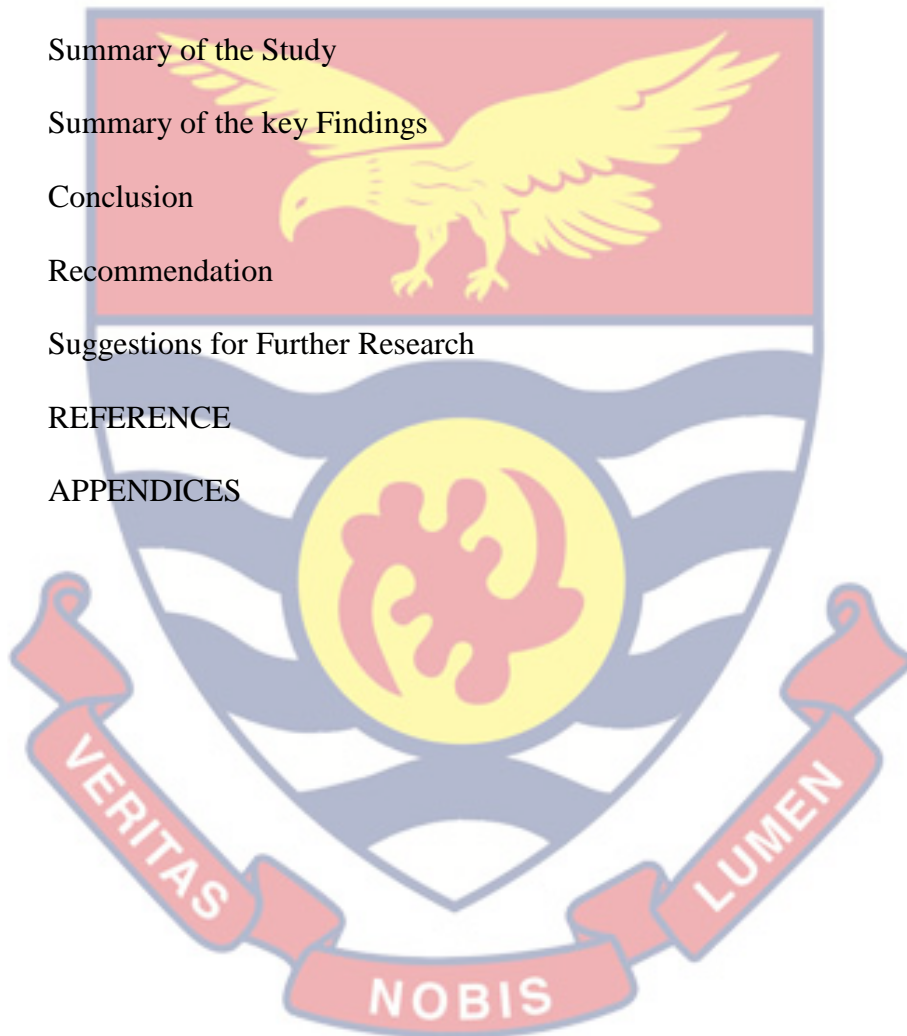


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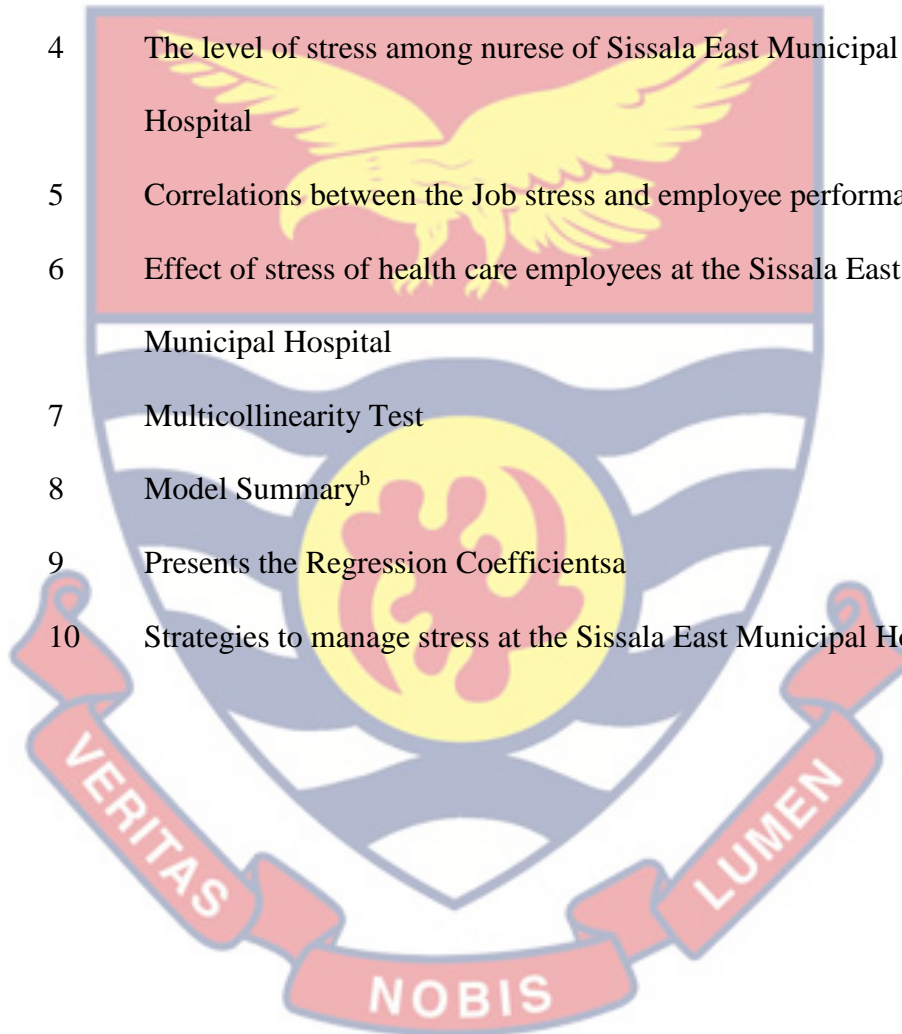
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CHAPTER ONE

INTRODUCTION

Introduction

A big problem for an organisation is stress, especially in countries where the employer doesn't understand how stress affects employee performance, which leads to important managerial issues. Stress at work is a problem that has a detrimental influence on performance. Humans are understood to have evolved stress as a response mechanism for situations that they find uncomfortable and dangerous. Stress manifests both physically and psychologically. It manifests as a result of an individual not being able to solve a situation/challenge with the tools they he/she have at their disposal. Staff spends about 8 hours in a day at work representing about a fourth of their life, stress at work is prevalent, cuts across all sectors and all jobs. Workers in the health industry spend a lot of their day at work, which means they suffer consistent stress; thus taking a toll on their job output.

Background to the Study

According to research, stress from work appears to be more widespread in medical occupations like nursing (Gibbons, Dempster, & Moutray, 2008). This might be explained by the fact that, while nursing is a great profession, it is frequently hard and requires multitasking. According to the WHO, nurses account for more than half of all health care workers in many countries and play a critical part in the planning and execution of health interventions, both at the front-line and administrative levels (WHO, 2020).

Workplace stress has become a global concern affecting nurses in a variety of nations. (Abdullah, Khaleel, Mirza, and Othman, 2018). It frequently

causes nurses to be unsatisfied with their professions, resulting in increased absenteeism, desire to quit the institution, higher turnover rate, and nursing shortage (Khaleel Abdullah, Mirza & Othman, 2018). According to Sharma et al. (2014), nursing has been classified as a stressful vocation due to the variety of tasks nurses play in healthcare. Individuals who are stressed may become uneasy and have persistent worry (Iskamto, 2021). They frequently become angry and incapable of relaxing, or exhibit an uncooperative attitude, or seek solace in drink or even excessive drug usage (Iskamto, 2021).

There is a general consensus amongst researchers that job of a nursing profession is demanding, and negatively effect on the mental and physical welfare of the individual's. Nursing is a physically, emotionally, and mentally taxing profession (Nad, 2009). The health care work environment is one of the most significant contributors of mental stress. Workplace stress is a significant issue that affects employees, employers, psychologists, and counsellors (Ransford, 2018). In addition to the stresses that people have on their own, there are also stresses that come from the way people work together, how people think about their roles, and how much work they have to do (Dun & Mac, 2019).

Some workplace stressors may improve job performance for nurses, while some pressures can reduce a nurse's passion for work, which can interfere with work outcomes (Chen & Fang, 2019). Work-related stress is an important and costly issue and a challenge for the organisation to manage (Morsi & Abraham, 2020). Nurses typically work longer hours, necessitating them to work harder to achieve job performance goals. A lot of stress in an organisation makes nurses sick and slows them down, which costs employers

money and has a big effect on the kind and quality of care that will be provided to patients. When work-related stress are not managed properly, the performance of the nurses drops and quality of care is affected. In the workplace, stress occurs when an employee recognises that he or she is experiencing individual challenges caused by workh conditions that exist there, together with the physiological and psychological reactions that occur as a result of these conditions and which negatively impact employee performance (Qadoos Zafar, Hameed & ToqeerIlyas, 2015).

According to Greenberg and Baron (2005), stress results in lower efficiency, reduces motivation to put in extra effort, diminished resourcefulness and interest in work, reduced creativity, a reduction in the level of love exhibited for the company and coworkers. According to a 2008 research by the American Institute of Stress, around one million Americans skip work each day due to stress (Banyi, Grimbald, Wutofeh & Ketuma, 2021). There are about 300 billion dollars lost each year because of sickness, job turnover and other things. That works out to about \$7,500 for each worker, according to the Institute for the Study of Labor and the Economy (Kreitner & Kinicki, 2016).

According to Qadoos Zafar, Hameed, and ToqeerIlyas (2015), occupational stress is a hazard to employees. Not only does job stress harm the personnel, but it also places a financial strain on the medical facility. Stress is very detrimental to the human anatomy; it elevates blood sugar levels and the pressure at which the body pumps blood and, reduces the fighting ability of the immune system, inhibits the body,s ability to properly digest food, and interrupts the proper function of the renal system urine production. Stressed

personnel frequently get major illnesses, which result in decreased production. Additionally, it results in lowered motivation for work, poor job outcomes, burnout and high attrition (Arshadi & Damiri, 2013; Farler & Broady-Preston, 2012).

Employees' job performance can be high when they work on stress free environment (Kakkos, Trivellas, & Fillipou, 2010). Employee performance can be measured by the achievement of the goals and standards set for them. If an individual completes the assigned task or achieves outcomes that exceed the company's expectations, they are considered to have achieved success at work. Changing other aspects to deal with stress will lead to a decrease in performance for employees. If stress is not properly managed, it can create tension and nervous which negatively reduce employee performance, increase their absenteeism, turnover and financial burden of the organisation (Iskamto, Ghazali & Afthanorhan, 2020).

According to Dyck (2015), occupational stress may make completing a task challenging and unpleasant for an individual regardless of the work environment. Dyck (2015) says that job stress factors can affect an employee's quality of life. In the realm of business research, work - related stress has risen to prominence as a research topic due to the significant costs to firms and people (Arshadi and Damiri, 2013). In stressful situations, employees' performance suffers (Kuzu & Zilhan, 2014). Because nurses have a responsibility to take care of members of the society and to provide high-quality healthcare services, it is critical to identify the sources of stress among them and understand how it impacts the service delivery of the Sissala East Municipal Hospital, as uncontrolled stress results in absenteeism, high

turnover, decreased performance, and a low level of service to patients (Ashraf, Ali, Zahir, Ashraf & Asghar, 2019).

Statement of the Problem

Workers in the health field endure stressful conditions as a result of irregular work hours, roles, and heavy workload (Tsaur & Tang, 2012). People who work flexible hours, who do too much work, work in high-risk field, and experience poor co-worker relationships a work have a high tendency of suffering worker related stress, which makes them unhappy at work (Shahid, 2012). Meneze (2005) claimed that companies are facing a rise in job stress, which is decreasing performance and increasing absenteeism. Employee stress has a detrimental effect on performance, resulting in weariness, employee inflation, dishonesty, and punctuality (Glazer & Beehr, 2005). There are various causes of stress in the Ghanaian health service. The other factors causing a rise in stress from work include, job insecurity, role conflicts, lack of independence, shift work, low wages, technological changes (Vijayan, 2017). A similar study conducted by (Ajayi & Abimbola, 2013) found that stress is caused by work stress, workplace stress, shift work pressure and analysis of how it affects employee performance. The frustration and inability to cope with these stressful conditions that nurses experience has a negative effect on the quality of work they deliver to the general population.

Workers suffer many problems in their workplace. The space in which they work also significantly affect their work outcomes (Ajayi & Abimbola, 2013).

A study at Sissala East Municipal Hospital revealed that many patients at the hospital complained about the care provided by the nurses. Some

complaints were that they were usually ignored by the nurses at the hospital. Additionally, nurses' express dissatisfaction with their professional conduct and the behaviour of certain patients toward them. This is quite concerning since it results in substandard performance and inefficiency, which frequently results in substandard performance. Nurses encounter a variety of challenges, including high workloads, shift changes, long work hours, and pressure from team members and other health professionals, all of which contribute to the difficulty and stress of their job. If stress is not managed appropriately at the Sissala East Municipal Hospital, it will have a detrimental effect on staff and, eventually, on the medical facility's performance. It can lead to a decrease in the overall workforce, as well as a decrease in staffing, higher staffing, and absenteeism. Additionally, stress adds to nurses' health issues, impairs their performance, imposes significant economic expenses on employers, and has a substantial influence on patient care.

Stress can affect performance, decrease interest in work, illness and more workers leaving their jobs (Arshadi & Damiri, 2013). This adds to conclusions drawn by Keshavarz and Mohammadi (2011) that work place stress caused low employee morale, substandard quality of product, low production, higher late payment, and organisational undermining. Prolonged stress can lead to nurses becoming dissatisfied with work, ill health, absenteeism, increased cost of operation and reduced efficiency that reduces the quality of patient care (Ashraf, Nawaz, & Riaz, 2019; Morsi, & Abraham, 2020).

Previous research suggests that even more studies have to be conducted separately on stress management in various organisation (e.g.,

Sampson & Akyeampon, 2014; Lopes & Kachalia, 2016; Ratnawat & Jha, 2014). Acheampong (2010), researched on nurses' knowledge of new forms of health care as part of patient satisfaction while Akpeli (2012) conducted a study at the University of Cape Coast (UCC) Hospital to ascertain nurses' understanding of postpartum depression. Ampofo-Agyare (2014) evaluated nurses' knowledge on the prevention strategies for hospital-acquired infection among UCC Hospital nurses. However, limited research has been done in sectors other than the health sector. This study therefore, sought to close the research gap by investigating the effects of work-related stress on the performance of health care workers at Sissala East Municipal Hospital.

Purpose of the Study

The main reason for conducting the study is to examine the impact of work-related stress on the employee performance of health care workers at the Sissala East Municipal Hospital.

Research Objectives

The specific objectives of the study were to:

1. Investigate the causes of stress of health care employees at the Sissala East Municipal Hospital.
2. Examine the relationship between Job stress and health care employee performance at the Sissala East Municipal Hospital.
3. Examine the effect of job stress on employee performance at the Sissala East Municipal Hospital.
4. Examine the strategies used by nurses to manage stress at the Sissala East Municipal Hospital.

Research Questions

The study seeks to address the following research questions

1. What are the causes of stress of health care employees at the Sissala East Municipal Hospital?
2. What is the relationship between work related stress and the performance of health care workers at the Sissala East Municipal Hospital?
3. What are the effects of work-related stress on the performance of health care workers at the Sissala East Municipal Hospital?
4. What are the strategies used by nurses to manage stress at the Sissala East Municipal Hospital?

Research Hypothesis

The following research hypotheses were formulated to guide the study:

- H₀: There is no significant relationship between work related stress and the performance of health care employee at the Sissala East Municipal Hospital.
- H₁: There is a significant relationship between work related stress and the performance of health care workers at the Sissala East Municipal Hospital.
- H₂: Job stress does not have effects on health care employee performance at the Sissala East Municipal Hospital.
- H₃: Job stress have effects on health care employee performance at the Sissala East Municipal Hospital

Significance of the Study

This study would provide the management of Sissala East Municipal Hospital the needed information on Job stress effects on health care employee performance at the Sissala East Municipal Hospital.

Secondly, it would add to the existing knowledge the level of stress of health care employee performance at the Sissala East Municipality. The study's objective is to assist nurses in applying techniques to improve their profession's stress management. People who do nursing will be able to use the findings from this study to be more aware of the stress factors in their work and how they affect their jobs, another thing that will come from the study is that it will help nurses find out how to better deal with stress in their job.

Thirdly, it would provide policy makers, administrators of the hospital, the Ministry of Health, staff of the hospital, public health researchers, policy makers, HR professionals and other interested stakeholders in the causes of stress of health care employee performance at the Sissala East Municipal Hospital. The findings and results would also provide.

Limitation of the Study

Every research has its own challenges. Notwithstanding, this research had its own limitations. to the researcher. The researcher found it challenging in getting the respondents due to the busy work schedule. However, the researcher was able to observe the outlined protocol measures which assist in getting the necessary data for the study. However, these limitations did not affect the results of the study.

Organisation of the Study

The study is divided into five sections. Chapter one discusses the study's context, problem statement, aims, and research questions, among other things. Chapter two summarised the pertinent literature. Chapter three discusses the study's approach. Chapter four also carried the study's discussion and findings, while chapter five had the summary, conclusion, and suggestion.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviewed relevant literature on causes of stress in health care workers, how stress affects work output, the level of stress of health care workers, examine the relations between work related stress and the performance of health care workers, the effect of work-related stress on the performance of health care workers, performance of health workers, review of concepts and empirical works and the conceptual framework.

Theoretical Review

Theories assist us in comprehending the underlying process and determining the most effective approach to take. A theory is a collection of logically consistent hypotheses advanced to describe the connection that exist between two or more observed facts (Stoner and Freeman, 2010). The appropriate theories can assist us in forecasting outcomes in certain scenarios. The theoretical underpinning for this study is Lazarus and Folkman's (1984) transaction theory of stress and coping (1984). The transactional theory of stress and coping provides a framework for assessing the processes that occur in response to stressful experiences. Glanz et al. (2008) assert that this paradigm is beneficial for health education, illness prevention, and health promotion. Nurses frequently confront immense responsibility and care needs, significant emotional stress associated with death and dying, and long and exhausting work hours (Sexton et al., 2009). Additionally, research on how they are influenced by stress should consider their physical and mental

responses. Emphasize the impact of stress on their behaviour and performance on the level of service they can deliver.

According to the transaction theory, stress is a pressure placed on a person's equilibrium by both the internal and external environment, impacting cognitive, physical, and psychological welfare and necessitating help to restore balance (Lazarus and Cohen, 1977). In the suggested stress model, the premise is that stress is a transactional phenomenon that is reliant on the interpretation that the perceiver assigns to the stress is taken into consideration. In other words, a stressed person assesses the event and assigns meaning to it before considering his resources for dealing with it. Resources might be social or cultural, according to Lazarus and Cohen (1977).

Generally speaking, when the body is exposed to environmental influences within and outside the body, there will be a tendency to assess the sources of impact of stress. What we provide significance to what impacts us, shapes our reaction to it. The judgement provided to such an influence might be either favourable or negative in nature. It might be seen as a threat or a potential threat, or it could be regarded as essential. Cohen (1984) asserts that stress is evaluated on two levels: primary and secondary. When making a primary evaluation, a person determines whether an experience is stressful, positive, controlled, challenging, or inconsequential based on their own appraisal of its significance. A secondary analysis refers to the analysis of individuals who are constrained by resources and alternatives.

In short, the theory seeks to answer problem questions causes or sources of stress for nurses working in Sissila East Muinipal hospitals, the effect of stress on employee's performance their personal responses, strategies

to deal with stress they face, management and coping strategies and the possible implications of stress nurses are exposed to at the hospital.

Concepts of Stress

The study reviewed literature on the concepts of stress

Mangkunegara (2011) defines work stress as a feeling of strain experienced by employees while doing their duties. Loneliness, having terrible insomnia, smoking excessively, being unable to relax, being concerned, tense, and apprehensive, having elevated blood pressure, and feeling indigestion are all signs of stress. Job stress, according to Chen and Silverthorne (2008), is described as psychological and physiological reactions that employees have as a result of unpleasant situations and circumstances at work. Another common misperception is that stress is an illness in and of itself. Stress factors, also known as stressors, are situations that impact and facilitate to the occurrence of stress. They can be innate, such as what an individual expects and beliefs, or external, such as where they find themselves (Medicine net, 2010).

Davis and Newstrom (2008) define stress as a “state of tension that affects a person's emotions, mental processes, and physical state”. A person's capacity to interact with the external space they find themselves might be jeopardised by excessive stress. Work-related stress is an uncomfortable emotional condition that happens when an individual's capacity to cope with a situation is surpassed by the job's responsibilities. It happens in many forms, context and its effect varies across individuals (Malek, 2010). Stress, can lead to a mismatch between what an individual expectation of a job and what they experience from the job. Stress is assuming global importance affecting all countries, all workers and society (Haider & Supriya, 2007).

The causes of Stress of Employees in Organisation

Stressors are factors that likely to create stress, according to Davis and Newstrom (2008), and employees frequently feel stress as a result of a mix of stressors. Organisational and non-work environmental variables are the two primary sources of employee stress. Both of these factors suggest that employees can respond to both good (stimulating) and negative (depressing) pressures (which reduces their effort). As a result, the business and its personnel face both positive and negative effects. The effects might be temporary and fade away quickly, or they can endure a long period. As a result, when it comes to stress management, most companies begin by looking inwards to fix casuses that are internal (Davis & Newstrom 2008).

Greenwood (2010) found that nurses have a lot of stress because they have to care for patients, make decisions, take responsibility, and deal with changes in their lives. Furthermore, medical emergencies may arise, adding to the stress of a patient's care and thus adding to the already overburdening workload for the nurses. The consistent need for nurses to maintain good relationships while maintaining patient and personal safety contributes to the need for nurses to be extra cautious while on the job. In a study on nursing stress, Mohite, Shinde, and Gulavani identified role conflict, home-work imbalance, and demanding communication and relationships with patients and relatives as stressors (2014).

Canady and Allen (2015) observed that a shortage of nurses, along with lengthy hours of work, is a contributing factor to nurses' adverse health conditions. Health care professionals suffer from impairments due to mental stress, moderate depression, and anxiety disorders, which result in poor work

performance (Han et al. 2014). As a result, Ardekani et al. (2008) concluded that job stress is becoming more prevalent in the nursing profession. Heavy workloads, personnel shortages, poor working conditions, and emotional discomfort, such as witnessing death and dying patients, are among the typical stresses in nursing profession, according to Chikukwa's (2020) findings.

According to Mangkunegara (2011) and Daniel (2011), the most significant causes of workplace stress include a high workload, role conflicts, working relationships with colleagues, job security, a lack of job autonomy, and a lack of management support (2019). Employee performance suffers as a result of excessive stress (Coetzee & Devilliers, 2010). Workload and extended working hours were found to be the most common stressors by Ong, Swift, Bath, Ong, Lim, AlNaeab, & Dan (2021). Shamsi and Peyravi (2010), as well as Moustaka and Constantinidis (2010), (2020) One of the reasons of stress for nurses, according to Labrague and McEnroePetitte (2018), is a lack of managerial support. Heavy work burden is one of the elements that cause occupational stress. (Al-Aameri, 2003). Work-load was picked as one of the main stressors in a company by Adetayo et al. (2014) and Sajuyigbe et al. (2015). Workload generated stress occurs when employees are overburdened with tasks/jobs at work, causing stress and affecting employee performance. A study by Canady and Allen (2015) says that nurses work 12-hour shifts to provide 24-hour inpatient care. There will be less sleep and more stress because of this, which increases the risk that nurses will get other chronic illnesses, like hypertension and diabetes. Furthermore, workloads and shift work among nurses may have an impact on their health because when nurses work lengthy hours, they are more likely to disregard their health and well-

being. According to Vijayan (2018), job uncertainty, role conflict, and low pay all contribute to stress among nurses.

Effects of Stress on Employee Performance in an Organisation

Stress at work has a big financial and economic impact that can't be ignored. Untreated workplace stress is thought to lead to more truancy and turnover, poor performance, and workdays lost due to sickness or disability (Williams, 2013). Stress, according to Sharma et al (2014), impairs attentiveness, focus, decision-making, and judgement abilities. This has a detrimental impact on the quality-of-care nurses provide as a consequence of their loss of sympathy for patients, as well as an increase in the number of errors and blunders as a result of their reduced attention and focus. Job stress, according to Najimi et al. (2012), is one of the key variables that might reduce organisational performance and lead to physical and psychological difficulties. It's important for nurses to be working well because they are the backbone of the healthcare system. If they aren't, it can hurt them physically, socially, or psychologically, but it can also hurt the whole healthcare system in a country.

Employees' performance suffers from work related stress, which leads to unhappiness and unfavourable feelings about their jobs, which further their performance to suffer as a result (Tsaur & Tang, 2012). Stress from work has a major effect on the performance of staff and work condition (Iskamto, 2021). Employee performance is heavily influenced by job stress.

According to Davis and Newstrom (2008), depending on the amount of stress, stress has a detrimental effect on the work output of employees. Stress that comes from performing some tasks can help increasing work performance. Job performance tends to improve as stress levels rise, since

stress allows individuals to focus all of their efforts on satisfying work demands. Task performance will begin to diminish if stress levels reach too high, according to Davis and Newstrom (2008), since stress interferes with work implementation. Employees lose control of themselves, are unable to make judgments, and their conduct becomes chaotic.

Stress at work can have a negative impact on performance at work, make employees sick and unable to work and make them want to leave or refuse to work in order to get away from the stress (Davis & Newstrom 2008). Employees' work stress may be harmful to the organisation as the disparity of cost of running the business and the level of performance may negatively affect the balance sheet of the institution (Iskamto 2020; Iskanto, Ghazali, and Aftanorhan 2019). The majority of health-care workers acknowledge that their work is very demanding, which leaves them mostly exhausted and unable to deliver their best (Shahid, 2012).

Most facilities are reporting that workers who are stressed is becoming a severe problem. The stress was having a bad effect on both the employees and their management, thus severely reducing work performance and performance (Neill & Davis, 2009). The signs of heightened stress include feeling nervous, tension, strain, anxiety, depression, suffering chest related illness, sickness affecting muscles, and digestive tract (Ghaleb & Thuria, 2008). There are negative repercussions on work output, employee retention rates, and health and well-being when people are under a lot of stress at work. Employee turnover increases when stress is high. High turnover also affects the performance of the organisation (Shehzad et al., 2011). Stress takes a physical, and mental toll on employees. This prevents them from meeting set

goals (Khattak et al., 2011). Worker in the health sector is subjected to a lot of stress, contributing to subpar performances (Ismail & Hong, 2011). Work related stress has a serious effect on the welfare of female staff, leading to discontent, bad attitude to work, and eventually negatively affecting their performance (Tsaur & Tang, 2012). Work related stress has a negative impact on not just individual workers, but also on total staff performance (Salleh, 2008).

Strategies to manage Stress in Organisations

The ability to manage stress is critical to the organisation's success. Every person who works at a job has to deal with stress in a different way. Stress is a mismatch of the skills of the individual and the skills that the organisation needs (Pediwal, 2011; Jayashree, 2010). The cause of work stress has to be identified and if work related stress is to be reduced in an organisation. This will help managers in solving the fundamental causes of stress. Managers have a crucial role in recognising and addressing persistent workplace stress (Colligan & Higgins, 2006). According to Lazarus (1991), there are three primary ways for minimising work-related stress. The environment in which work occurs are the first places managers may have to fix in they want to help workers to cope with workplace stress (Colligan & Higgins, 2006). To do this, staff will not have to be overloaded with work, be given the freedom to perform their duties and the physical environment should conducive for work (Colligan & Higgins, 2006).

The next way to cut down on stress from work is to facilitate individuals properly interacting with his or her work environment (Colligan & Higgins, 2006). In other words, managers should provide services that will

help employees work through difficulties that prevent them from making an accurate assessment of the situation and techniques to reduce the physical and psychological impacts of stress (Colligan & Higgins, 2006). These programmes will almost always include cognitive behavioural therapies (Colligan & Higgins, 2006; Long, 1988). The final strategy will be to help staff to identify the relationship at work that stress them out and to develop plans that diffuse the situation (Colligan & Higgins, 2006; Lazarus, 1991; Long, 1995)

Stress may be managed by the institution through training and education programmes (TRA). The TRA programmes, particularly training in the use of new work practises and schedules, help to relieve stress and boost inventiveness (Bunce & West, 1996; Giga, Cooper & Faragher, 2003). For individuals to remain productive in their profession, skills must be updated on a regular basis as companies and positions change. Job-specific variables including role difficulties, uncertainty, and workload may necessitate further training. Other concerns, such as professional advancement, relationships, and home troubles, may also require attention. The creation of a communication strategy including employees and management might help identify specific organisational needs (McHugh & Brennan, 1992; Giga, Cooper & Faragher, 2003).

Physical and environmental features might be taken into account by the organisation (PEC). PEC of employees in particular jobs are viewed as risky and are a constant source of stress. 2003, Giga, Cooper, and Faragher). Police officers, miners, soldiers, jail officials, and firemen have all been listed as risky and deadly occupations (Sutherland & Cooper, 1990). The International

Labour Office of the UN has commissioned some research to examine some sector-specific environmental concerns as sources of workplace stress and violence (Giga et al., 2003).

Redesigning or restructuring jobs can help the institution manage stress (JRD). An example of JRD is Job control. Job controls the degree of freedom granted staff to schedule tasks and activities. When workers control levels are low, they have a higher likelihood of suffering stress-related outcomes, such as apprehensiveness, restlessness, impatience and alcohol use, (Bond & Bunce, 2001; Giga, Cooper & Faragher, 2003). Employees should be able to put their skills to good use through well-thought-out work tasks that excite and challenge them. (Cooper & Cartwright, 1997). People get stressed out when they have to do more work and be more responsible. Overloading staff with extra work is necessitated by deadlines being unrealistic, reduced staff strength, and a rise in performance standards. The other things that employees are worried about are poor supervisors, job changes that aren't stable, limited career opportunities for growth, and efforts not getting the desired attention (Giga, Cooper & Faragher, 2003; Gillespie, Walsh, Winefield, Dua, & Stough, 2001).

Coworker support groups are another way to deal with stress (CSG). By enhancing attitudes and behaviours within employee networks, the CSG programme aims to create a supportive work environment and minimise job stresses and their negative impacts. As a communal approach to issue resolution is pushed, encouraging colleague and supervisor assistance in assisting employees in completing duties may be a vital prelude to the formation of a healthy work environment (Babin & Boles, 1996).

The Person–Environment Fit (PEF) approach might be used by the Institution to control stress. Using the PEF approach to stress management, you can learn how to deal with stress in a way that is based on how you interact with your environment. One type of research is done when there is a mismatch between an individual's expectations and the resources available to meet those expectations, and the other is done when environmental demands are too much for an individual to handle (Edwards, 1996). When assessments are done with the goal of finding out what each person can do and what they need to do at work, they may help people feel less stressed.

Concerns about roles (RIS). Role difficulties, particularly role ambiguity, and conflict, have been recognised as significant contributors of stress from work. Individuals may lack motivation in such situations since they do not have clearly defined work duties. Disputes with superiors or coworkers may occur as a result (Cartwright & Cooper, 1997). The ability to limit stress exposure may be achieved by clearly defining an individual's role within a company and making sure that his or her responsibilities are well stated.

Stress can also be managed via participation and autonomy (PAR). This programme promotes collaboration among diverse organisational members in order to accomplish a desired result. Individual participation and empowerment during an intervention programme may increase the chance of a favourable outcome (Bond & Bunce, 2001). Staff members have a stake in the process because they work there (Heaney et al., 1993). Participatory action research is a type of research that includes a wide range of people from the

company in the process of decision-making. It has been said that this type of research has helped improve organisational transformation projects.

Employee Performance

According to Meneze (2006), performance refers to an employee's capacity to create products and deliver services that meet or surpass the requirements set by managers. To calculate the level of performance in a health facility requires the overall quantity of care provided by the facility is compared to the sum of cost of input. People can figure out how much work they do by looking at things like number of primary care case handled, the facilities a centre has, the number of outpatient, the frequency of cases looked at in the accident and emergency departments, mental health cases and community care situations (Bojke et al., 2012). Employee performance was defined by Mangkunegara (2009) as the quality and the quantity of outcomes produced by workers in doing the jobs. Rivai and Jauvani (2009), say the work performance is everyone's true behaviour shown in how well they do their jobs in the company.

Empirical Review

Al-samawi and Awad (2015) investigated the effect of stress on the performance of staff at Elmek Nimer university hospital in Sudan river, Nile state, Shendi location. Sixty nurses from El Mek Nimer University Hospital were chosen at random for the research. The information was gathered using a nineteen-question closed-ended interview questionnaire. According to the conclusions of the study, the most significant source of stress was a 48.3 percent workforce shortfall. This necessitates a personnel increase at the hospital. 78.3 percent of nurses are aware of the effect stress had on fulfillment

from work, and 95.7 percent believe that lower staff performance leads to lower patient care quality. The study also found that elevated stress levels lead to staff burnout and attrition, which has a negative impact on patient care.

Twiaaku (2019) investigated the level of stress among family care givers and the coping mechanisms of these staff at the Tamale Teaching Hospital's critical care unit (Doctoral dissertation, University of Cape Coast).

Three hundred and one (301) family caregivers in the were chosen as respondents using a cross-sectional design and a whole population sample approach. A questionnaire was used as the tool for collecting data. The multiple regression, factor analysis, and moderation analysis were the statistical tests employed. The results show that most IFCs of patients in the ICU had moderate levels of stress. How staff communicated with each other, changes in caregiver roles, and emotional responses of patients were the significant sources of stress. Social seeking support, positive reappraisal, and admitting responsibility were all common coping techniques. The study, on the contrary, found that these coping mechanisms didn't help the IFCs deal with their perceived stress levels. Stressors have an effect on perceived stress levels, according to the findings. Coping methods also have an effect on perceived stress levels when they combine with stressors. The most successful coping approach was determined to be confrontational coping. As a result, it is critical for health care providers to assume responsibility for teaching and caring for IFCs.

Nyarko-Sampson (2017) investigated the working conditions of nurses and its implications on the nurse's physical and mental well-being. The goal of this study was to learn more about the sources of stress and how it affects the

performance of nurses at the UCC Hospital, as well as the coping techniques they use. The responders were asked to fill out a questionnaire. Fifty-nine nurses were chosen for the study using a multi-stage sampling approach. Three research questions and three hypotheses were established, with each being addressed and tested. The data was analysed using the independent t-tests, ANOVA, and means. There was little but insignificant variations between nurses' age and the sort of stress they encountered, between genders in terms of stress coping mechanisms, or between nurse ranks and the effect of stress on their performance. The researcher came to the conclusion that nurses at the UCC Hospital knew the stressors at work, its impact on their ability to give of their best, and had established their stress-coping methods.

Fonkeng (2018) looked into the impact of stress on the work outcomes of staff in a Cameroonian microfinance company. The sampling size of 80 individuals was used for the study. Questionnaires and focus groups discussions provided the data. The results indicated that the respondents were very stressed, which had a detrimental impact on their output at work since most believe the managers were pressuring them to bring in more business. There was inconclusive position by staff on the perceived benefits of a stress-free programme to help reduce stress.

Similarly, Ahmed and Ramzan (2013) investigated the association between stress at work and work outcomes among Pakistani bank workers. Using a sample of 144 individuals, the study investigated the purpose model in connection to stress at work and its influence on work output. Data was obtained from senior graduate workers of a well-known emerging bank in Pakistan, including customer service officers and managers. The information

was gathered via a closed-ended questionnaire. A linear regression and correlation, were used for analysis. It was reported that stress from work negatively correlated with performance. This confirms the effect stress has on how well an individual does their job. The results indicate that the company has maintained a highly healthy, cooperative, and amicable climate inside the team, which has resulted in improved performance.

Jalagat (2017) explored the factors that influence work - related stress and how they affect the performance of employees. The descriptive research design was used in this study, with survey questionnaires serving as the instruments, and purposive sampling for selecting participants. Although 80 people were given questionnaires, only 65 of them were recovered and examined. The data revealed that, with a $r=0.955$, there is a substantial link between stress from work and how well a worker performs on the job. Further analysis revealed that both underutilisation of skills and work overload significantly correlated with work outputs of employees, while role confusion had no significant relationship with employee performance.

Ramli (2019) looked into the effect that work stress had on the output of health-care workers. The study used a survey approach to obtain cross-section data using a questionnaire. Using the basic random sample procedure, a total of 82 personnel from all departments were identified as respondents in this study. The Structural Equation Modeling (SEM) was employed as a data analysis tool. Workplace stress was found to have a negative and large influence on organisational commitment, as well as a negative and significant effect on how well employees performed at work.

The interconnection between role variance, role vagueness, role overload, and stress from work was investigated by Zhou et al. (2014). A total of 220 middle level staff in government at grassroot level were employed in the study. The study reported from regression performed on the data that there exist a relationship between time constraints, ambiguity of roles and being overworked, as well as a link between apprehension at work, stress, and role ambiguity. Ambiguity of work role has a large influence on role conflict and being over worked in a role, which also has a major effect on the time an employee has to complete work, their ability to do the work and to enjoy doing the work.

A complementary study conducted by Khuong and Yen (2016), looked at the impact of stress from work on how well an employee completes given tasks in the Dong Xuyen industrial zone in Vietnam. The study looked at the effects of five working factors (too many duties, role confusion, work culture, prospect for career growth, and work climate) on work-related stress and worker output. A questionnaire was distributed directly to 378 respondents in order to obtain primary data which was analysed using multiple regression and route analysis. These work place conditions had a substantial and favourable effect on job stress, whereas work related stress negatively affected the performance of employee. Furthermore, this study discovered that career development had an indirect impact moderated by job stress. To increase employee job performance, firms should minimise stressors at work such as disputes, stagnant career, and rough working conditions.

Al-Ghamdi and Nawal (2017) explored how the work load of a professor can predict if they will be stressed or not by examining the

variations in work load and job stress between married and single females. One hundred female lecturers from the King Abdulaziz University in Jeddah university participated. High work load was reported to have a significant effect on of performance of the employee in the study. Between married and unmarried female university instructors, the influence of role of work load and work-related stress was minimal.

Conceptual Framework

The figure presented below shows how the concepts of the work are connected in the study. In the framework, the independent variables are time pressure, workload, work environment and role ambiguity and the dependent variable is employee performance.

Component of Stress

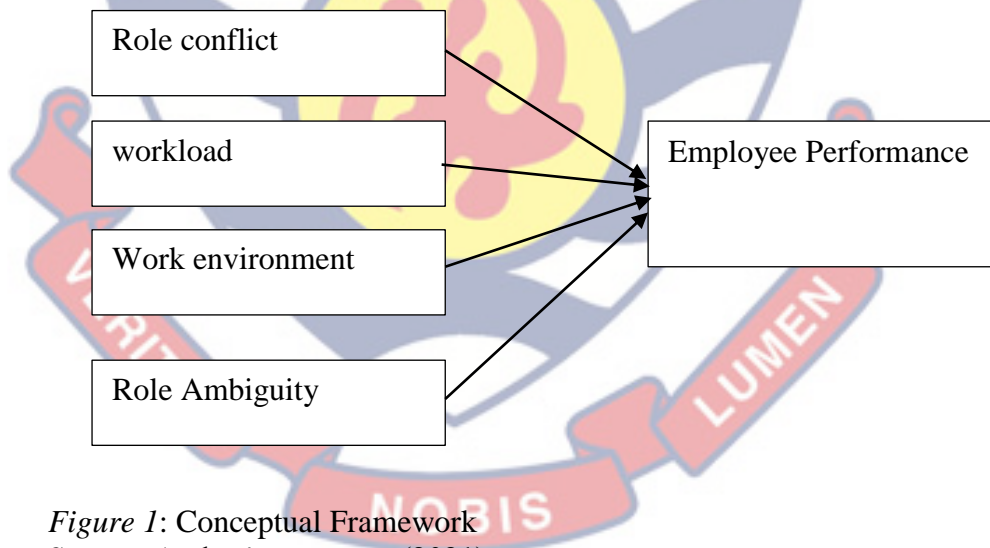


Figure 1: Conceptual Framework
Source: Author's construct (2021)

The Figure conceptual framework showing the effect of job stress on employee performance

Chapter Summary

Truancy, high staff attrition, poor timekeeping, low work output and performance, low desire to work, agitations among workers and challenges with health and mishaps at work are all consequences of work stress on performance. Individual impact of stress includes changes in behaviour of staff, mental and physical exhaustion, whereas organisational impact of work related stress include reduced work output, work fulfillment, and desire to work for the organisation (BakerMcClearn, Greasley, Dale, & Griffith, 2010).



CHAPTER THREE

RESEARCH METHODS

Introduction

The study method is laid out in this chapter, which includes the research design, study population, sampling methods, data collection method, data interpretation and presentation.

Research Approach

The research employed a quantitative research approach. A quantitative research approach allows the researcher to identify which variables are included in the study and to comprehend their correlations, which may then be utilised to verify or refute assumptions or hypotheses (Bryman & Bell 2015). The quantitative method enables the researcher to employ the most relevant statistical tests and techniques for data analysis and hypothesis testing. Quantitative methods offer several advantages, including the standardisation of the research instrument, which aids in data collecting and analysis. According to Creswell (2014), replication of study outcomes from a range of research samples is possible. Because the responder and the researcher do not interact throughout the data collecting process, data questionnaires eliminate personal bias in replies. As a result, the researcher's influence on the respondents' responses is reduced (Bryman & Bell 2015).

However, one of the surveys' flaws is that the data's numerical description does not sufficiently convey human perspectives. Respondents are largely robbed of the ability to express their true sentiments and ideas about the studied phenomena since they are given just a limited number of options to choose from in the questionnaires. Wahyuni (2012) and Almalki (2016) agree,

pointing out that in quantitative research, respondents are simply asked for numerical descriptions, with no attention given to elaborate narratives including human perspectives.

Research Design

The term "research design" refers to a thorough description of how the overall strategy integrates the study's many components in a cohesive and logical manner in order to successfully solve the research topic. It is a strategy for responding to research questions (Saunders, Lewis & Thornhill, 2007). The study employed a descriptive survey approach, which entails obtaining data, describing phenomena, and then organising, tabulating, and describing data collection in the form of graphs and charts to aid the researcher in comprehending data distribution (Suter, 2012). The descriptive survey design is used because it allow the researcher to use frequencies, mean and standard deviation in analyzing the data gathered. Descriptive survey was used because it helps to identify present conditions and points to present needs. It describes the characteristics of the variable and at the same time investigate the cause-effect relationship between variables (Radhakrishnan, 2013). A descriptive survey helped the researcher to interpret the connection between the variables in a study. The descriptive survey helped the study to investigate the effect of work-related stress on employee performance.

Population of the Study

A population is a set of events, people, or items that have a similar trait (Kothari, 2012). The population should have some distinguishing traits from which the researcher seeks to extrapolate the study's findings (Mugenda & Mugenda, 2012). The target population will consist of health care employees.

The target population consists of 103 from the hospital. The population comprises of the Doctors, nurses, administrators.

Sample and Sampling Techniques

A sample frame is a list that represents the various individuals of a population that a researcher is interested in studying. When a population is too big to be studied in its entirety, a sample is required for the study to be viable. The sample should be representative of the population as a whole. Because all employees in the company have the same characteristics, a basic random sampling procedure was used for sampling. Due to the homogeneity of the population, the study used a stratified sample approach. A sample is a group of things or people that have been chosen from a group of people or things in a way that makes them look like the rest of the group (Orodho & Kombo, 2012). The stratified random sampling, according to Bryman and Bell (2015), is the selection of a number of participants randomly from each determined sub-group. This ensures that all the sub groups are captured in the selection of the participants. Miller and Brewer's (2015), formula was utilised to calculate the final sample size as given below:

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

Where:

n = Sample size,

N = Population size and

e = the level of confidence

The formula used a 95 % level of confidence, which is common in social science research. This means that the margin of error is 5 percent, which is acceptable. The break down for each of the group is calculated as follows:

$$n = \frac{N}{1 + N(e)^2}$$
$$n = \frac{103}{1 + 103(0.05)^2}$$
$$n = \frac{103}{1.26} = 82$$

A sample size of at least 30% of the population is typically deemed appropriate (Stanley & Gregory 2001). The study, therefore, using a sample size of 82 assisted the researcher to arrive at valid results.

Data Collection Instruments

The study analysed primary data. Abd El Hammed (2016) designed the data collecting instrument, which was adjusted by the researcher to include concepts gathered from literature reviewed. Close-ended questions were included in the questionnaire. The questionnaire utilised a 5-point Likert scale. Each statement elicited a response from respondents indicating their level of agreement. Each question was scored on a five-point scale, with 1 indicating strong disagreement, 2 indicating disagreement, 3 indicating uncertainty, 4 indicating agreement, and 5 indicating strong agreement. The likert scale was chosen because it is relatively simple to construct, it enables quantification of responses, it allows for ranking of items, which enables the identification of trends, respondents are more likely to respond to all of the instrument's statements, and it best captures people's opinions (Kothar & Garg, 2014).

Section A gathered demographic data about respondents, such as their gender, age, and educational attainment. Section B examined the sources of stress on health care staff performance in order to determine the degree of stress. Section C discussed the link between job stress and performance of

health care employees. Section D discussed the influence of occupational stress on the performance of health care employees at the Sissala East Municipal Hospital. Section E contained information about employee performance.

The purpose of the questionnaire was to guarantee that data collection was standardised, meaning that each responder received the same question in the same manner. Additionally, it enables the researcher to collect unique data from a representative sample of the population in a short period of time. It is less costly (Ogutu, 2012). Additionally, the questionnaire prompts respondents to submit explanations immediately after they complete it.

Pre-Test of the Study

The questionnaire was pre-tested to examine the respondents for comprehension, logic and relevance of the data collection instrument. This was done to validate its content validity. According to Malhotra (2007), questionnaire pre-tests are conducted to ascertain respondents' reactions, sentiments, and items that they perceive to be confusing. The pre-testing was done to check the question content, wording, sequence and difficulty of the questions. The feedback obtained were used to revise the questionnaire before administering to the respondents.

Reliability of The Instrument

The specified constructs will be examined using a reliability and validity test. More precisely, the Cronbach's reliability estimation test. Internal consistency will be determined using the Cronbach's alpha. The Cronbach's alpha is a reliability index that quantifies how closely the items in a collection are positively associated. It was employed to assess the research instrument's

dependability. It was used to determine the study's reliability. According to scholars (e.g., Pallant, 2010; Sekaran & Bougie, 2011), dependability values of 0.70 and more should be regarded as good reliability. The results in Table 1 showed that the instrument were reliable since the Cronbach Alpha level were above the threshold of 0.7.

Table 1: Cronbach Alpha results

Variables	Cronbach Alpha	
work overload	.867	5
Role ambiguity	.823	6
Work environment	.796	6

Source: Field Survey (2022)

Data Collection Procedures

Permission was sought by the researcher from the management of the hospital to collect data. The researcher sent a covering letter from the Department of Human Resource, University of Cape Coast, to the study organisation to allow him to administer the instrument personally to increase the chances of the questionnaire being filled. The researcher spelled out the reason for the study and assured the respondents of confidentiality and anonymity. The Questionnaires were handed over to the participants and were guided to fill and collected back. The questions were administered on 28th of November, 2021 to 15th December, 2021. The researcher took three weeks in collecting the data. A response rate of 84.53% was recorded.

Data Analysis

The researcher entered the data using SPSS version 22. The researcher edited the data collected, screen the data. Frequencies and percentages were used to analyse the demographic data. Research question one and four were

analyzed with mean and standard deviation. The Pearson correlation was used to analyse the the relationship between work related stress and the performance of health care employee. The linear multiple regression analyses was used to investigate the effect of work related stress on the performance of employees at the Sissala East Municipal Hospital.

A linear multiple regression model of the form

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

used to test the relationship between independent and dependent variable.

Where;

Y= Employee performance

β_0 =Constant

X_1 = Role ambiguity

X_2 = Workload

X_3 =Working Environment

ε =error term

Y is the dependent variable which respresented the employee performance.

β_0 is the regression constant, β_1 and β_2 are the coefficient of the regression model, X_1 is the first independent variable role ambiguity and X_2 is the second independent variable which is workloads and third variable was working environment.

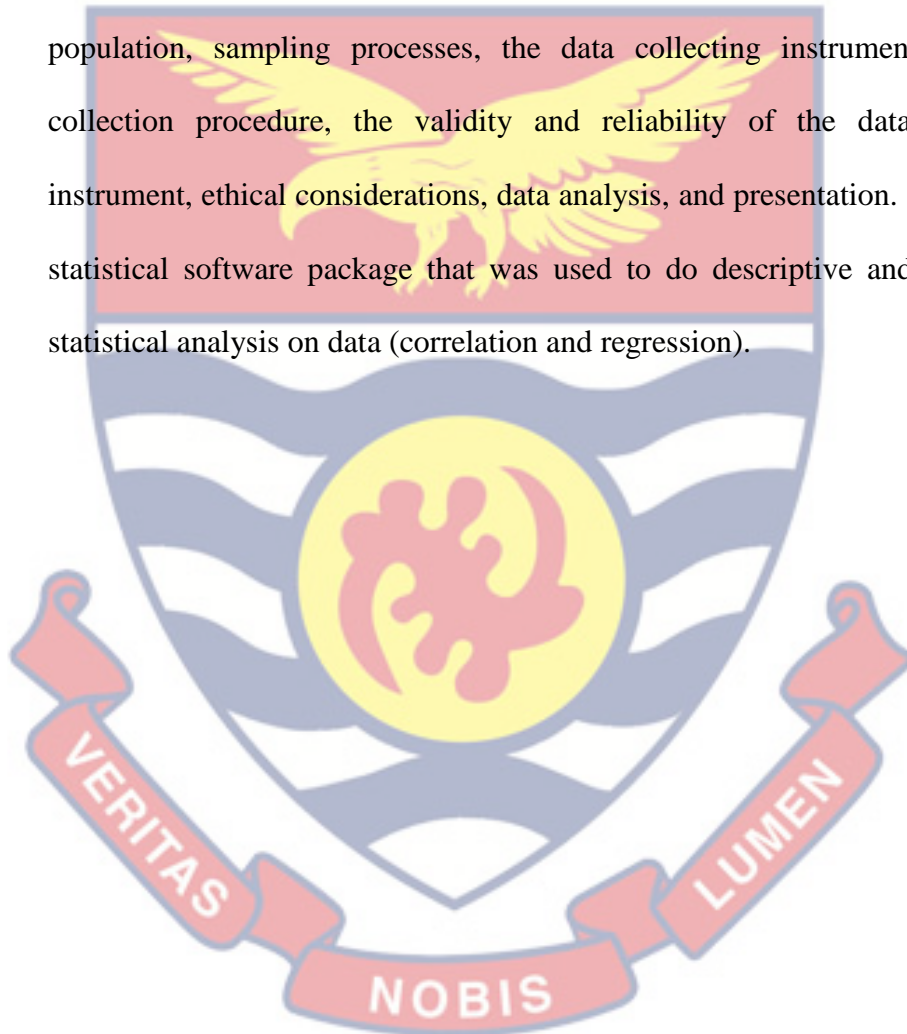
Ethical Consideration

Permission was secured from the management of Sissala East Municipal Hospital as part of the ethical clearance needed for the study before the research survey begun. The respondents were also guaranteed maximum confidentiality and anonymity throughout the study. The respondents were

informed of the voluntary nature of the study and their power to choose to opt out if they prefer and confidentiality of response. The researcher explained to the importance of the findings of the study to tackling the negative effect of stress on employee performance at the hospital.

Chapter Summary

This chapter discussed the research methodology, the study design, the population, sampling processes, the data collecting instrument, the data collection procedure, the validity and reliability of the data collection instrument, ethical considerations, data analysis, and presentation. SPSS was a statistical software package that was used to do descriptive and inferential statistical analysis on data (correlation and regression).



CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

The focus of this chapter was on the analysis of the data and the presentation of field results. The main reason for the study is to investigate the effect of stress on the performance of health care workers at the Sissala East Municipal Hospital. The specific objectives were to: investigate the causes of stress of health care workers at the Sissala East Municipal Hospital. Examine the relation between stress and the performance of health care workers at the Sissala East Municipal Hospital, Examine the impact of stress at work on the performance of health workers at the Sissala East Municipal Hospital, examine the strategies used by nurses to manage stress at the Sissala East Municipal Hospital. To answer the objectives set out at the start of the study, data was gathered using the questionnaire to address the research questions. The demographic data was analysed using frequency, percentage whiles the mean, standard deviation and linear multiple regression were employed in the analyses of the results. The data analyses were done in two parts. The first being a presentation of result on the demographic data and the last parts covered the presentation of results on the research objectives.

Demographic Data

Demographic characteristics that were considered important in this study, as discussed in the next section were gender, age and educational background. It helps readers understand groupings under which respondents were put. The characteristics are the gender of participant, the number of years

repondents have been working in the Hospital and their level of education.

The findings of the response are;

Table 2: Demographic Distribution of Respondents

Variable	Frequency	Percentages %
Gender		
Female	62	75.6
Male	20	24.4
Age of Respondents		
Below 20 years	7	8.5
21-29 years	14	17.1
30-39 years	12	14.6
40-49 years	25	30.5
50 years and above	24	29.3
Educational Level of Respondents		
Diploma	39	47.6
Degree	29	35.4
Masters' Degree	10	12.2
Doctors Degree	4	4.9
Total	82	100.0

Source: Field +Survey (2021)

The results of Table 2 indicate that 62 (75.6%) of respondents were males and 20 (24.4%) were females. Most of the respondents involved in the study were males. Additionally, the results from the table show that 25 (30.5%) and 24 (29.3%) of respondents were in the age group (40-49) and (50 years and above) respectively. The table also shows that 14 (17.1%) of respondents are between 21 and 29 years of age. This is followed by those in the age group of 30 to 39 years who represented 14.6% of the respondents. 8.5% of the respondents were below 20 years. The age distribution of the respondents showed that around two-thirds of the respondents are adults and

therefore be in a better placed to answer questions bothering the deforestation and its accompanying consequences.

On education background of respondents, the results from Table 1 shows that 39 respondents, representing 48%, had Diploma certificate. This is followed by Degree holders who represents 35.4%, 12.2% of respondents had masters' degree and 4.9% of the respondent are Doctors. This shows that all respondents have received some level of education and are able to understand and provide accurate information.

Research Question One: What are the causes of stress of health care employees at the Sissala East Municipal Hospital?

This research question sought to examines causes of stress at the Sissala East Municipal Hospital. To address this research question, data collected with a questionnaire was analysed using the mean and standard deviation. The scores were measured on the five-point (1 to 5) Likert scale. The mean score of 1.00-1.49 were considered as Strongly Disagree; mean score of 1.50-2.49 represent Disagree; the mean score of 2.50-3.49, Neither agree nor disagree; 3.50-4.49 represent Agree; 4.5-5.00 represent Strongly agree. The results are presented in Table 3.

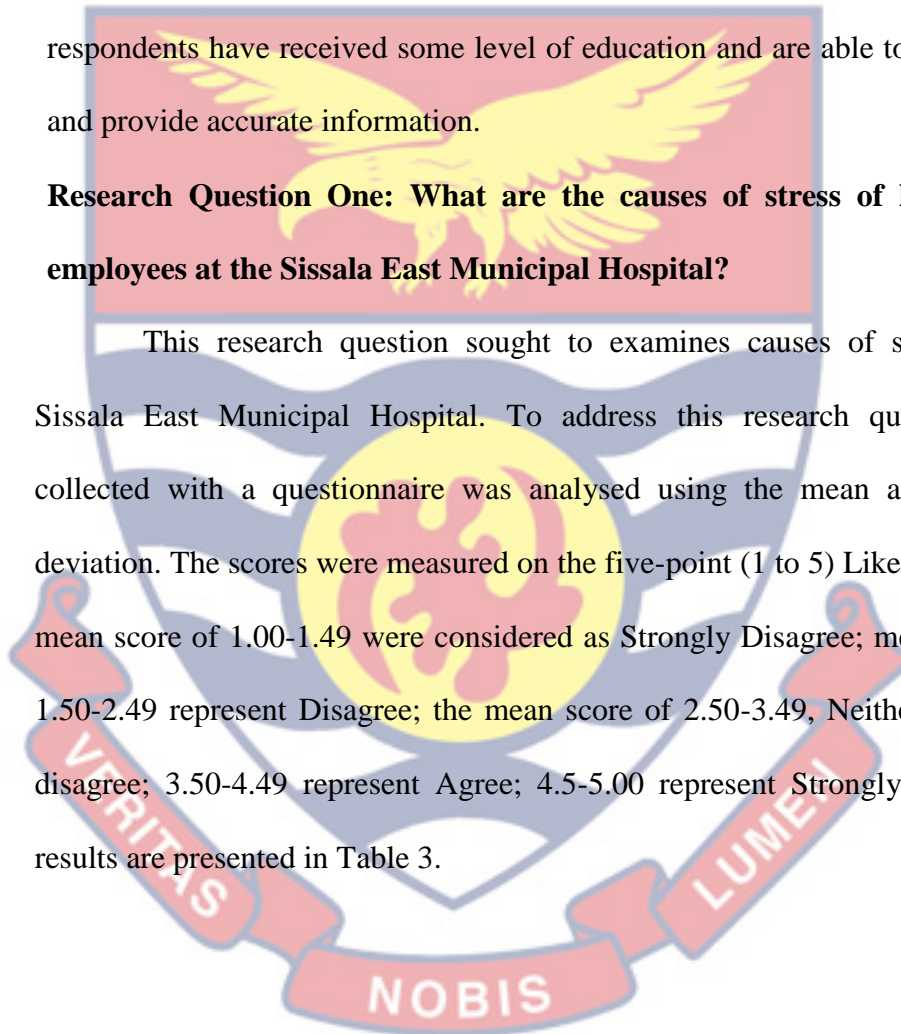


Table 3: Causes of stress of health care employees at the Sissala East Municipal Hospital

Variable	Mean	Standard Deviation
High workloads of nurses in Sissala East Municipality causes Stress	4.23	1.046
Lack of concentration to carry out my duties as nurse leads to stress	4.16	1.060
Poor working relationship between Doctors and nurses leads to stress	4.54	.984
Poor working conditions at Sisera East leads to stress	3.89	1.286
Role ambiguity is another causes of stress	3.94	1.443
Role conflict is one of that factors that leads to job stress	4.41	1.030
Lack of management support causes stress	4.39	1.152
The nurse’s inability to meet the demand of the work	3.78	1.388
Long working hours due to inadequate staff leads to stress	4.28	1.158
Mean of mean and Standard deviation	37.62	10.547

Source: Field Survey (2022)

The result presented in Table 3 show that the respondents agreed that poor working relationship between Doctors and nurses leads to stress ($M = 4.54, SD= .984$) The respondents agreed that role conflict is one of that factors that leads to job stress ($M = 4.41, SD=1.03$). They also agreed that lack of management support from the Sissala East leads to stress ($M = 4.39, SD=1.15$). The study also reveals that respondent long working hours of nurses due to inadequate staff leads to stress ($M = 4.28, SD =1.16$). The results indicate that respondents agreed that High workloads of nurses in Sisera Municipality

causes Stress ($M= 4.23$, $SD=1.05$). The results also show that respondent agreed that Further probing revealed a lack of concentration to carry out duties as a nurse leads to stress ($M=4.16$, $SD=1.06$). The results further show that the respondents agree with the statement that role ambiguity is another causes of stress ($M=3.94$, $SD=1.44$), Another stress factor was leading to stress as poor working conditions at Sissala East ($M =3.89$, $SD= 1.28$) and the least rated factor was nurse's inability to meet the demand of the work ($M=3.05$, $SD=1.58$). Nursing profession by its very nature, is Subject to high levels of stress and the work can be stressful than other professions. Problems start to happen when the management of the hospital are not able to find appropriate coping strategies, it will results in employee dissatisfaction, high level of illness, absence, high turnover, poor performance, shortage of staff and low performance and, consequently, difficulty in delivering quality Patient Service. The findings showed that among some of the causes of stress are workload, job insecurity, role conflicts, lack of autonomy, shift work, inadequate staff. The findings showed that nurses at Sissala East go through a lot of stress that affects their performance. The findings of the study curred with (Ranford, 2018) who found that nurses go through stress which altimate affect their performance. There are varous causes of stress in the Ghanan health service. The findings support similar study by (Ajayi & Abimbola, 2013) who found that most of the stress are caused by very high work load, security of job, stress from work shifts system.

As Sampson (2017) found in his research of nurses at the UCC Hospital, conflict with other nurses is the most prevalent stressor. The findings confirm that poor hospital resources cause stress in patients. Donkor (2013)

found that disagreements with supervisors, coworkers, and lack of support were the most prevalent sources of stress among Ghanaian nurses. Among the typical stresses in nursing practise, according to Chikukwa (2020), are severe workloads, personnel shortages, unpleasant working conditions, and mental anguish.

The findings concurred with Mangkunegara (2011) and Daniel (2019) found that stress is caused by heavy workload, ambiguity of role, work climate, job security, freedom to work and little to no support for management. This result is at variance with findings by Dagget et al. (2016), who found that among nurses, the highest degree of work stress was coping with death and dying, followed by ambiguity over patient care and workload, while the lowest level was dealing with sexual harassment.

The study sought to examine the level of stress among the nurses at Sissala East Municipal Hospital. The results are shown in Table 4.

Table 4: The level of stress among nuresse of Sissala East Municipal Hospital

Variables	Frequency	Percentage
Very low	6	7.3
Low	8	9.8
Moderate	10	12.2
High	42	51.2
Very High	16	19.5
Total	82	100.0

Sources: Field Survey (2022)

The result presented in Table 4 shows that majority 51.2% of the respondents agreed that the level of stress of nurses in Sissala East Municipal Hospital is high, 19.5% of the respondents showed that the level of stress was very high, 12.2% said moderate. However, 9.8% indicate low and 7.3 said

very low. The results implied that the level of stress of nurses in Sissala East was shown by majority 51.2% of the respondents agreed that the level of stress of nurses in Sissala East Municipal Hospital is high. This high level of stress can negatively affect their performance. They also agreed that lack of management support from the Sissala East Municipal Hospital leads to stress ($M = 4.39, SD=1.15$). The study also reveals that long working hours of nurses due to inadequate staff leads to stress ($M = 4.28, SD =1.16$). The results indicated respondents agreed that High workloads of nurses in Sissala Municipality causes Stress ($M= 4.23, SD=1.05$). The results also shows that respondent agreed a further probe revealed lack of concentration to carry out duties as nurses leads to stress ($M =4.16, SD=1.06$). The results further shows the respondents agreement with the statement role ambiguity is another cause of stress ($M=3.94, SD=1.44$), Another stress factor leading to stress was poor working conditions at Sissla East ($M =3.89, SD= 1.28$) and the least rated factor was nurse's inability to meet the demand of the work ($M=3.05, SD=1.58$). The finding support that of Sampson (2017) who found that the stress among nures in Cape Coast teaching hospital were high

Research Question Two : What is the relationship between Job stress and health care employee performance at the Sissala East Municipal Hospital?

This reseach examined the the relationship between stress and employee performance. To examined the relationship among the variables, Pearson's Product Moment Correlation analyses was conducted based on the normality of the data gathered. Hazra and Gogtay (2016) indicated that there is no correlation when $r= 0$, any value <0.30 is considered as weak, 0.3 and 0.5

may be treated as “fair” or “moderate” as “strong” correlation, values between 0.50 and 0.70 is interpreted as “good” correlation, and (r = 1) was regarded as perfect correlation.

To examined the relationship among the variables, Pearson’s Product Moment. This statistical tool was employed after the normality test was conducted and the results are presented in Table 5.

Table 5: Correlations between the Job stress and employee performance

		Performance of employee	Role_ambiguity	work overload	Working environment
Performance of employee	Pearson Correlation	1	.698**	.595**	.770**
	Sig. (2-tailed)		.000	.000	.000
	N	82	82	82	82
Role_ambiguity	Pearson Correlation	.698**	1	.421**	.588**
	Sig. (2-tailed)	.000		.000	.000
	N	82	82	82	82
work overload	Pearson Correlation	.595**	.421**	1	.631**
	Sig. (2-tailed)	.000	.000		.000
	N	82	82	82	82
Working environment	Pearson Correlation	.770**	.588**	.631**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	82	82	82	82

** . Correlation is significant at the 0.01 level (2-tailed).

In accordance with the findings in Table 5, there was a strong positive and statistically significant link between job ambiguities and performance of employees at the Sissala East Municipal Hospital (r=.698**, p0.05) level of

significance ($r=.698^{**}$, $p<0.05$). Employee performance and work overload were shown to be highly correlated, with a strong positive and statistically significant association between the two. The results implies that work overloads contribute to stress which affect employee performance. ($r= .595^{**}$, $p< 0.05$). The result also shows that there was a strong positive and statistically significant relationship between poor working environment and employee performance ($r= .770^{**}$, $p< 0.05$). The results implies that working environment contribute to stress which affect employee performance. This finding is consistent with studies by Yeboah-Kordee et al. in 2018.

Research Question Three: What are the effects of job stress on health care employee performance at the Sissala East Municipal Hospital?

This question was aimed at examining the effect of stress on the performance of health care workers at the Sissala East Municipal Hospital. To address this research Question, questionnaires were used to collect data and the mean and standard deviation were used to analyse the data collected to address the research question. The scores ranged from 1 to 5 on the Likert scale. In general, a score of 1.00-1.49 indicates strong disagreement; 1.50-2.49 indicates disapproval; 2.50-3.49 indicates neutrality; 3.50-4.49 signifies agreement; and 4.5-5.00 indicates strong agreement. The results are presented in Table 6.

Table 6: Effect of stress of health care employees at the Sissala East Municipal Hospital

Statements	<i>M</i>	<i>SD</i>
Stress leads absenteeism which affects performance	4.426	.770
It increases financial burden of the hospital	4.390	.797
High stress leads low employee performance	4.292	.922
They cannot concentrate on work and duties when they go through stress at three work place	4.268	1.018
The employee in stressful situation cannot render quality service as expected of them	4.402	1.004
They Ignore some responsibilities when stressed up	4.170	1.040
Mean of mean and Standard deviation	4.025	0.925

Source: Field Survey (2022)

The results in Table 6 show that the respondents agreed that the employee in stressful situation cannot render quality service as expected of them ($M = 4.426, SD = .770$). The respondents agreed that stress leads to absenteeism of staff which has negative effect on performance ($M = 4.402, SD = 1.004$). They also agree that stress increases financial burden of the hospital ($M = 4.390, SD = .770$). The study also shows high stress leads to low employee performance ($M = 4.292, SD = .922$). The results also show that the respondents cannot concentrate on their work and duties when they go through stress at their work place ($M = 4.268, SD = 1.018$).

The results indicated respondents agreed they ignore some of their responsibilities when stressed up ($M = 4.170, SD = 1.070$). The study concluded that stress causes health problems in nurses, diminishes performance, costs employers money, and negatively impacts patient care. The

findings of the study support that of (Cross, 2019) who found that the effect of work-related stress on the work of nurses leads in higher costs for the hospital in need of a sense of support from the management to address it. The findings of the study further strengthened that several scholars (Ashraf, Nawaz, & Riaz, 2019; Morsi, & Abraham, 2020) who found that the effects of uncontrolled stress can lead to high levels of nursing dissatisfaction, illness, absenteeism and reduced performance that hinders the provision of quality patient care.

The study further conducted linear multiple regression analyses to examine the effect of stress on employee performance. In order to run the linear multiple regression, the researcher checked the classical regression assumptions such as normality test, multi linearity, and autocorrelation test to ensure that the assumptions are not violated in interpreting the data. The study checked the normality test assumption using histogram as shown in Figure 2.

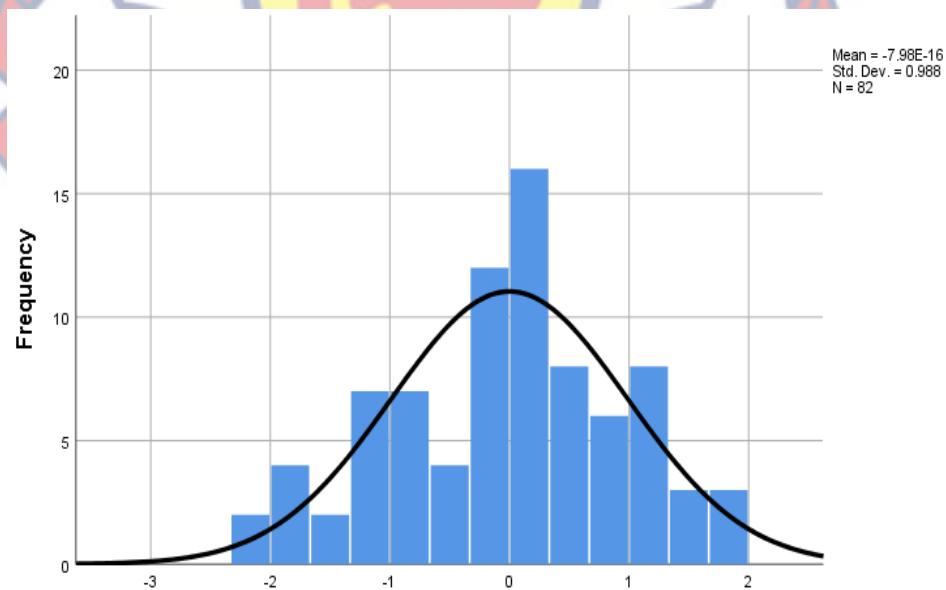


Figure 2: Regression Standardized Residual

The histogram showed that the data was normal and does not violate the regression as an assumption. The study also used the normal probability plot to check the normality of the data and results are shown in Figure 3.

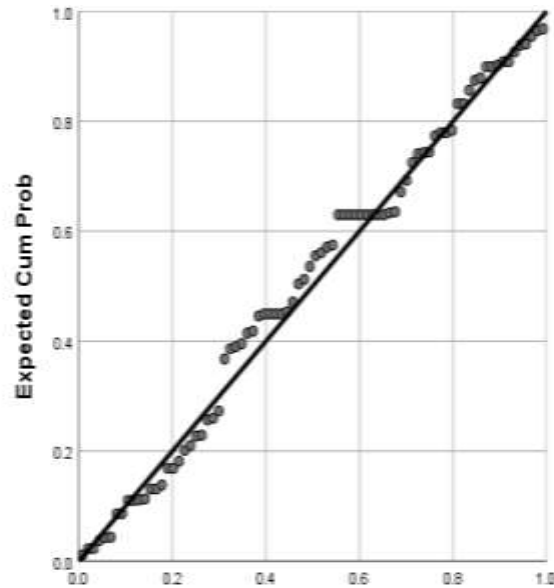


Figure 3: Observed Cum Prob

The results showed that the data is normal. The graph revealed that the points spread around the diagonal line and therefore follows the direction of the diagonal line and the points do not move away from the diagonal line.

Durbin Watson Test

Durbin-Watson is used to check and detect whether there is autocorrelation problem. The Durbin-Watson for all variables is 1.572 signifying that there was no problem of autocorrelation which conforms with the range of 1.5 to 2.5 by Alseed (2005). Shown in Table 7

Table 7: Multicollinearity Test

	Tolerance	VIF
Role_ambiguity	.650	1.539
work overload	.598	1.673
Working environment	.475	2.105

Source: Field Survey (2022)

The variance inflation factor (VIF) was used to measure the multicollinearity among the variables in a regression model. The Study conducted Multicollinearity Test to ensure the regression assumption of Multicollinearity is not violated. The results showed that tolerance are greater than 0.1 and Variance inflation factors figures were < than 10 suggesting that there was no problem of multicollinearity.

Table 8: Model Summary^b

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.836 ^a	.698	.687	1.86099	1.576

a. Predictors: (Constant), Work overloads, Role_ ambiguity, work environment

b. Dependent Variable: Employee performance

Source: Field Survey, (2022)

From the table shows that correlation coefficients show the relation between the factors. The results show that the R value was .836^a at 0.5% significant level indicating that there exists a strong beneficial relationship in the performance of employee. The Adjusted R Square is the coefficient of determination which explains the variation in employee performance due to changes in independent variables. The results from the model summary show that the value of adjusted R² is .698 meaning that work overload, role ambiguity and working environment explains about 69.8% of the variance in employee performance at Sissala East Municipality. The remaining 40.3% can be explained by other factors that were not included in the model. This is consistent with that of (Ahmed & Ramzan, 2013; Alnaiem & N Jalagat, 2017,

2017) who found that work overload, role ambiguity and working environment has significant effect on employee performance.

Table 9 presents the results of Analysis of variance

Table 9: ANOVA^a

Model		Sum of		Mean Square	F	Sig.
		Squares	df			
1	Regression	625.340	3	208.447	60.188	.000 ^b
	Residual	270.136	78	3.463		
	Total	895.476	81			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), work overloads, role_ambiguity, work environment
Source: Field Survey, (2022)

The results of the ANOVA test were presented in Table 9, it showed that the entire model was significant in explaining the effect of stress on employee performance at Sissala East Municipal Hospital as shown by $F(3, 78) = 60.188, p=0.000 < 0.05$. This proved that the model can be used to make predictions. It can be concluded that work overload and role ambiguity have statistical significance and positive effect on employee performance at Sissala East Municipal Hospital.

Table 10 presents the regression coefficient results.

Table 10: Presents the Regression Coefficients

Model		Unstandardized		Stand. Coefficients		Collinearity Statistics		
		B	Error Std.	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	3.693	.991		3.726	.000		
	Role_ambiguity	.449	.096	.363	4.702	.000	.650	1.539
	Work environment	.367	.197	.150	1.864	.066	.598	1.673
	Work overloads	1.360	.265	.462	5.123	.000	.475	2.105

a. Dependent Variable: Performance of employee

Source: Field survey, (2022)

Multiple regression analysis was used to figure out the predictors with a level of significance of 0.000. Table 10 contains the findings. The Multiple regression model was in the format stated below:

The regression equation was given as $Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$

Y= Employee performance, C= Constant, X1= role ambiguity, X2 = work overloads, X3= work environment E= error term

$$Y = 7.320 + .402X_1 + .360X_2 + e$$

The regression model showed that taken all the independent variable into account, The performance of the employees would be at 3.693. The results show beta value is (beta=.449, t= 4.702, p<0.05). The results showed that a unit increases the stress of employee which affect their performance while holding all other factors constant, would leads to 44.9 increase in employee performance. The results implied that role ambiguity has statistically significant negative effect on the performance employee.

The findings of the study further revealed that the beta value of work overloads is (beta= 1.360, t= 5.123, p< 0.05). This means 1 unit increase in nurses workloads while holding all other factors constant would lead to 1.360 negative increase in employee performance in Sissala East Municipal Hospital. These results showed that work overloads has statistically significant negative effect on employees' in Sissala East Municipal Hospital. The finding of the study further revealed that the beta value of work environment is (beta= .369, t= 1.864, p>0.05). These results showed has no statistically significant effect on employees' performance in Sissala East Municipal Hospital. The findings agreed with that of (Akkoç et al., 2021; Dawson-Brew & Nyarko-Sampson, 2017; Fagbenro, 2019; Gracia & Martínez-Córcoles, 2018; Morsi & Ebraheem, 2020; Yousefi & Abdullah, 2019) whose findings showed that role ambiguity and workloads have statistically significant negative effect on employee performance.

Research Question Four: What strategies will be used by nurses to manage stress at the Sissala East Municipal Hospital?

The Research question four examined the strategies used by nurses to manage stress at the Sissala East Municipal Hospital. Six items on a five-point Likert scale were employed in order to answer this study topic. To analyse the results, we utilised the mean and standard deviation. The following was done with the mean scores: 1.50-3.49, neutral; 3.50-4.49 (Agree); 4.5-5.00 (Strongly Disagree); 1.50-2.49 (Disagree); 2.50-3.49, neutral; 3.50-4.49 (Agree); 4.5-5.00 (Strongly Disagree); 1.50-2.49 (Disagree); 1.50-2.49 (Disagree); 2.50-3.49, neutral; (Strongly Agree). The results obtained are summarized in Table 11

Table 11: Strategies to manage stress at the Sissala East Municipal Hospital

Statement	<i>M</i>	<i>SD</i>
I spend time to have relaxation to reduce stress	4.658	.724
I share my problem of stress with friend, colleagues and families	4.268	1.019
I go for break time to help me release stress	3.902	.883
Training and workshops programmes help me to reduce stress	4.036	.895
I delegate some of the duties to other colleague nurses instead of doing it myself	3.951	.751
I accept the things that I cannot change them to reduce stress	3.597	.927
Average mean, and standard Deviation	4.069	1.46

Source: Field Data, (2022)

The result in Table 11 show that respondents agreed that having relaxation helps them to cope up stress ($M = 4.658$, $SD=0.724$). The respondents further agree that they cope with stress by sharing their problems with friends, colleagues and families ($M = 4.248$, $SD=1.019$), The results further showed that respondents agreed that training and workshops programmes on stress management helps them to reduce stress ($M = 4.036$, $SD= .895$). The respondents agreed that they delegate some of the duties to other colleague nurses instead doing it themselves ($M = 3.951$, $SD = .751$). The respondents further indicated that break time helps them to release themselves from stress ($M=3.73$, $SD=1.41$).

Chapter Summary

The purpose of the study was to examine the effect of stress on health care employee’s performance of the Sissala East Municipal Hospital at Tumu. The study used questionnaire to collect data. The descriptive statistics such as frequency, percentage, standard deviation and linear multiple regression were used to analyse the data gathered to address the research questionnaire.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter summarizes the findings and makes recommendations. The main purpose of the study is to examine the impact of stress on the employee performance of health care workers at the Sissala East Municipal Hospital.

Summary of the Study

The specific objectives of the study were to: Investigate the causes of stress of health care employees at the Sissala East Municipal Hospital; Examine the relationship between Job stress and health care employee performance at the Sissala East Municipal Hospital; Examine the effect of job stress on employee performance at the Sissala East Municipal Hospital; Examine the strategies used by nurses to manage stress at the Sissala East Municipal Hospital.

The study administered 97 copies of questionnaire were completed and 82 were considered valid for analysis. The study used descriptive survey designs and employed simple random sampling to select a sample size of 82 respondents. The study employed questionnaire to gather primary data to address the objectives of the study. The study used a five-point Likert-type scale questionnaire to gather data. The questionnaire was validated by the researcher's supervisors for its content and face validity. A Cronbach's alpha of .970 was obtained indicating the reliability of the instrument to gather credible data. The descriptive statistics and Linear multiple regression were used to analyze the data gathered for the study.

Summary of the key Findings

The findings showed that stress among nurses at Sissala East was caused by poor working relationship between Doctors and nurses, role conflict, lack of management support, long working hours of nurses due to inadequate staff leads to stress, lack of concentration, role ambiguity, poor working conditions, nurse's inability to meet the demand of the work

The findings showed that the level of stress of nurses in Sissala East was shown by majority 51.2% of the respondents agreed that the level of stress of nurses in Sissala East Municipal Hospital is high. The rest were attributed to several factors such as lack of management support, Role ambiguity, role conflict, work loads, long working hours of nurses due to inadequate staff, poor working conditions and nurse's inability to meet the demand of the work.

The finding also showed that there was a statistically significant relationship between stress factors and employee performance at Sissala East Municipal Hospital. The study established that there was a strong positive and significant relationship between role ambiguity and employee performance at the Sissala East Municipal Hospital. The findings also showed that there was a strong positive and statistically significant relationship between work overload and employee performance. The results implies that work overloads contribute to stress which affect employee performance. The result also shows that there was a strong positive and statistically significant relationship between poor working environment and employee performance.

The findings on effect of stress showed that stress leads absenteeism of staff which has negative effect on performance, the employee in stressful situation cannot render quality service, increases financial burden of the

hospital, leads low employee performance, The nurses cannot concentrate on their work and duties when they go through stress at their work place and ignore some of their responsibilities. The findings established that Work overloads and role ambiguity have statistical significant negative effect on employee performance.

The study found that the strategies used by nurses to manage stress at the Sissala East Municipal Hospital showed that having relaxation was one of the strategies which helps them to cope up stress. They also cope with stress by sharing their problems with friends, colleagues and families, go for training and workshops programmes on stress management helps them to reduce stress. They delegate some of the duties to the other colleague nurses instead doing it themselves and break time helps them to release themselves from stress.

Conclusion

The study made the following conclusions based on the findings of the study. The study concluded there is a strong correlation between stress and employees' performance. The study further drew the conclusion that workload of employees at Sissala East Municipal Hospital has effect on employee performance. This means that nurses performance will be boosted and increased if the workloads on the employees are minimized. The study found that roles ambiguity leads to stress and has significant effect on employees' performance. This means that managers of the hospital should clearly state and clarify the roles of the employee to reduce stress. The study showed that having relaxation was one of the strategies which helps them to cope up stress. They also came up with stress by sharing their problems with friends,

colleagues and families, go for training and workshops programmes on stress management helps them to reduce stress. They delegate some of the duties to the other colleague nurses instead doing it themselves and break time helps them to release themselves from stress.

Recommendation

The following recommendation were made based on the research findings:

1. Sissala East Municipality management has to raise employee understanding of the causes of stress and how it affects productivity.
2. In order to lessen employee stress, management of Sissala East Municipality should increase staff and reduce the duties on the employees.
3. To further reduce stress, management at Sissala East Municipal Hospital should specify and elaborate on the tasks of each staff.
4. In order to prepare staff members for dealing with stress and to foster a positive work environment, management must arrange training sessions through workshops.
5. The administration of Sissala East Municipal Hospital needs to take immediate action to address pressures and their detrimental impact on employee performance.

Suggestions for Further Research

The study employed the descriptive survey to examine the effects of stress on employee's performance at Sissala East Municipal hospital. The study used only questionnaire in gathering data on the issues on health and safety practices. The study suggests that future researchers should use interview guide in addition to the questionnaire to gather qualitative data to give the respondents opportunity to share their views on effect of stress on employee performance.

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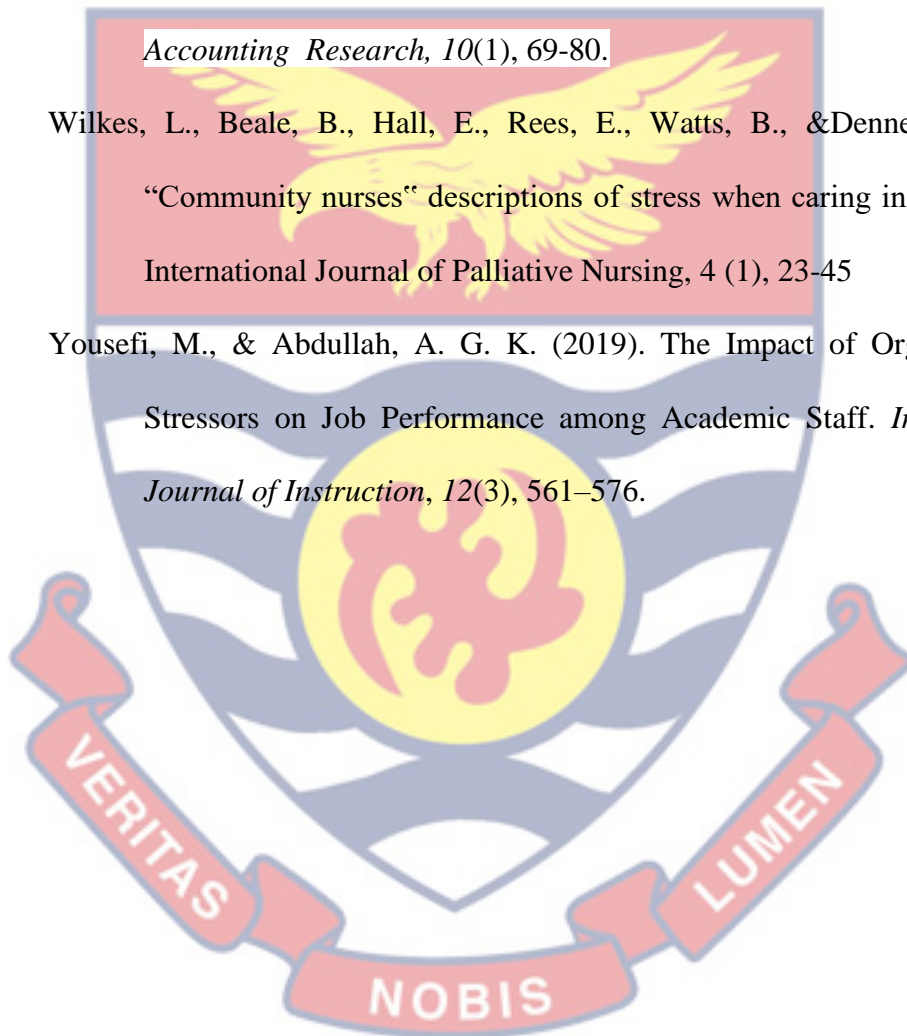
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APPENDICES

APPENDIX A

RESEARCH QUESTIONNAIRE FOR THE STAFF AT THE SISSALA EAST MUNICIPAL HOSPITAL

Dear Respondent,

I am a graduate student pursuing Masters of Business Administration in finance (MBA). I am final year student of University of Cape Coast conducting research effect of stress on the employee performance of health care workers at the Sissala East Municipal Hospital. This is a requirement in partial fulfillment of my MBA degree in University of Cape Coast. This is an Academic research and confidentiality shall strictly be adhered to. The information you provide will at no instance be used for any other purpose other than for this research project. Kindly spare a few minutes to complete the questionnaire attached fully, honestly and objectively.

SECTION A: Demographic Information (*Please tick where appropriate*)

1 Gender: Male Female

2. Age

Below 30 years 30-35years 36-40years 41-45years 46 and above

3. Highest level of education attained.

Degree Master's PhD

4. Working experience?

1 – 5 years 6 – 10 years 11 – 15years 16 and above

5. Category of staff

Senior staff

Junior staff

Section B. This section examines causes of stress at the Sissala East Municipal Hospital. “Please indicate the extent to which you agree or disagree with the following statements. Do you (1) strongly disagree; (2) disagree; (3) are uncertain; (4) agree; or (5) strongly agree”

	Statements	1	2	3	4	5
6	Inflexibility and long working hours leads to stress					
7	High workloads of nurses in Sisera Municipality causes Stress					
8	Lack of concentration to carry out my duties as nurse leads to stress					
9	Poor working relationship between Doctors and nurses leads to stress					
10	Poor working conditions at Sisera East leads to stress					
11	Role ambiguity is another causes of stress					
12	Role conflict is one of that factors that leads to job stress					
13	Lack of management support causes stress					
14	The nurse’s inability to meet the demand of the work and supervisor causes stress					

SECTION D: This section examines the effect of job stress on employee performance at the Sissala East Municipal Hospital. “Please indicate the extent to which you agree or disagree with the following statements. Do you (1) strongly disagree; (2) disagree; (3) are uncertain; (4) agree; or (5) strongly agree”

	Statement	1	2	3	4	5
17	Stress leads absenteeism which affects performance					
18	It increases organisational cost					
19	Stress affect work continuity at					
20	High stress leads low employee performance					
21	The high level of stress leads dissatisfaction of nurses					
22	The employee in stress cannot meet the expectation of the organisation					
23	Stress leads to decreased performance in the organisation					

SECTION E. Strategies to deal with stress. “Please indicate the extent to which you agree or disagree with the following statements. Do you (1) strongly disagree; (2) disagree; (3) are uncertain; (4) agree; or (5) strongly agree”

	Statements	1	2	3	4	5
24	The nurses should have relaxation as a stress reduction strategies					
25	I share my problem of stress with friend, colleagues and families					
26	The nurse should have break time					
27	I discuss with some about how I feel to get relief					
28	The nurses should delegate some of the duties to the other colleague nurses instead of performing all of them by themselves					
29	The nurses should accept the things that they cannot change					

SECTION E. Employee performance. Please indicate the extent to which you agree or disagree with the following statements. “Do you (1) strongly disagree; (2) disagree; (3) are uncertain; (4) agree; or (5) strongly agree”

	Statements	1	2	3	4	5
30	Stress affect problem solving					
31	Stress affect employee decision making ability					
32	Stress affects the work of the staff					
33	Stress stifle reduces quality service delivery					
34	Leads poor service delivery					

Thank You