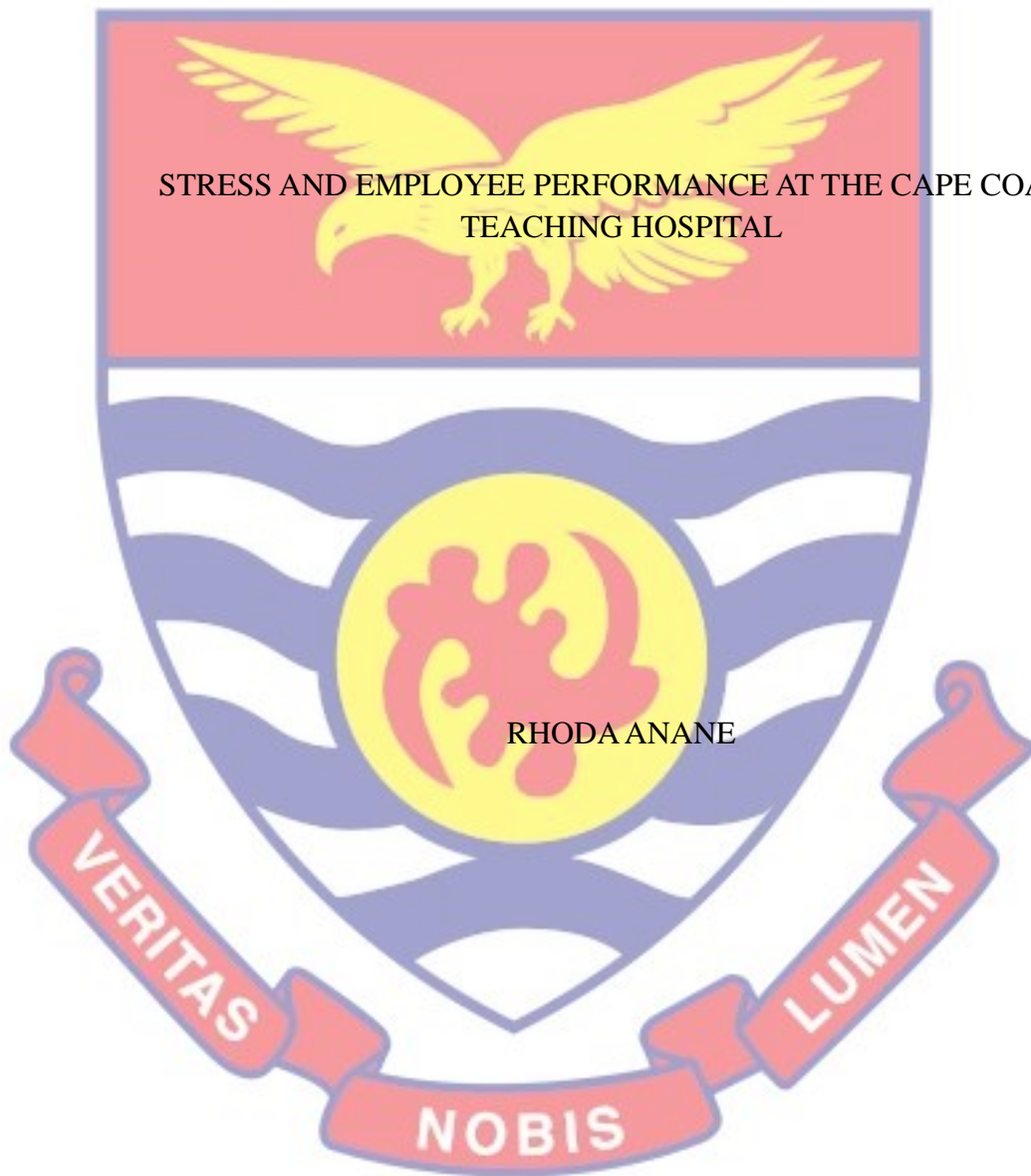


UNIVERSITY OF CAPE COAST



STRESS AND EMPLOYEE PERFORMANCE AT THE CAPE COAST
TEACHING HOSPITAL

RHODA ANANE

2022

UNIVERSITY OF CAPE COAST

STRESS AND EMPLOYEE PERFORMANCE AT THE CAPE COAST
TEACHING HOSPITAL

BY

RHODA ANANE

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 fulfillment of the requirements for the award of 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 research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature Date

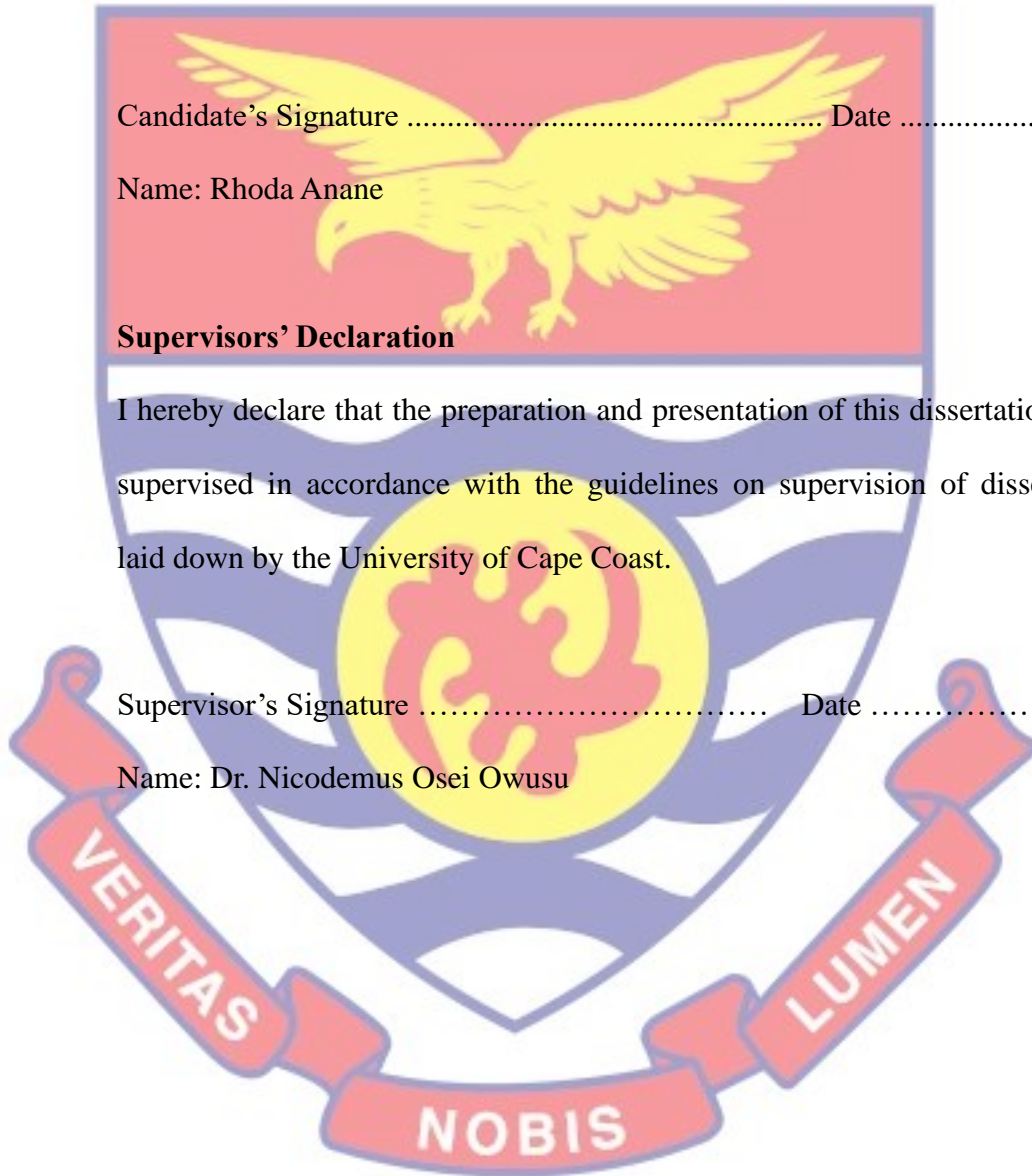
Name: Rhoda Anane

Supervisors' Declaration

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

Supervisor's Signature Date

Name: Dr. Nicodemus Osei Owusu



ABSTRACT

The study sought to examine the effect of job-related stress on the performance of nurses at the Cape Coast Teaching Hospital. The study adopted the quantitative research approach with explanatory research design to examine the effect of the variables. Specifically, the objectives were; the effect of job-related stress on nurses' performance, the effect of demand-related stress on nurses' performance and also, the combined effect of job-related stress and demand-related stress on nurses' performance at the Cape Coast Teaching Hospital. Using the Krejcie and Morgan's (1970) statistical table, 175 nurses were sampled out of 320. However, only 160 nurses participated in the study and filled the questionnaires. The retrieved data was processed with the Statistical Package for the Social Sciences (SPSS 25.0 version) and analyzed using descriptive statistics including frequency and percentages and inferential tools such as Pearson moment correlation coefficient and linear regression. The findings revealed that there was a weak correlation between both job-related stress and demand-related stress, and employee performance. It was also found that, both job-related and demand-related stress had negative and significant effect on employee performance. The study then concluded that nurses who are stressed are likely to have poor performance. This study recommends that the management and senior staff of the Cape Coast Teaching Hospital should put up measures to help mitigate the job-related stress factors to ensure that the nurses are able to perform efficiently and effectively.

ACKNOWLEDGEMENTS

I offer my appreciation to my supervisor Dr. Nicodemus Osei Owusu for the academic guidance and advice towards the successful completion of this dissertation.

I also thank the staff of the Cape Coast Teaching Hospital for their participation in this research. The completion of this research would not have been possible without you.



DEDICATION

I dedicate this research to the Anane family.

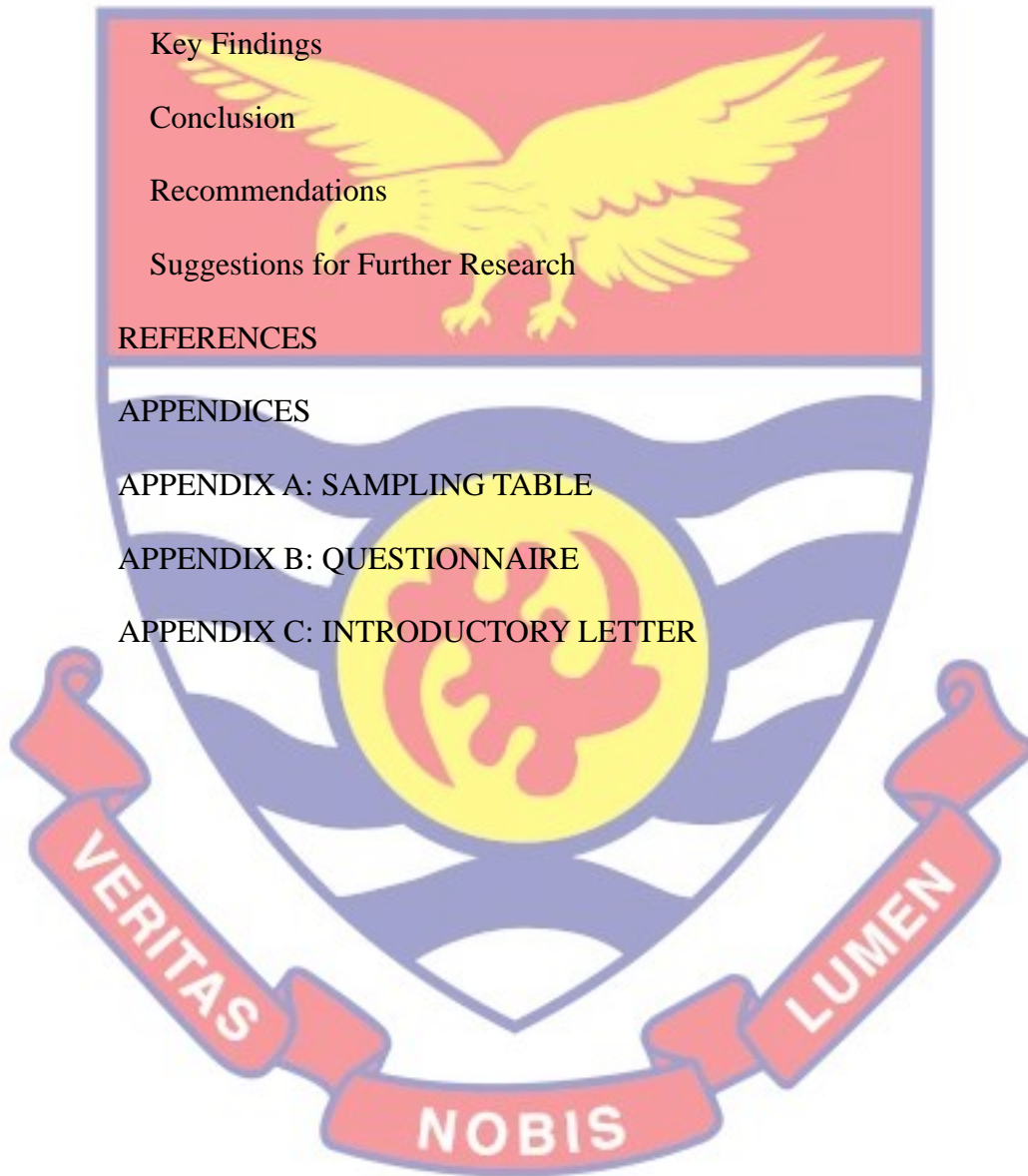


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CHAPTER ONE

INTRODUCTION

The chapter one of the study opens with a background to the study. It also looks at the statement of the problem and presents the purpose of the study, research objectives and research questions. The significance of the study, delimitations, limitations and organisation of the study are all included in this chapter.

Background to the Study

In the modern day competitive global environment, the performance of an employee plays an essential role in the overall performance and success of an institution. Due to the relevance of employees in organisations, it is critical for businesses to attract and retain employees in whatever way feasible. Primarily, all organisations expect their employees to perform to the optimum for the actualisation of organisational goals. Employee performance, on the other hand, can be hampered by a variety of workplace difficulties, including but not limited to high levels of stress, discrimination, harassment and low motivation. Job stress has recently been the subject of a lot of study (Vijayan, 2017; Bartels, 2020), and it has been discovered that it is one of the negative characteristics of the workplace that has a negative influence on the overall smooth running of organisations (Chienwattanasook & Jernsittiparsert, 2019).

Worldwide statistics of fatal and non-fatal industrial and work-related illnesses were released by the International Labour Organisation (ILO, 2011; 2013). According to statistics, 2.3 million people die each year due to work-related causes in different nations. Workplaces have seen an increase in occurrences of work-related stress, aggression, and psychological problems

(Fialova et al., 2019). Inadequate job training, a lack of support at work, inefficiency of coworkers, limited time to complete work, many tasks, and a lack of drive for professional advancement are all factors that can lead to workplace stress (Dwamena, 2012; Nair, 2013; Prasanna, 2016). Martin (2014) asserts that stress arises from situations which include life happenings, workload, pressures from family, role disparities, self-defeating thoughts, career growth, and unwillingness to embrace risk, set goals and expectations that are unreasonable.

Stress is a universal element, not only limited to the workplace but can be experienced by persons from all walks of life and at different levels (Ampofo, Nasse, & Akouverabou, 2020). Stress has become a normal part of individuals' lives now. However, if stress is not handled properly or managed well and it becomes a long-term menace, it can affect one's life. Stress can be triggered from family life, health status, job, and demands from society, among others. Literature centered on Ghanaian institutions suggests that a higher percentage of workforces in institutions suffer from stress-related problems. It connotes that stress can be a killer of many organisations (Nordzro, 2017; Bartels, 2020), not exempting health workers and other service providers.

Nurses play a critical role in providing healthcare in every country. Other medical officials may struggle to perform in their absence (Coudounaris, Akuffo, & Nkulenu, 2020). The services and behaviour of Ghanaian nurses have received much attention from the general public over the years. However, according to the Antecedent behaviour consequences model, there is always an antecedent that causes behaviour. Health workers generally have this sense of

compassion and empathy for their patients and would want to make sure their patients get the best treatment from them. Especially, in the case of the Cape Coast Teaching Hospital whose guiding principles are; customer focus, excellence, creativity, ethical behaviour, teamwork and honesty (Hospital, 2016), its health workers would want to strive in carrying out these, accordingly.

Stress can affect the employee as well as the organisation's overall performance which is very alarming. Employees can be affected by job stress irrespective of gender, position, or type of work (Ampofo, Nasse, & Akouwerabou, 2020). Existing workplace stress research shows that stress is accepted as an unavoidable component among employees. When employees perform to the optimum, it directly influences the organisation's performance. Government, scholars, and other players in the health sector are concerned about increasing expectations of nurses and healthcare professionals in terms of job production (Kokoroko & Sanda, 2019). As a result, there's a rising interest in determining how much work health workers do and how it affects their health.

Hospitals are stressful environments by definition (Montgomerya, Panagopoulou, Kehoe, & Valkanos, 2011), and nursing is a difficult career (Gulavani & Shinde, 2014) characterised by work-related stressors like workload, shift work, job security, low salaries, lack of co-workers' support, role ambiguity, time pressure, riskiness of job, and others (Vijayan, 2017). Nurses, compared to other health employees such as paramedics, support personnel, and even doctors, have the most burdens, according to studies in the health industry (Asamani, Amertil & Chebere, 2015). Nurses may also

experience emotional stress as a result of making vital judgments under extreme time constraints and caring for patients in life-threatening situations (Montgomery, Spanub, Babanb & Panagopoulou, 2015).

In Ghana, nurse-patient ratios have changed significantly from 1:1,251 in 2012 to 1:542 in 2016 (Facts+Figures, 2017). However, the recommended nurse-patient ratio is 1:4 by the World Health Organisation. According to Cudjoe (2015), nurses are still under a lot of time pressure when it comes to providing healthcare services. Nurses' job stress levels in Ghana have been linked to their workload levels, according to research (Kwansah, Dzodzomenyo, Mutumba, Asabir, Koomson, Gyakobo & Snow, 2012; Donkor, 2013; Cudjoe, 2015). According to Donkor (2013), excessive workload levels account for 44.2 percent of the reasons of nursing stress in Ghana. Is the stress that nurses face caused only by their jobs, or are there other variables at play?

Statement of the Problem

Distress in the nursing profession has been connected to poor job performance as well as negative emotional and professional effects. Therefore, it is considered a serious problem that has to be attended to as it can hinder the organisation from attaining its goals and sustaining profitability. In considering the selected institution, Cape Coast Teaching Hospital just like other health facilities, has a great burden of receiving patients. Literature indicates that there is a strong correlation between job stress and employee performance (Bartels, 2020; Hafeez, 2018; Hwang & Lee, 2019; Poursadeghiyan, et al., 2017; Vijayan, 2017). With long working hours, night shifts, high workloads, demanding clients and contradictory expectations,

working in the health sector is an inherently stressful career (Ahmed & Ramzan, 2013).

Hospitals have long been regarded as an unusual working environment with a wide range of responsibilities. The amount of work demands and perceived stress among hospital personnel have risen as a result of patient expectations. As a result, stress reduction in the healthcare profession is a difficult chore for physicians, nurses, and other medical workers. The current study therefore looks into what type of stress actually affects or influences nurses' performance at the Cape Coast Teaching Hospital. The annual performance report (2019) of the Cape Coast Teaching Hospital revealed that turnover rate is very high and out of the number of staff, fifty-three (53), granted transfer out of the institution that year; forty-four (44) were from the nursing division. This insight is very alarming and calls for attention although; the reasons for their transfers were not mentioned.

In literature so far, Ampofo, Nasse and Akouverabou (2020) have conducted research on the effects of stress on performance of workers in Ghana health service in the Wa Municipality. Though their study was directed in the health sector, the focus was on the Ghana Health Service as a whole. Since it is established that stress is everywhere, this study rather seeks to examine the type of stress that affects performance of nurses only at the Cape Coast Teaching Hospital as nurses form the backbone of healthcare provision. The research problem was addressed by examining whether job-related stress, demand-related stress or the combined effect of the two had an impact on job performance of nurses at the Cape Coast Teaching Hospital.

Purpose of the Study

This study sought to examine the type of stress (job-related, demand-related or the combined effect of the two) which affects performance of nurses at the Cape Coast Teaching Hospital in order to properly understand what nurses go through and what the management could do to help them attain a great working life.

Research Objectives

1. Examine the effect of job-related stress on nurses' performance at the Cape Coast Teaching Hospital.
2. Examine the effect of demand-related stress on nurses' performance at the Cape Coast Teaching Hospital.
3. Examine the combined effect of job-related stress and demand-related stress on nurses' performance at the Cape Coast Teaching Hospital.

Research Questions

1. What is the effect of job-related stress on nurses' performance at the Cape Coast Teaching Hospital?
2. What is the effect of demand-related stress on nurses' performance at the Cape Coast Teaching Hospital?
3. What is the combined effect of job-related stress and demand-related stress on nurses' performance at the Cape Coast Teaching Hospital?

Significance of the Study

Stress is identified as the most common problem in organisations which has a big hand in the performance and productivity of employees. For organisations to overcome this challenge and also succeed, it is expedient that employees work in a stress-free environment so that problems associated with

employee efficiency, absenteeism and intention to quit will be minimised if not eliminated. For many reasons, studies on stress are relevant.

As part of its Science and Technology mandate, the Cape Coast Teaching Hospital seeks to identify science-based gaps in knowledge and establish a research priority agenda. The findings of this research therefore, can be used as a reference for Cape Coast Teaching Hospital to identify its falls and work on them to ensure the health workers work efficiently and effectively henceforth. This study helps by supporting employees and management in broadening their perspective on stress management strategies and their use in non-work-related areas of life. Once established, awareness of stress management strategies may spread throughout all health institutions and the general public in other sectors, benefiting both employees and companies. Management is responsible for facilitating staff strategies for stress management.

This research helps managers discover the causes of poor employee performance and meet their psychological and other needs by using stress management strategies. Knowing about these concerns will raise awareness and help find solutions to the difficulties encountered by health personnel. Hopefully, the findings from this research will add up to existing literature on job stress and employee performance and serve as a source of reference in the field. Again, the findings would help governments, non-governmental organisations and other relevant stakeholders in the health sector and other sectors to formulate plans and policies for addressing issues and managing strategies among workers in Ghana and the world at large. The recommendations can be relevant for further studies.

Delimitation

This research work concentrated on job stress among nurses at the Cape Coast Teaching Hospital, references to other industries were simply made to illustrate a point or to create comparisons. The focus of the study is limited to only nurses, midwives, community health nurses and general nurses in the hospital, as such, the administrative workers and other health workers like the doctors, pharmacists, laboratory technicians, among others, were excluded. The study focused only on the Cape Coast Teaching Hospital and excluded all the other health centers in Cape Coast and the country at large.

Limitation of the Study

The main limitation of the research was the use Cape Coast Teaching Hospital as the research organisation which restricted the generalisation of the results, as they may not be relevant to other Ghanaian health institutions owing to differences in management practices and geographical locations. As a result, drawing conclusions from this research may be restricted. The study's results were affected by the use of primary data acquired via designed questionnaire. Furthermore, because of the time required to gather the sampled size of nurses, the adoption of a simple random sampling approach to pick the respondents had an impact on the study. Also, since nurses work on shifts, it was difficult to access them and even retrieve the questionnaires after they had filled them which affected the response rate.

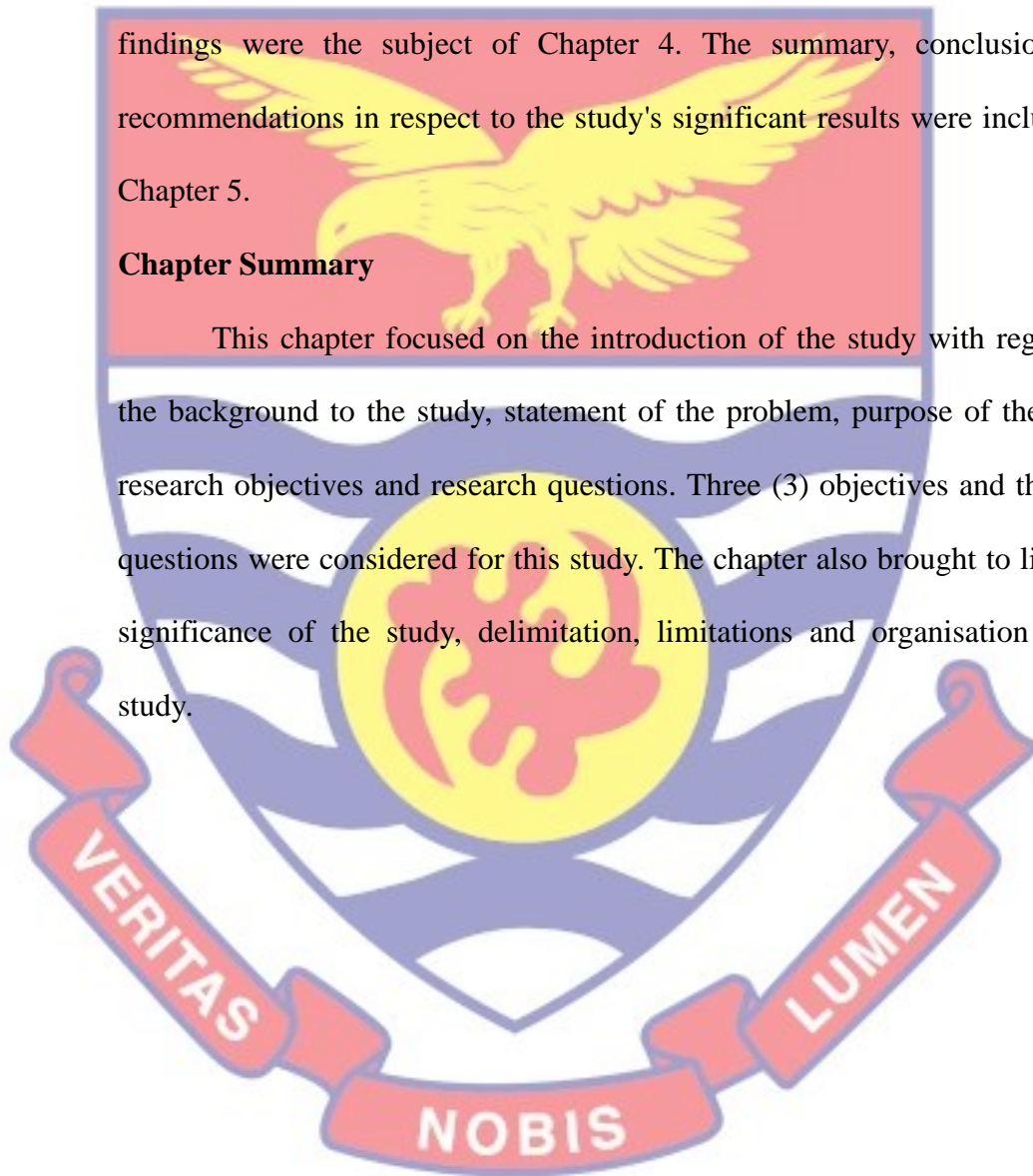
Organisation of the Study

The research was divided into five (5) chapters. The first chapter comprised of an introduction to the study, including the background to the study, statement of the problem, research objectives and questions. It also

included the purpose of the study, its significance, delimitation, limitations and the organisation of the study. The second chapter was on literature review where there were the theoretical review, conceptual review and framework and the empirical review of the study. The third chapter focuses on the study's research techniques. The findings, outcomes, and discussion of the study's findings were the subject of Chapter 4. The summary, conclusion, and recommendations in respect to the study's significant results were included in Chapter 5.

Chapter Summary

This chapter focused on the introduction of the study with regards to the background to the study, statement of the problem, purpose of the study, research objectives and research questions. Three (3) objectives and three (3) questions were considered for this study. The chapter also brought to light the significance of the study, delimitation, limitations and organisation of the study.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter of the study covers reviews from literature related to job stress and employee performance. The section begins with a theoretical review that focuses on the main theories underpinning the study and a conceptual framework. Followed up, job stress and employee performance were explained as the key concepts of the study. The chapter further provides an empirical review on the relationship between job stress (job-related stress, demand-related stress and the combined effect of job-related stress and demand related stress) and employee performance.

Theories underpinning The Study

The following theories underpin this research study.

The Psychosocial Model

Engel's 1977 model highlights the interaction influence of environmental and human susceptibility variables on health (Fialova, et al., 2019). As per the theory, threats to an individual's mental, physical, and social well-being put a strain on their resources and ability to cope, which in turn causes physiological reactions in the body. World Health Organisation definitions of health include physiological, psychological, and emotional well-being, not only absence of sickness or disability WHO 1946 (as cited in Fialova, et al., 2019).

This model proves that certain factors can cause stress for an individual be it from the workplace, home, social groups or functions among others. It postulates that the environment within which one finds him or herself poses a

threat to the individual's health if the demands or pressure exerted are more than what the individual can take. With nurses taking care of patients and having to witness the death of some, it can sometimes take a toll on their psychological health. Also, pressures from the home could contribute to the social hindrances on their health and probably affect their job performance if they are not able to manage the pressures well. As the purpose of the study seeks to identify what type of stress; be it job-related, demand related or the combined effect of the two, affects or influences nurses' performance at the workplace, this theory will play a major role to help in analysing and understanding the issue on ground.

Role Theory

In the last decades, human service organisations in the majority of Western economies have undergone significant organisational reform and professional rule redefinitions in order to offer required services (Brock, Hinings & Powell, 2012). One of the key concepts of role theory is that the many work roles that employees do may be stressful regardless of their actual employment, indicating that the stress associated with various job roles can be difficult for everyone. Bhalla and Zafar (2013) identified six job roles that were seen to be demanding regardless of the employee's true calling. The six roles are: role ambiguity, role insufficiency, role overload, role boundary, responsibility, physical environment.

Role ambiguity occurs when the employee is not aware or has little knowledge on what is expected of him/her at the workplace. That is, the employee does not know how or where they fit at the workplace and what they are actually supposed to do. The employee is not fully aware of his or her roles

at the workplace and this can cause stress in the employee as the individual will be frustrated.

Role insufficiency describes when an employee is not challenged at the workplace. The employee feels that his or her work is monotonous; it is repetitive and boring. This arises when an employee is not given sufficient tasks or work demands which will challenge him or her to do more. Monotonous work makes the employee feel less challenged and can lead to stress when they are not able to fully utilize their capabilities and strengths.

Role overload comes into play when an employee has too much work to do. It could be that there may be insufficient personnel at the workplace, limited timeline, and inefficiency of co-workers or multiple responsibilities on the employee. When this happens, it causes stress on the employee as he/she does not have the needed capacity or resources to meet the work demands.

Role boundary in this case, is a clear description of the responsibilities, privileges, and constraints that come with a job or job role. It includes what each role encompasses, what is expected and its limitations. With this, every employee becomes aware of his or her duties and roles and does not feel ambiguous or lost at the workplace. This also reduces work or role conflict as every employee is aware of his or her boundaries.

Responsibility at the workplace can be grouped into two categories: responsibility for people and responsibility for items (Dwamena, 2012). Being responsible for people is quite stressful. Especially, in the case of nurses who have to deal with patients and patients' relatives at the health centres. Nurses may also experience emotional stress as a result of making vital choices under

extreme time constraints and caring for patients in life-threatening situations (Montgomery, Spanub, Babanb & Panagopoulou, 2015).

The physical environment is about the surroundings of the workplace. It covers the working conditions, nature of the workplace, ventilation systems, lightning systems, level of noise (internal or external) and all other stimuli which affects an employee's senses and can influence his/her behaviour or mental state (Dwamena, 2012). Also, if the work environment is not conducive enough or has poorly structured systems or offices, it can create poor working relationships which may cause stress to the employees.

These theories emphasize on the need to alleviate health issues especially stress related, to allow the employee engage more on the work and perform to the maximum as expected for the overall organisational performance and success. They also point out the factors that instigate stress. Either job-related, demand-related stress or both of them affect employee performance; these theories would help in the understanding and analysis of the study.

Concept of Stress

According to (Naqvi, Khan, Kant, and Khan, 2013; Perera, Sardeshmukh, and Kulik, 2015), there is no one optimal description for stress since it is neither a nerve tension nor a behavioural response to a particular object, scenario, or activity. Due to that, a lot of researchers have tried their best to define the concept.

Stress is described as a person's reaction to occurrences that pose a threat to or provide challenges to them (Martin, 2014). The stimulus reaction of a person to an external aspect that threatens or challenges him is defined as

stress in the preceding definition. In a stressful situation, Naqvi et al. (2013) describe stress as a physiological mental problem that occurs whenever capabilities are inadequate to meet a person's expectations. This definition agrees with the JD-R model which stipulates that stress is bound to occur when job demands exceeds job resources. The researcher went on to address the fact that stress is a physical and psychological mental disorder. Hence, stress could be a detrimental factor to one's health if not managed or handled properly. When a person realises that the stress on him is greater than he can take, stress develops, and if it continues for an extended length of time without assistance, psychological, physical, or behavioural problems may develop (Almen & Lisspers, 2020). Therefore, stress indicates that when an individual is faced with work demands that weigh him down, stress can set in and affect the individual's performance.

From the above definitions of stress, it could be deduced that stress is the imbalance between job demands and job resources needed to meet the demands. Also, stress stems externally from the environment posing as a threat or challenge which ends up affecting the mental or physical health of the individual. Based on the above, it can be concluded that providing the necessary resources needed for a particular work demand should be made to reduce stress and improve performance and productivity.

Stress, as explained by Habib, Yunes, Hedayat, Thomas, and Amirhossein (2017), is any inherent or external stimuli which elicit a physiological reaction. In essence, anything that attracts a reaction of an individual. Schachl (2018) also identifies that stress has to do with the force used on an object which can be applied to humans. Economic pressures,

medical problems, interpersonal disputes, and work-related troubles are all examples of issues that exert pressure on the body and mind, they said. They added that “stress is the process by which a person reacts when faced with external or internal problems and challenges”. Ramli (2018) pointed out that everyone experiences stress within or outside the organisation. He added that job stress may be defined as a situation or distress felt by a person as a result of his or her job environment that has an effect on his or her survival. Handoko (as cited in Ramli 2018) shown that job stress is a feeling of anxiety that impacts a person's emotions, behaviors, thoughts, and situations. Thus, work stress disrupts and distorts employees' state of mind.

However, individuals respond to stress differently especially when faced with the various kinds of stressors. Stress can be divided into two categories, according to Kupriyanov and Zhdanov (2014). Eustress is defined as a type of positive stress that motivates a person to work harder or improve their performance. It is the type of stress that can enhance an individual’s well-being when faced with responsibilities and challenges. Working harder to get a promotion at work, to push through in running the last mile of a race, to pass an upcoming examination, are all examples of eustress.

Distress is considered a damaging stress affecting individuals and organisations as a whole. Distress is serious as it causes more concern, receives and deserves more attention. Examples include, tension or pressures on an individual which can lead to burnout or breakdown of an individual’s physical and mental health. As emphasized earlier on, stress has become a normal part of our lives which can be managed eventually but excessive stress

could be dangerous as it can cause stroke, migraines, and unbearable discomforts.

Stress seems to have been increasingly prevalent in today's society in many spheres of life, most notably the job (Cudjoe, 2015). Job stress is a critical physiological situation that results when the job's expectations do not meet the employees' talent, resources, or criteria (Hafeez, 2018). Job stress, according to Rollinson (as cited in Adjei 2009), is described as a collection of circumstances that arise from individual's interactions with their employment and are marked by internal changes that compel people to deviate from their regular functioning. According to Kupriyanov and Zhdanov (2014), stress enables employees to maintain their focus, energy, and alertness at work. In other words, stress- eustress in this instance could serve as a boost for employees to enhance their performance.

Nordzro (2017) stipulates that job stress is ascribed to how busy an employee is, emanating from the handling of many important duties, timelines and obligations. He further adds that job stress happens when job expectations mismatches against the individual's resources and ability to achieve those demands. In their work, Amfo-Otu and Agyemang (2017) confirmed that exhilaration to worry, wrath, discouragement, and sadness are all common emotional responses to stressful events. Job stress is seen as an indispensable feature of Organisations that has the potential of adversely affecting employee performance (Donkor, 2013). Kataoka, Ozawa, Tanioka and King (2014) assert that job stress is mostly accountable for the several challenges affecting employees' psychological and physical health which could disrupt individual and organisation's performances.

Stress in Healthcare Professions

There is a lot of evidence that stress has a harmful influence on healthcare workers. Increased stress can lead to depression, job dissatisfaction, and tense interpersonal interactions (Hafeez, 2018). Workplace stressors such as work overload, Organisational challenges, and conflicts have been proven to increase the chances of anxiety and poor performance in healthcare professionals. According to Nedd (2006) and as used in the research, "nurse job stress" refers to "emotional and physical reactions caused by interactions between the nurse and his or her work environment when job demands surpass capabilities and resources."

Types of Stress

Managing stress can be complex and perplexing as there are varying kinds of stress. For this study, stress has been categorised into job-related stress and demand related stress.

Job-related Stress

The job-related stress is identified as the stressors which cause employees to be stressed up at the workplace. Job-related stressors could be workload, time pressures, level of interrelationships with colleagues and management, working conditions, nature of working environment, job descriptions, monetary incentives, job security and employee development programmes (Bartels, 2020; Dwamena, 2012; Okai, 2015).

Workload is one of the most critical factors determining an employee's productivity and efficiency. Job stress caused by a hefty task has become prevalent in today's world. Time pressure, a lack of appropriate and timely support, insufficient resources to finish a task, inefficient coworkers, role

conflicts, and other factors can all contribute to increased workload. This, if not managed, can result in stress. Aiken, Clarke, and Sloane, (as cited in Kokoroko & Sanda, 2019) stipulates that aside nurses' primary tasks, they also perform additional tasks such as delivering food to patients, housekeeping, and patient transportation. Nurses' workload comprises of both professional and non-professional activities and responsibilities. Studies have found that nurses' workload has a direct and positive relationship with workplace stress, as well as some unpleasant emotions and sentiments (Beh, Loo, 2012; Gomes, Santos & Carolino, 2013; Hosis, Mersal & Keshk, 2013).

Due to the demanding nature of certain services rendered by people in various fields, particularly manufacturing, health, IT-enabled services, among others, employees working in such institutions are made to run the shift system (Vijayan, 2017). As a result of their shift and night work, employees experience job stress. It is difficult for workers to acclimatize to various shift timings on a regular basis. Adapting to shift schedules can be harmful to your health and cause mental and emotional distress (Vijayan, 2017). Working in shifts can affect ones metabolic rate, sleep patterns, mental efficiency, blood temperature and blood sugar levels.

Nowadays, job security is a critical aspect, resulting in high worker turnover in firms around the world (Vijayan, 2017). The vast majority of companies are completely unaware of the immense potential of skilled labor. Companies that value their employees as assets, on the other hand, will plan for their future requirements by providing a pension, motivating them to progress in their careers, and establishing a favorable work environment. One of a company's primary responsibilities is to motivate and retain its staff

throughout time. Employees can be stressed by the prospect of being laid off, a lack of desire for career advancement, an inadequate pension, and low earnings.

Demand-Related Stress

The demand-related stress is also identified as other stressors outside the work environment which contribute or cause people to be stressed up. They are further grouped into: acute stress, episodic acute stress and chronic stress. Each type has its unique set of characteristics, symptoms, and treatment options. Understanding the types and how each one is, will go a long way in assisting individuals and organisations at large in managing them.

Acute stress is the most prevalent type of stress. It is a result of recent pressures and tensions, as well as anticipated future pressures and difficulties. Acute stress can be exciting and thrilling in small doses, but can be depleting in large doses. Just as its small doses are fascinating, much of it can lead to headaches, stomach pains, distress and other effects. Acute stress does not create as much harm as long-term stress because it is so brief. Symptoms of acute stress are easily seen by individuals. Their child's occasional school issues, the loss of a major contract, a deadline they are hurrying to meet, are all examples of factors causing acute stress (Anyetey, 2018). Legg (2016) posits that the most typical signs and symptoms of acute stress are emotional distress; the three stress feelings which are, anger or irritation, anxiety and despair. It is worth noting that acute stress can affect anyone at any time, and it's treatable and manageable.

There are some who however, experience severe stress on a regular basis, and whose lives are so disorganised (Anyetey, 2018). The individuals suffering from episodic acute stress are always in a hurry, but they are never on time. If it is possible for something to go wrong, it will. They take on too much and are unable to manage the barrage of self-inflicted expectations and pressures that call for their attention. People with acute stress reactions are more likely to be irritable, apprehensive, and tense as a result of episodic stress, according to Legg (2016). They frequently self-describe as having "a great deal of nervous energy." They are frequently hurried, abrupt, and their impatience can sometimes come off as hostility. When others react with genuine hatred, interpersonal ties quickly deteriorate. For them, the workplace becomes an extremely stressful environment.

Symptoms of episodic acute stress are: chronic tension headaches, migraines, hypertension, chest discomfort, and heart disease. Managing episodic acute stress involves multi-level interventions, which typically requires proper assistance and can take days (Anyetey, 2018). These people's lifestyle and personality disorders are often so deep and routine that they don't perceive anything wrong with how they live. They blame their problems on other individuals and situations beyond their control. They frequently see their way of life, their patterns of interaction with others, and their perceptions of the world as integral to who and what they are.

Compared to acute stress which can be exciting and thrilling, chronic stress is otherwise. This is the kind of relentless tension that wears individuals down year after year. Chronic stress wreaks havoc on the bodies, brain, and lives of those who are subjected to it. Long-term attrition wreaks havoc on the

system. Deprivation, unstable families, being stuck in an unhealthy relationship, or working in a job or vocation that you despise are all sources of chronic stress (Legg, 2016). Chronic stress occurs when an individual does not see an escape from a challenge or threat. The affected individual can give up while searching for answers to the seemingly needs and pressures for a long period of time. People tend to overlook chronic stress because that is something they are acquainted with but give apt attention to acute stress for it is new (Anyetey, 2018). Suicide, stroke, violence and heart attack are means through which chronic stress can kill an affected individual.

Employee Performance

The ability of an employee to perform efficiently, effectively and to the optimum can be referred to as employee performance. It is usually considered using the outcome of a task. However, Shaw (2015) expressed employee performance as a trait an employee exhibits and not necessarily the outcome or results of their actions. Any Organisation's primary priority is employee performance. All business owners want their staff to perform well so that their companies can improve and compete in the marketplace. Employee performance can be regarded as any work or input done by an employee geared towards organisational performance and productivity. Bartels (2020) stipulates that workers are able to optimise their efficiency when they are given the opportunity to actively involve themselves in decision making and also contribute in its implementation.

The way an employee will perform can be triggered by different factors like leadership style, conducive work environment, among others. Various researchers have identified that there are several indicators when it

comes to measuring performance; work quality, cost-effectiveness, punctuality, and response to work (Aliyyah, Prasetyo & Rudiyanto, 2021; Gabcanova, 2012; Subyantoro, 2019).

Relationship between Stress and Employee Performance

Job stress has long been thought to be one of the reasons causing variation in job performance (Hafeez, 2018). Stress exists at all stages of an Organisation's advancement, whether it is as a director, representative, or CEO. Many people's levels of fulfillment are influenced by stress. According to Nordzro (2017), employee performance is impacted by misalignment with Organisational priorities, a lack of involvement in decision-making and control over the working environment. Stress is also reported to be caused by personality qualities, an absence of rest, and ambiguous norms. Anxiety is prevalent in a wide spectrum of businesses. Workplaces today are so unexpected and specialized that they cause anxiety which negatively impacts workers' levels of fulfillment, profitability, and execution. Organisations in the United Kingdom are looking into ways to address this fundamental issue (Abbas & Raja, 2015).

Employees are currently enduring an unnatural state of time tension, working longer hours and reducing their ability to perform better. Administration should provide support to employees in order to reduce worry and provide legitimate assistance; this support from management is a significant factor in reducing work stress (Riaz et al, 2017). When George (2015) led an investigation into the administration of associations, he explored the relationship between job stress and work fulfillment, and he concluded that a worker with a low level of anxiety can do much better on the job.

Empirical Review

In accordance to the purpose and objectives of the study which seeks to identify and examine the effect of stress (job-related and demand related stress) on employee performance, this study carried out empirical reviews on some studies carried out on the subject and discussed its findings.

Stress and Employee Performance

Various studies on job stress and employee performance have been undertaken in various sectors of research. Many of the researches have determined a relationship between the variables; stress and employee performance as having an inverse or linear relationship. When George (2015) led an investigation into the administration of associations, he looked into the relationship between job stress and work fulfillment, and he came to the conclusion that if an employee has a low anxiety, he or she can do considerably better at work. This conclusion can also be drawn from other similar researches which will be discussed in the subsequent paragraphs.

A study conducted by Dwamena (2012) asserted that the impact of stress on production was seen. The research was on stress and its effects on employees' productivity- A case study of Ghana Ports and Harbours Authority, Takoradi. The purpose of the research was to identify the effects stress had on the productivity of employees. The researcher employed descriptive survey as its research design with purposive and simple random sampling as its technique to get respondents for the study. Questionnaires were given out to the employees and a few of the management interviewed. It was concluded in the study that stress indeed had an impact on employees' productivity. Assessing both employees and management through the questionnaires was a

good initiative so as to clearly identify and analyse stress and its effects on production wholly.

Another study by Warraich, Ahmed, Nawaz, and Khoso (2014) revealed workload, role ambiguity, and insufficient monetary reward as the main causes of job stress in employees which leads to poor performance. In

another study, Shah, Jabran, Ahsan, Sidra, Wasiq, and Maira (2012) examined the effect of stress on employees' job performance among teachers in Rawalpindi's private colleges and discovered a negative relationship between Organisational structure and employee performance, while rewards were found to be positively correlated with employee performance. Ahmed and Ramzan (2013) discovered a negative relationship between stress and job performance, meaning that as stress levels rise, so does job performance, and inversely. Though the above studies focused on different aspects of stress, they all concluded that stress one way or the other, had a negative relationship with performance.

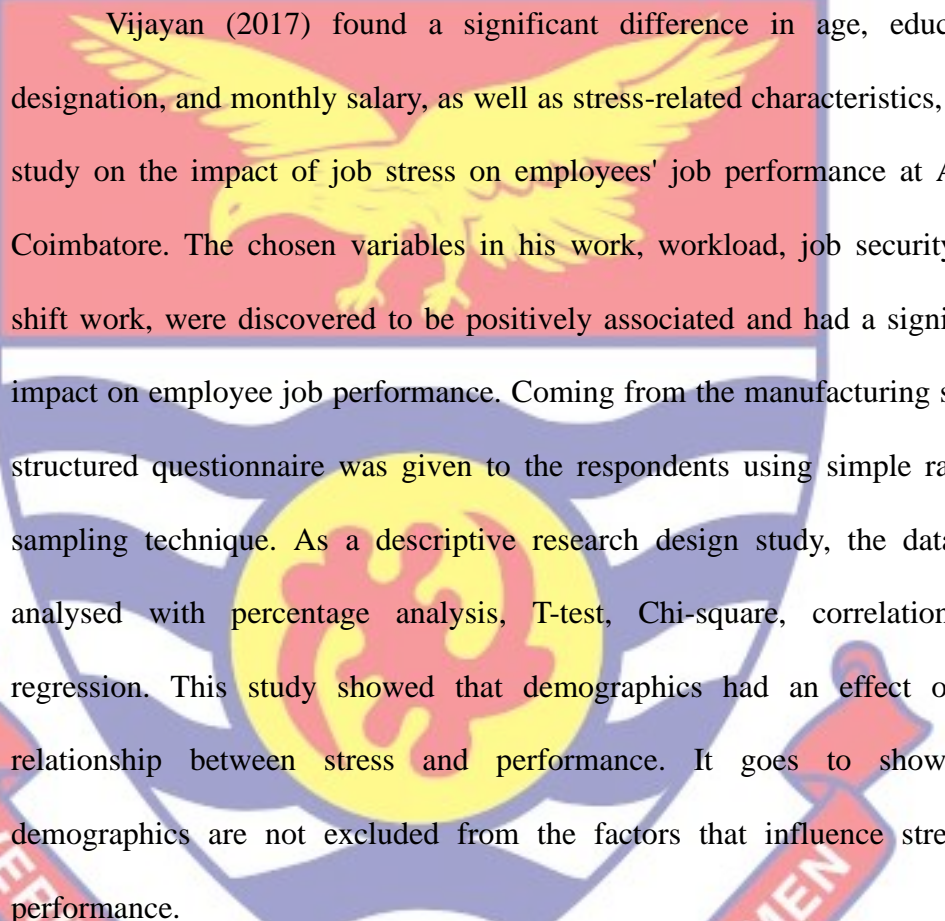
Gharib, Jamil, Ahmad and Ghouse (2016) carried out a study to see how stress affects academic staff's job performance at the Dhofar University. Structured questionnaires were used in the study to gather data with multiple regressions to analyse the effect of stress on job performance. The findings of the study showed that the level of stress was sometimes medium or low. Also, the level of performance was high with workload having a positive effect on job performance. Another study in the educational sector conducted by Aroosiya and Ali (2016) on how job stress impacts the performance of teaching staff in Sri Lanka revealed that job stress is significantly and negatively related with performance of the employees. In its conclusion, it was

realised that job stress negatively affects the levels of performance of the teaching staff in the universities studied. Between these two studies, the former showed that though stress exists among the staff, it is low compared to the latter which reveals an inverse relationship with performance.

Nordzro (2017) conducted research on stress management and staff performance in private banks in Ghana: A case study of UT Bank in Ghana's Western Region. Employee opinions of the effects of stress on performance at UT Bank were investigated in this study. The thesis of the study was that good stress management can boost workplace productivity. The respondents were chosen using a descriptive survey design and purposive sampling. Questionnaires were issued out to the respondents with frequencies and percentages being used for its analysis of data. It was identified that all respondents from the different levels at the bank adapted to the pressures of work in a variety of ways which affected their performance. From this study, it can be concluded that though stress exists in the bank, measures have been put in place to mitigate or manage it so it boosts performance rather than affect it negatively. It can then be deduced that stress when managed well could yield positive results as seen in this study.

A study was carried out by Murali, Basit and Hassan (2017) to investigate the impact of job stress on employee performance in Malaysia. Using 136 respondents from Facebook, the data gathered was analysed with regression analysis. Role ambiguity and time pressure were found to have a strong and adverse link with employee performance, whereas workload and lack of motivation had no effect on employee performance. It was therefore asserted that an increase in time pressure and role ambiguity will lead to a

decreased employee performance. The medium for data collection, Social media- Facebook, was innovative but its effectiveness could be a hindrance to the accuracy of the results and findings. It would not come as a surprise if different results would be obtained if another medium was used to collect the data.



Vijayan (2017) found a significant difference in age, education, designation, and monthly salary, as well as stress-related characteristics, in his study on the impact of job stress on employees' job performance at Aavin, Coimbatore. The chosen variables in his work, workload, job security, and shift work, were discovered to be positively associated and had a significant impact on employee job performance. Coming from the manufacturing sector, structured questionnaire was given to the respondents using simple random sampling technique. As a descriptive research design study, the data was analysed with percentage analysis, T-test, Chi-square, correlation and regression. This study showed that demographics had an effect on the relationship between stress and performance. It goes to show that demographics are not excluded from the factors that influence stress on performance.

Another study in Sri Lanka within the banking sector on stress and job performance was conducted by Jayasinghe and Mendis (2017). Stress and job performance were found to have a negative association, according to the research. Stress has been found to have a negative impact on employee performance. In support of the aforementioned study, Chineye, Chukwuemeka, and Amobi (2017) found that occupational stress had a detrimental influence on non-teaching staff performance in their study on the effect of workplace

stress and performance of non-teaching staff. The study found that workplace stress is the most important factor of performance among non-teaching personnel. In contrast to the study by Nordzro (2017) which revealed that stress had minimal impact on productivity of bankers in UT Bank, stress had a negative association with performance in the first study which also focused on the banking sector in Sri Lanka.

Employees working in the Social Security hospital in the districts of Okara and Sahiwal were the respondents of a study carried out by Hafeez (2018) to examine the impact of job stress on performance. The factors of job stress employed in the study were: workload, role ambiguity and role conflict. Using purposive sampling technique, a sample of 204 employees was chosen with only 200 responding to the questionnaires distributed. SPSS 21 software was used to analyze the data. Descriptive statistics, correlation, multiple regression, and ANOVA tests were used to acquire the results. The data revealed that workload and role conflict have a statistically significant positive effect on employee performance, however role ambiguity has a statistically insignificant association. Workload has been found to have a significant impact on performance as revealed in the studies by Gharib et al (2016) and Vijayan (2017). However, Murali, Basit and Hassan (2017) in their study found that workload had no effect on performance.

Stress causes reduced job performance, according to Chienwattanasook and Jermittiparsert (2019). The goal of their research was to look at the elements that influence job stress among Malaysian bank employees. A survey of employees from several banks was undertaken to assess their stress levels and work experiences. The data was collected using a closed-ended structured

questionnaire, and the convenience sample approach was used to gather information from the employees. Using regression analysis, it was discovered that job performance and job stress had a substantial relationship in Malaysia's banking sector.

Bartels (2020) conducted a study in Ghana to investigate the impact of job stress on academic professionals' performance at the Cape Coast Technical University in the Central Region. Explanatory design was used to achieve the study's goals. The study chose 113 academic experts for the study using a simple random selection technique. The respondents were given structured questionnaires, which were then analyzed using standard deviation ratings and regression analysis. Job stress had a negative but minimal impact on employee performance, according to the study. At the Cape Coast Technical University, poor interrelationships among colleagues and management, work-life conflicts, and high job demands were discovered to be the leading causes of stress. This proves that stress stems from a lot of factors especially at the workplace and if not managed properly, would go a long way to affect performance and productivity in organisations.

At Kilimanjaro International Airport, Nyunza (2020) studied the impacts of job stress on staff performance. The study examined the correlation between job stress and employee performance, as well as measures for reducing stress among KIA employees. To create a sample of 71 respondents from a population of 250 employees, the study used a case study approach and systematic random and purposive sampling. Questionnaires and interviews were utilized to gather information. With the help of the SPSS program, data were analyzed using descriptive statistics as well as the Pearson Correlation

Method (Version 20). The study discovered that job stress has an impact on employees' performance in the workplace.

Banyi, Grimbald, and Wutofeh (2021) investigated the impact of work stress on employee performance in Cameroon's banking sector. The objective of this research was to see if there was a relationship between work stress and job performance in the banking industry. The descriptive survey design was utilized based on the study's objective. All of the bank's department heads were selected using the purposive sampling technique, while the other bank employees were chosen using convenient sampling techniques. A total of fifty (50) people took part in the survey. The data was collected via a questionnaire. Employee performance and work stress were found to have a strong and favorable relationship, according to the findings.

From the empirical evidence provided above on the relationship between stress and employee performance, it could be concluded that indeed, stress negatively correlates with employee performance. Job-related stress was however identified to be the dominant indicator. In one of the studies, job-related stress did not have an influence on performance but in the other researches, it did. It was also identified that job-related stress has an effect on employee performance. This then means that if stress is high, the performance of an employee decreases and if stress is low, employee performance increases. However, the level and strength of the relationship between the two variables differ according to the previous studies.

Having reviewed literature from different sectors like the banking, health and educational sectors, there is an indication that though stress is a determinant of employee performance in many organisations, the magnitude

of it differs across the organisations. This is therefore essential that the influence of stress (job-related and demand-related) on employee performance at the Cape Coast Teaching Hospital be examined to assess the type, level and magnitude of the effect. This finding would then add up to existing literature and also help the Cape Coast Teaching Hospital ensure nurses and all health workers in general can work efficiently and effectively.

Conceptual Framework

The conceptual framework consists of the types of stress which are: job-related stress, demand-related stress and the combined effect of the two, forming the independent variable and employee performance as the dependent variable. The framework was informed by the objectives of the study.

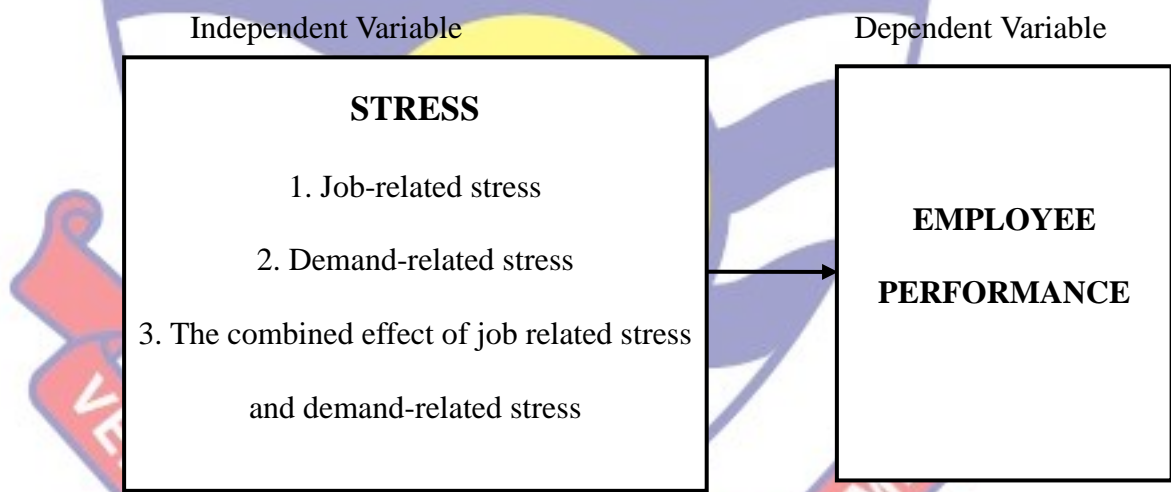
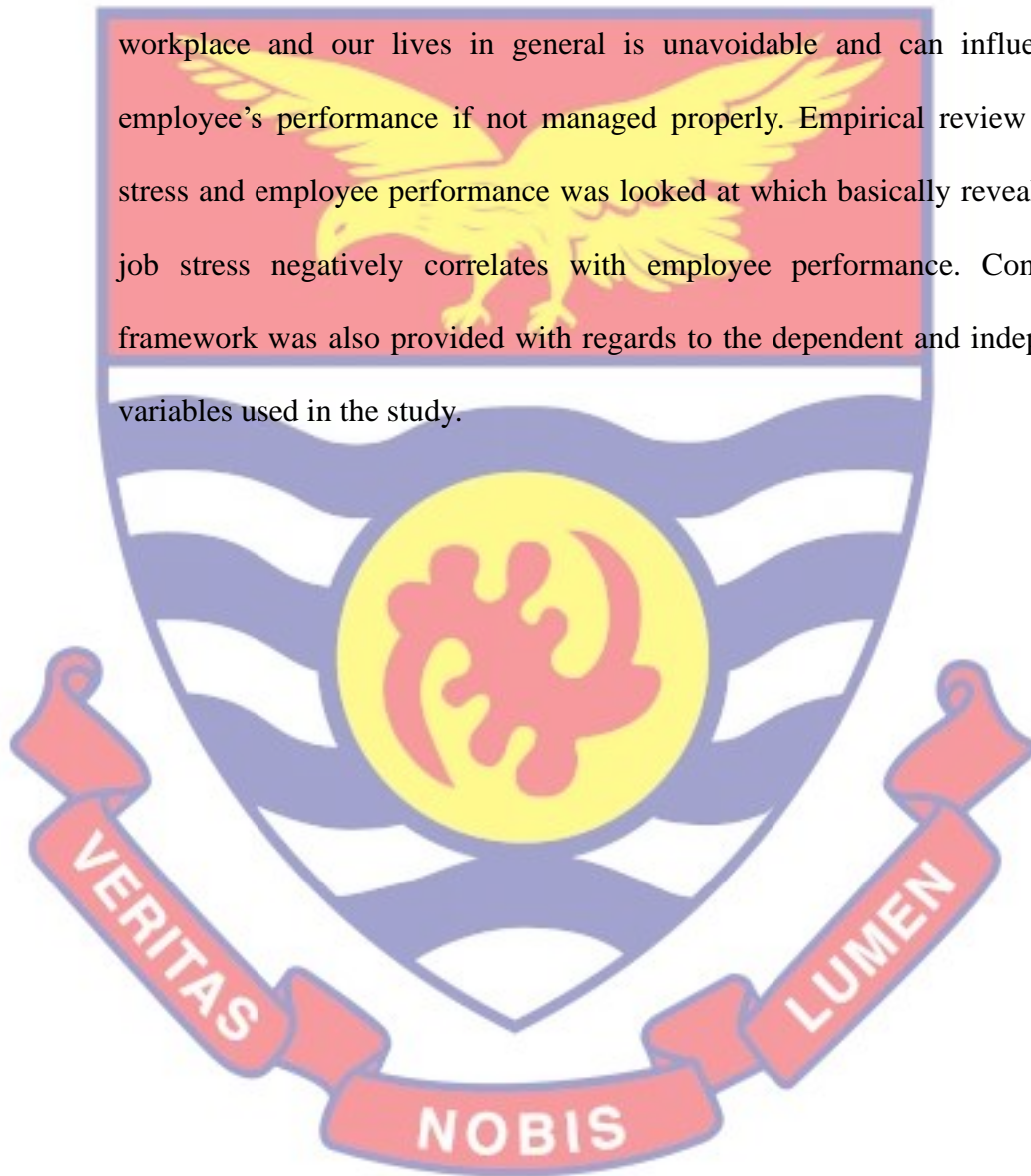


Figure 1: Conceptual framework of the study

The independent variable, stress, from figure 1 is represented by job-related stress, demand-related stress and the combined effect of the two which directly influences either negatively or positively, the dependent variable, employee performance.

Chapter Summary

This chapter focused on the literature review of the study. Theoretical reviews underpinning the study were discussed. Conceptual review which looked at the key concepts in the study that are; stress, job stress, and employee performance were discussed. According to the reviews, stress in the workplace and our lives in general is unavoidable and can influence an employee's performance if not managed properly. Empirical review on job stress and employee performance was looked at which basically revealed that job stress negatively correlates with employee performance. Conceptual framework was also provided with regards to the dependent and independent variables used in the study.



CHAPTER THREE

RESEARCH METHODS

Introduction

The study sought to examine the type of stress (job-related, demand-related or the combined effect of the two) which affects performance of nurses at the Cape Coast Teaching Hospital. The previous chapter provided information of the literature review on the subject matter. This chapter provides information in respect to the methodological steps followed to get this empirical study done.

Research Approach

There are three (3) major research approaches; qualitative, quantitative and mixed research approaches. Qualitative research method explores the nature of phenomena; their quality, varying manifestations and the context from which they can be viewed (Busetto, Wick & Gumbinger, 2020). Any study that explains events by gathering numerical data and analyzing them quantitatively using statistical approaches is referred to as quantitative research (Goertzen, 2017). The term "Mixed research method" refers to a research methodology that promotes the methodical emergence of quantitative and qualitative data in a single investigation (Wisdom & Creswell, 2013). Quantitative research approach, the adopted approach, is suitable for this research as it emphasizes objective measurements, statistical and numerical analysis of collected data whereas qualitative research is subjective in nature. Objectivity is key in research as it prevents individual biases. Also, it is used to test causal relationships and generalize results just as the purpose of this study intended to achieve.

Quantitative research approach aids in obtaining answers to the questions of who, what, when, where, how much, how many and how. With well-defined variables in the context of the study, the quantitative research approach helped for the results to be summarized, compared and generalized (Goertzen, 2017). Also, the application of the quantitative research approach supported the structured means for the primary data collection and provided the means to present the results in a summarized manner (Mattews & Ross, 2010). Using quantitative approach, the sample size for the study, 226 respondents, which is deemed as a large sample size, can be processed and analysed easily through quantitative data analysis. Notwithstanding the strengths of the approach, quantitative research approach was associated with structural biases such as missing data and inappropriate sampling methods (Bhandari, 2020).

Research Design

The study adopted the explanatory design as its research design. The current study aims to establish the correlation between variables using an explanatory design. In practice, the study aimed to see which aspects of stress (job-related or demand-related) had an impact on employee performance, hence this research design was applicable. Explanatory study design, according to Zikmund, Babin, Carr, and Griffin (2012), is used to determine the degree and kind of cause-and-effect interactions with the goal of determining the influence of specific modifications on existing norms, procedures, and so on. Thus, with numeric measurement approach, the study utilized appropriate statistical tool to examine the nature of empirical causal

relationship existing between job stress and employee performance at the Cape Coast Teaching hospital.

This research design provided the means to identifying reasons behind changes in the dependent variables under consideration (Krichene & Baklouti, 2020). The usage of explanatory research design also supported the quantitative research approach that laid the foundation for testing of the formulated research objectives in the context of the study (Boru, 2018). Also, with explanatory research design, the level of validity was enhanced because of the systematic selection of the participants that were surveyed (Zikmund, et al., 2012). A notable limitation of explanatory research design however, was the possibility of obtaining biased information (Krichene & Baklouti, 2020).

Unit of Study

The Central Regional Hospital, presently known as the Cape Coast Teaching Hospital, is a 400-bed referral hospital in the northern area of Cape Coast (Brief history, 2021). As this study employed the quantitative approach and thereby it is objective in nature, a large number of sample size was needed to enable the researcher generalize the findings from the research. As such, the Cape Coast Teaching Hospital which has a total number of 560 professional nurses (Brief history, 2021) was suitable to be used as the area of study. Also, since it is a teaching hospital, they understand the needs of students so they give better reception to help researchers. Again, practically, it was closest to the researcher which provided easy access to reach the respondents for the distribution and collection of questionnaires. This therefore necessitated the research to be carried out in this area of study.

Target Population

The target population includes all nurses at the Cape Coast Teaching Hospital as nurses constitute the largest professional group in the healthcare sector. As at 2021, the number of professional nurses at Cape Coast Teaching Hospital was 560 (Brief history, 2021). Other health workers like doctors, pharmacists, laboratory technicians, contract employees and casual employees were not included in the study. Nurses have firsthand contact with patients as not all patients get to meet laboratory technicians, pharmacists or even the doctor. Nurses work 24 hours, 7 days a week, as they practise the shift system to be able to tend to patients whereas other healthcare workers have a flexible and standardized working system. If patients are to be admitted in the hospital, it is the nurses who attend and care for them, and also process their admission and discharge procedures. The workload for nurses are numerous and dynamic as compared to other health-care workers and thus, being targeted for the study to examine their performance in relation to stress.

Sample size

The sample size used for the study is 175 respondents. This figure was obtained based on the Krejcie and Morgan (1970) sample determination table. (See appendix A)

Sampling Procedure and Technique

Given that the entire elements in the sampling frame could not be covered because of its large number, it became necessary to select a representative sample to be used for the study after which generalization of the findings were made about the entire population. The study therefore used the

Krejcie and Morgan (1970) sample determination table to determine the sample size.

The study adopted the simple random sampling technique to aid the selection of participants that were surveyed with the questionnaire administration. This technique was employed as it gives equal chances of selection to all participants in the sampling frame. As the study sought to generalise its findings, simple random sampling technique was the best option. The respondents were chosen at random using the lottery method. The Human Resource Department of Cape Coast Teaching Hospital provided a list of nurses, and numbers were allocated to each of them. The numbers were placed in a box and pulled at random until the sample size was reached. Randomization supported the assumption underlying the conduct of multiple regression which was applied to examine how changes in a variable causes a change in another variable in the context of the study (Pallant, 2005).

Data Collection Instrument

The study relied on structured questionnaire for the primary data collection in the context of the study. The usage of structured questionnaires for the primary data collection aided the access to factual information from a substantial number of people (Taylor, Sinha & Ghoshal, 2011). To this end, the study relied mainly on close-ended questioning techniques for the formulation of the statements that captured the variables of interest given the nature of the various scales for the constructs in question. The scales measuring the constructs were adapted from empirically validated sources. A 4-point Likert scale was employed for measuring the attitude and opinion of the respondents on the items measuring the constructs (See Appendix B). With structured

questionnaire, data analysis was made simple and straight-forward in as much as the assumptions underlying the application of the data analytical techniques were not violated (Domfeh, Kusi, Nyarku & Hunsaker, 2018).

The results are presented as follows.

Reliability and Validity of the Instrument

Validity of the scales was measured with the principal component of factor analysis while reliability of the primary data collected was measured with the internal consistency approach with the Cronbach's Alpha of 0.7 and above as a deciding criterion. The degree to which information collection methods or examination methodology will generate reliable findings is referred to as reliability (Saunders et al., 2007). It is feasible if results are maintained at a consistent level despite changes in time and location (Bowling, 2009). When an instrument can precisely quantify a variable and produce identical results over an indefinite time period, it is considered reliable. Pretesting was carried out by nurses in Ghana online, via Google forms before the actual examination. About thirty (30) nurses participated in the pretesting exercise.

The dependability of individual items and internal consistency reliability were examined as part of this investigation (Hulland, 1999; Bagozzi and Yi, 1988; Fornell and Larcker, 1981; Chin, 1998; Yoo and Alavi, 2001). A confirmatory factor evaluation was used in the inquiry to confirm individual factor reliability. For the shared variance between an individual item and its related construct to be more than the error variance, the factor loadings must be greater than 0.6 (Chin, 1998). After the data was retrieved, job-related stress had a Cronbach's Alpha of 0.812 which indicates reliability. The second

variable, demand related stress, had a Cronbach’s Alpha of 0.757 also implying reliability. The combined effect of stress had a Cronbach’s Alpha of 0.786 showing reliability of the question items as well. Employee performance had a Cronbach’s Alpha of 0.734.

Table 1: Reliability results

Cronbach’s Alpha	Variable
.812	Job-related stress
.757	Demand related stress
.786	The combined effect
.734	Employee performance

Source: Field Survey, Anane (2021)

It's worth noting that all of the indicators for the study's objectives had Cronbach's Alpha values higher than the conventional value of 0.6, as proposed by Chin (1998). This meant that the questions in the questionnaire that measured the objectives were reliable. Meanwhile, validity which deals with trustworthiness (internal validity) and the degree of generalisability (external validity) was ascertained by three research experts who went through the questionnaire before the final distribution. The experts ensured that the questions answered what it intended to measure. Necessary corrections were made afterwards to ensure the questionnaire was valid to obtain the needed data.

Data Collection Procedure

Two different approaches were adopted for the primary data collection including personal administration and online data collection method via Google form link. Before the primary data were collected, participants that were selected at the sampling stage were contacted for their informed consent. Structured questionnaires were issued both online and to the nurses for personal administration in October 2021. Retrieving of data from the

respondents took about three weeks to complete. Difficulty in meeting respondents to give and also retrieve the data due to the shift system they experience called for the questionnaires to be administered online via the google forms to get the targeted sample size for the study.

Data cleaning exercise was then carried out which helped in the obtaining of a complete, accurate and reliable dataset for the analysis. However, unwillingness on the part of some nurses to partake in the exercise with reasons known only to them and delay in retrieving completed questionnaires were some of the challenges the data collection was faced with.

Data Processing and Analysis

The data collected was first scrutinized thoroughly to minimise or if possible, eliminate errors from the questionnaires. Data processing and data analysis were carried out with the usage of the Statistical Package for Social Sciences (SPSS version 25.0). Once a complete and accurate data file was obtained after the data cleaning, coding and entry exercises, the study applied appropriate statistical techniques for the analysis of each of the specified research objectives. The demographic features of the respondents were measured using descriptive statistics such as frequency and percentage. Research objectives 1 and 2 were measured using linear regression. Research objective 3 was then analysed with a multiple linear regression. Pearson correlation was also employed to check the correlation between the variables.

Ethical Consideration

Consideration of ethical issues was keen at each stage of the research process. From the management of the Cape Coast Teaching Hospital, a formal approval was requested via a letter from the School of Graduate Studies, University of Cape Coast (See Appendix C). Ethical clearance form also gave credence to the formality and authenticity of the study. The permission of the participants was obtained via verbal means. The purpose of the study was fully explained to all participants and they willingly agreed to participate in the study. Confidentiality, privacy and anonymity of the respondents were assured strongly especially during the distribution of the questionnaires phase of the study.

Respondents were not coerced to participate in the study. During the questionnaire distribution phase, rapport was built with the participants which greatly influenced the response rate. The retrieved questionnaires were kept confidential and cleaned for the purpose of obtaining accurate, complete, and reliable data file. However, data manipulation was not done as the results were presented as found. This positioned the confidence in the findings favourably. Test of assumptions regarding the usage of the statistical techniques employed were also done to avoid violations of such assumptions. Plagiarism report was generated via Turnitin. All sources cited were duly acknowledged at the reference list section.

Chapter Summary

This section has provided enough scientific justification for the conduct of this empirical study by providing information on how the study was designed and approached. It has also contextualized the scope of study in a well-thought-out framework by supporting the various scientific approaches employed in the context of the study with appropriate backing. Issues relating to suitability of statistical techniques for the primary data analysis in line with the demands of the specific research objectives were justified with enough empirical backing.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

In this study, the main purpose was to examine the type of stress (job-related and demand-related) which affected performance of nurses at the Cape Coast Teaching Hospital. Specific objectives were established to meet the study's purpose based on the main research objective. This chapter presents the findings and discussions in accordance with the original research aims and method used. There are two parts to this chapter. The demographic characteristics of the respondents are discussed in the first section. The second portion, on the other hand, focuses on the topic's primary specialized research topics.

Respondents' Rate

The population size was 320 nurses. Using the Krejcie and Morgan (1970) sample size determination table, the sample size used for this study was 175 participants. In other words, a total number of 175 questionnaires were issued to the nurses. However, 160 nurses filled the questionnaires and were returned which represented a response rate of (91.4%) while 15 questionnaires representing 8.6% was the non-response rate. As nurses work on shift basis and have high workloads, it attributed to that percentage for the non-response rate. However, it can be said that their response rate was rather encouraging with regards to the factors surrounding their work. Table 2 illustrates the response rate.

Table 2: Response Rate

Questionnaire	Count	Percentage (%)
Returned	160	91.4
Non-Returned	15	8.6
Total	175	100

Source: Field survey, Anane (2021)

Response Demographic Characteristics

Gender

This section presents the gender distribution of the respondents as shown in table 3.

Table 3: Gender Distribution

Gender	Frequency	Percent
Male	48	30.0
Female	112	70.0
Total	160	100.0

Source: Field Survey, Anane (2021)

From the table 3, it can be seen that a significant number of the nurses with regards to their gender were females (112 nurses); representing 70.0 percent while the remaining 30 percent were males (48 nurses) who were the minority in the Cape Coast Teaching Hospital. This means that more than half of the nurses working at the Cape Coast Teaching Hospital are females. This is actually not surprising as it is widely known that nurses are mostly females. The Cape Coast Teaching Hospital is therefore not an exception to this fact.

Age

As stated in Table 4, the respondents' age distribution is displayed.

Table 4: Age Distribution of Respondents

Age Group	Frequency	Percent
21-30	48	30.0
31-40	63	39.4
41-50	27	16.9
51 years and above	22	13.8
Total	160	100.0

Source: Field Survey, Anane (2021)

Regarding the age group of the respondents, it was revealed that majority (63 nurses) of them being represented as 39.4 percent were between the ages of 31 - 40 years. The next highest group was those between the ages of 21 - 30 years (48 nurses), represented by 30.0 percent. It was followed by those within the age bracket of 41 - 50 (27 nurses) being represented as 16.9 percent. The last age group was those from 51 years and above (22 nurses), represented by 13.8 percent. For the highest percentage of 39.4, those within the age group of 31 - 40 were the majority with 63 nurses being found in that group. This implied that most of the nurses at the Cape Coast Teaching Hospital were in their prime age. The dominant age group found in hospitals is usually those within 31 - 40 years as they are the most energetic and active. They also have a bit of experience as they have been on the field for a while. This is therefore not surprising as we see the majority of nurses found in Cape Coast Teaching Hospital to be in that age group. The next dominant group of people seen in hospitals is the fresh and young graduates who have been posted to these hospitals for their rotation exercise (National service) or have started working. For those beyond 40 years, they are not many compared to those below 40 years as most of them start getting weak and go on retirement, leaving the work for the young ones to do it.

Level of Education

This section displays the educational attainment of the respondents as shown in table 5.

Table 5: Respondents’ Level of Education

	Frequency	Percent
Diploma	51	32.70
First Degree	59	36.87
Master's Degree	31	19.30
Doctorate	19	11.13
Total	160	100

Source: Field Survey, Anane (2021)

This table presented the level of education the nurses at Cape Coast Teaching Hospital have attained. The majority (59 nurses) represented by 36.87 percent were first degree holders. Diploma certificate holders were the next majority (51 nurses) represented by 32.70 percent. With a percentage of 19.30, the master's degree holders were next while Doctorate holders had a percentage of 11.13. For Cape Coast Teaching Hospital, as big as it is, coupled with it being a teaching hospital, it is not surprising that the level of education of the nurses there could go as far as Doctorate degree. However, the majority of the nurses are those with first degree certificates followed by those who attended the nursing training colleges with the diploma certificates.

Categories of Nurses

This section presents the categories of nurses employed in the study as shown in table 6.

Table 6: Nurses Job Categorisation

Job categorisation	Frequency	Percent
Professional Nurse	67	41.9
Community health Nurse	22	13.6
Midwives	40	25.0
Enrolled nurse	31	19.5
Total	160	100.0

Source: Field Survey, Anane (2021)

From the table, the majority (67 nurses) with a percentage of 41.9 are professional nurses. It is then followed by midwives (40 nurses), represented by 25.0 percent. Enrolled nurses (31 nurses) have a representation of 19.5 percent and community health nurses (22 nurses) being represented as 13.6 percent.

Tenure of Office

This section presents the respondents' tenure in office as shown in table 7.

Table 7: Respondents' Tenure of Office

Tenure of Office	Frequency	Percent
1-5 years	29	18.1
6-10 years	82	51.2
11-15	27	16.9
16 years and above	22	13.8
Total	160	100.0

Source: Field Survey, Anane (2021)

Pertaining to the tenure of office, from the table, it was identified that those who had worked at the Cape Coast Teaching Hospital for 6 - 10 years (82 nurses) had the highest percentage of 51. 2. This was followed by 1 - 5 years (29 nurses) with a percentage of 18.1. Those who had worked at the hospital for 11 - 15 (27 nurses) years came next represented by 16.9 percent. The last group was those who had worked for 16 years and above (22 nurses) represented by 13.8 percent.

Main Study Findings

Owing to the study objectives, a correlation was first done on the three variables (job-related stress, demand-related stress and employee performance) in order to examine the ones which are significantly correlated to employee's performance at the hospital. To establish the relationship between the

independent variables (job-related stress, demand-related stress) and the dependent variable (employee performance), Pearson product-moment correlation analysis was utilized. The correlation coefficient is a number that runs from -1 to 1. A coefficient of +1.0 indicates that the variables have a perfect positive correlation, meaning that a rise in the independent variable will result in an equal increase in the dependent variable. A coefficient of -1.0 indicates that the variables have a perfect negative correlation, meaning that increasing the independent variable causes the dependent variable to reduce by the same proportion. A coefficient of 0 indicates that the two items have no link and that a change in the independent item will have no influence on the dependent item. Absolute correlation coefficients between 0 and 0.3, 0.3 to 0.7, and 0.7 to 1.0 indicate weak, moderate and strong relationships respectively (Schober, Boer & Schwarte, 2018).

Table 8: Correlation Results for Variables

		Job-related Stress	Demand-related Stress	Performance
Job-related Stress	Pearson Correlation	1		
	Sig. (2-tailed)	0.000		
	N	160		
Demand-related Stress	Pearson Correlation	.178**	1	
	Sig. (2-tailed)	.024		
	N	160	160	
Performance	Pearson Correlation	-.177**	-.087	1
	Sig. (2-tailed)	.025	.273	
	N	160	160	160

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey, Anane (2021)

As presented in Table 8, there was a weak correlation between job-related stress and demand-related stress at 5% level of significance. Further, job-related stress has a positive significant correlation with demand-related stress ($r= 0.178$, $p= 0.024<0.05$). This implies that the variable job-related stress and demand-related stress change in the same direction, the presence of high job-related stress and demand-related stress affect nurses' performance.

Moreover, the results in table 8 also show a weak correlation between job-related stress and employee performance at 5 percent level of significance. It can also be observed that job-related stress has a negative significant correlation with employee performance ($r= -0.177$ $p=0.025<0.05$). This implies that the variable job-related stress and employee performance do not move in the same direction, low job-related stress will lead to high employee performance whereas high job-related stress will lead to low employee performance.

Additionally, the findings show that demand-related stress and employee performance have a non-significant relationship at 5 percent level of significance. However, this indicates that demand-related stress has a negative insignificant correlation with employee performance ($r= -0.087$ $p=0.273>0.05$). This implies that the variable demand-related stress and employee performance do not necessarily change in the same direction.

In order to take into account the correlation between the independent variables and the dependent variable, a regression analysis was run to predict the extent of influence that job stress had on employee performance. This has been presented from Table 9 to Table 14. It was identified that the R square values were low when the regression analysis was run. This was probably due

to the way the data was collected both online through google forms and personal administration. Some nurses could have answered the questionnaire twice which should not be the case. In further studies, researchers should ensure they do not encounter such problems so it does not interfere with the results and findings of their studies.

Accordingly, the first objective was examined:

Objective One: Examine the effect of job-related stress on nurses' performance at the Cape Coast Teaching Hospital.

In order to predict the extent of effect job-related stress had on employee performance, linear regression analysis was employed. The coefficient of determination (R^2), which informs us how much of the variation in employee performance is explained by the model, is shown in the model summary.

Table 9: Model Summary between Job-Related Stress and Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.145 ^a	.021	.015	.882

Source: Field Survey, Anane (2021)

Table 9 summarizes the model results that were expected to explain changes in job-related stress and employee performance through R^2 change. The regression on the model summary is also shown in Table 9. This means that job-related stress accounts for 2.1% of the difference in employee performance. An adjustment in job-related stress in the model explains the variation in employee performance that is described by the Adjusted R square

of 1.5%. This means that each decrease in job-related stress will result in a 1.5% improvement in nurses' performance.

Table 10: Linear Regression between Job-Related Stress and Employee Performance

		Unstandardized Coefficients			
		B	Std. Error	T	Sig.
1	(Constant)	3.491	.227	15.398	.000
	Job-Related Stress	-.128	.069	-1.843	.067

Source: Field Survey, Anane (2021)

Table 10 indicates that there is a non-significant influence of job-related stress on employee performance among the Cape Coast Teaching Hospital nurses. However, the correlation results proved that there was a negative and significant association ($r=-0.177$) between job-related stress and employee performance. This implies that, in as much as there is an association between Job-related stress and employee performance, job-related stress does not affect employee performance. Thus, the weak correlation identified between the variables.

Relating literature to the study's findings, a study conducted by Aroosiya and Ali (2016) discovered that job stress had a significant and negative impact on employee performance. Again, Chineye, Chukwuemeka and Amobi (2017) revealed in their study that, job stress had a negative impact on employees' performance. Nyunza (2020) also focused on assessing the effects of job stress on employees' performance and the study found out that job stress affects employees' performance in the Organisation. When Bartels (2020) examined the influence of job stress on employee performance, he found that it had a negative and weak effect. These findings affirm the current study's results as well. Hence, if job-related stress is high, employee

performance will be low and if job-related stress is low, employee performance will be high.

However, another study carried out by Banyu, Grimbald and Wutofeh (2021) revealed that there was a significant and positive correlation between employee performance and job stress. It is to be noted that this discovery contradicts the findings of the research.

Objective Two: Examine the effect of demand-related stress on nurses’ performance at the Cape Coast Teaching Hospital.

In respect to the extent of effect that demand-related stress has on employee performance, linear regression analysis was used. The coefficient of determination (R²), which informs us how much of the variation in employee performance is explained by the model, is shown in the model summary. The result is shown in Table 11 and Table 12.

Table 11: Model Summary between Demand-Related Stress and Employee Performance

R	R Square	Adjusted R Square	Std. Error of the Estimate
.246 ^a	-.060	.054	.905

Source: Field Survey, Anane (2021)

At 0.05 significant levels, the adjusted R square is 0.054 and R is 0.246, as shown in Table 11. This means that the model explains 5.4 percent of the variation in employee performance, while the other 94.6 percent is explained by other variables not examined in this study.

Table 12: Linear Regression between Demand-Related Stress and Employee Performance

	Unstandardized Coefficients			
	B	Std. Error	T	Sig.
(Constant)	3.742	.233	16.084	.000
Demand-Related Stress	-.226	.071	-3.183	.002

Source: Field Survey, Anane (2021)

It is observed in table 12 that demand-related stress has a negative and significant effect on employee performance at 5 percent level of significance. Hence, indicating that there is a significant negative influence of demand-related stress on employee performance among the nurses. This implies that a unit increase in the score of demand-related stress leads to a 0.226 decrease in the score of employee performance.

Martin (2014) in his study asserted that stress arises from situations which include life happenings, pressures from family, self-defeating thoughts, career growth, unwillingness to embrace risk, set goals and expectations that are unreasonable. He concluded that demand-related stress was also a contributing factor to a decrease in employees' performance. Ramli (2018) also pointed out that demand-related stress affects employees' performance as everyone experiences stress either within or outside the organisation. According to Meneze (as cited in Nordzro 2017), employee performance is impacted by misalignment with Organisational priorities, lack of participation in decision-making, and lack of control over the work environment and not necessarily the job itself. These findings are consistent with those of the current study.

Objective 3: Examine the combined effect of job-related stress and demand-related stress on nurses’ performance at the Cape Coast Teaching Hospital

With regards to the extent of effect the combined components of Stress have on Employee performance, a multiple linear regression analysis was performed which is explained by the model in Table 13, and Table 14.

Table 13: Model Summary of the Combined Effect of Stress on Employee Performance

R	R Square	Adjusted R Square	Std. Error of the Estimate
.261 ^a	-.068	.056	.904

Source: Field Survey, Anane (2021)

Table 13 reveals that the model explains 5.6% of the variation in employee performance, whereas the remaining 94.4% is explained by additional factors not included in this study.

Table 14: ANOVA of the Combined Effect of Stress on Employee Performance

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	9.364	2	4.682	5.725	.004 ^b
Residual	128.411	157	.818		
Total	137.775	159			

Source: Field Survey, Anane (2021)

Table 14 indicates that the independent variables (job-related stress and demand-related stress) reliably predict ($F=5.75$, $p=0.004 < 0.05$) the dependent variable (employee performance). This implies that job-related stress and demand-related stress have a combined effect on employees’ performance.

In support of these findings, Vijayan (2017) showed that the stress components were positively associated and had a significant impact on employees' job performance in his study on the impact of job stress on job

performance. According to Chienwattanasook and Jermstittiparsert (2019), stress significantly leads to low job performance. It was concluded in their study that employee performance had a significant relationship with stress.

In their study, Shah, Jabran, Ahsan, Sidra, Wasiq, and Maira (2012) analyzed the influence of stress on employee job performance and discovered a negative correlation between stress and employee performance. Another study in Sri Lanka within the banking sector on stress and job performance was conducted by Jayasinghe and Mendis (2017). The researchers discovered a relationship between stress and job performance. Stress has been found to have a negative impact on employee performance. Ahmed and Ramzan (2013) discovered a negative relationship between stress and employee performance, meaning that as stress levels rise, job performance decreases. These findings correlate with the findings of the current investigation to show that stress, be it job-related or demand-related, have a combined effect on employee performance.

Chapter Summary

The chapter four of the study interpreted the analysis done on the retrieved data from the nurses at the Cape Coast Teaching Hospital. The results were interpreted and discussed according to the objectives of the study. Some of the existing literature confirmed the findings of the current study whereas others were in contrast. This could be due to other factors not considered in this study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The summary of the major findings that came from the research and data analysis is presented in Chapter five. It also includes the conclusions reached, policy recommendations, and proposals for further research.

Study Summary

This study sought to examine the type of stress (job-related and demand-related) which affects performance of nurses at the Cape Coast Teaching Hospital in order to properly understand what nurses go through and what the management could do to help them attain a great working life. There were three research questions which are:

1. What is the effect of job-related stress on nurses' performance at the Cape Coast Teaching Hospital?
2. What is the effect of demand-related stress on nurses' performance at the Cape Coast Teaching Hospital?
3. What is the combined effect of job-related stress and demand-related stress on nurses' performance at the Cape Coast Teaching Hospital?

The study employed the explanatory research design under the quantitative research method based on the purpose of the research. With a sample size of 175, questionnaires were distributed to the nurses at the Cape Coast Teaching Hospital. However, only 160 questionnaires were retrieved. Using Alpha Cronbach, the questionnaires were proven to be valid and reliable for the study. The retrieved data was processed with the Statistical Package for

the Social Sciences (SPSS 25.0 version) and analyzed using descriptive and inferential tools.

Key Findings

The following is a summary of the study's significant findings in relation to the three objectives.

In objective 1 which focused on examining the effect of job-related stress on nurses' performance at the Cape Coast Teaching Hospital, using linear regression to analyse data, it was identified that job-related stress has a non-significant effect on nurses' performance. That is, though there was an association between the two variables, if there is a decrease in job-related stress, it will not have an effect on employee performance. The outcomes of the study showed a weak relationship between job-related stress and employee performance.

Also, with the second objective which examined the effect of demand-related stress on nurses' performance, it was revealed that demand-related stress has a negative and significant effect on employee performance.

Correlational analysis carried out between demand-related stress and employee performance showed that the two variables do not change in the same direction. This implied that when demand-related stress was high, employee performance was low.

Then again, from the multiple regression ran on the third objective which considered the combined effect of job-related stress and demand-related stress on nurses' performance, it was identified that job-related stress and demand-related stress had a weak positive significant correlation. Also, the two independent variables had a combined effect on employee performance

(dependent variable). This indicates that the more job-related stress there is, the more demand-related stress there is and the lower the job-related stress, the lower the demand related stress.

Conclusions

This study presented a detailed and relevant discussion on stress and employee performance among the nurses at the Cape Coast Teaching Hospital. These conclusions were formed as a result of the study's findings.

In respect to objective one, many of the previous researches were in line with the findings of this study and this confirms that there is an association between job-related stress and employee performance but job-related stress does not have an effect on employees' performance though a few of the existing literature postulated otherwise. Notwithstanding, the findings of this study has confirmed what previous researches have pointed out. This means that whether job-related stress is high or low, it will not have an impact on employee performance. It was then concluded that job-related stress exists among nurses working at the Cape Coast Teaching Hospital but it does not affect their performance. The first objective for this study was then achieved.

In relation to objective two, not much literature was found to buttress the findings. However, the few previous studies found, supported the findings of the study with none to refute it. This shows that though not much attention has been given to demand-related stress and its effect or impact on employee performance, demand-related stress does have an effect on employee performance. It was identified that when demand-related stress was high, employee performance was low and when demand-related was low, employee performance was high. It was then concluded that demand-related stress exists

among the nurses at the Cape Coast Teaching Hospital as the second objective had been attained.

Regarding the third objective, the study emerged that job-related stress and demand-related stress had a combined effect on employee performance. This outcome was supported by previous researches. This was then concluded that both job-related stress and demand-related stress exist together among the nurses at the Cape Coast Teaching Hospital affirming the realization of the third objective.

Recommendations

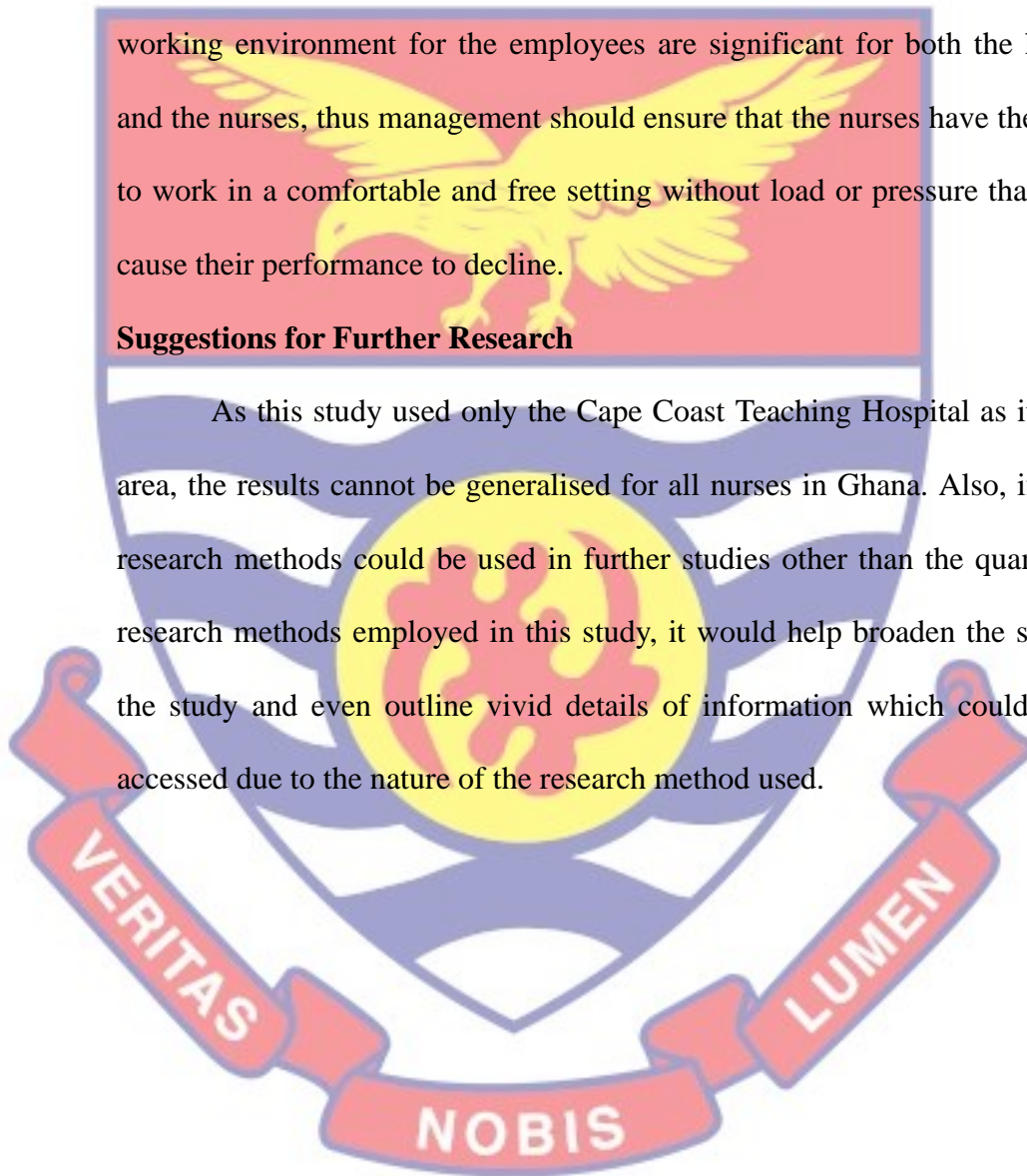
It is suggested that the management and senior staff working at the Cape Coast Teaching Hospital should put up some measures to help mitigate the job-related factors at the workplace though it does not affect the performance of the nurses. The senior staff could ensure that when duty rosters or schedules are being drawn for the week, there should be enough nurses available for each shift to avoid shortages of help at work which increases the workload of the nurses hence, affecting their performance indirectly.

Also, the study recommends that the nurses should become conscious of their working environment when they are at the hospital to prevent any form of absentmindedness or accidents as a result of family pressures, social responsibilities and other factors outside the workplace as they influence their performance one way or the other at the workplace. Management and senior staff members should ensure that nurses who come to the hospital are in the right frame of mind, are in good health and can work efficiently and effectively. When one is stressed up, it does not only affect the individual's performance but also, it affects others as well.

Furthermore, the nurses should be given the chance to engage in personal growth and development programs to build upon themselves. Management especially, the Human Resource Department should create an avenue to confidentially discuss stress, anxiety and other concerns. Stress management strategies should be applied. The benefits of creating a decent working environment for the employees are significant for both the hospital and the nurses, thus management should ensure that the nurses have the ability to work in a comfortable and free setting without load or pressure that would cause their performance to decline.

Suggestions for Further Research

As this study used only the Cape Coast Teaching Hospital as its study area, the results cannot be generalised for all nurses in Ghana. Also, if mixed research methods could be used in further studies other than the quantitative research methods employed in this study, it would help broaden the scope of the study and even outline vivid details of information which could not be accessed due to the nature of the research method used.



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APPENDICES

APPENDIX A: SAMPLING TABLE

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

APPENDIX B: QUESTIONNAIRE

University of Cape Coast

School of Business

College of Humanities and Legal Studies

Department of Human Resource Management

QUESTIONNAIRE

Dear Sir/Madam, I am a master student from the Department of Human Resource Management. I am carrying out my Dissertation work on the topic “**Job stress and employee performance at the Cape Coast Teaching Hospital**”. Your views are very much important to the study. Every information you provide would remain confidential. Thank you for accepting to participate in the study.

Kindly tick in the box

Section A: Demographic Information

1. Gender: Male [] Female []
2. Age: 21 – 29 years [] 30 – 39 years [] 40 – 49 years [] Above 50 years []
3. Marital status: Single [] Married []
4. Working experience: 0 – 3 years [] 4 – 6 years [] 7 – 10 years [] More than 10 years []
5. Level of education: Certificate [] Diploma [] Degree [] Masters [] Others []

NOBIS

Section B: Measurement of Job-related Stress

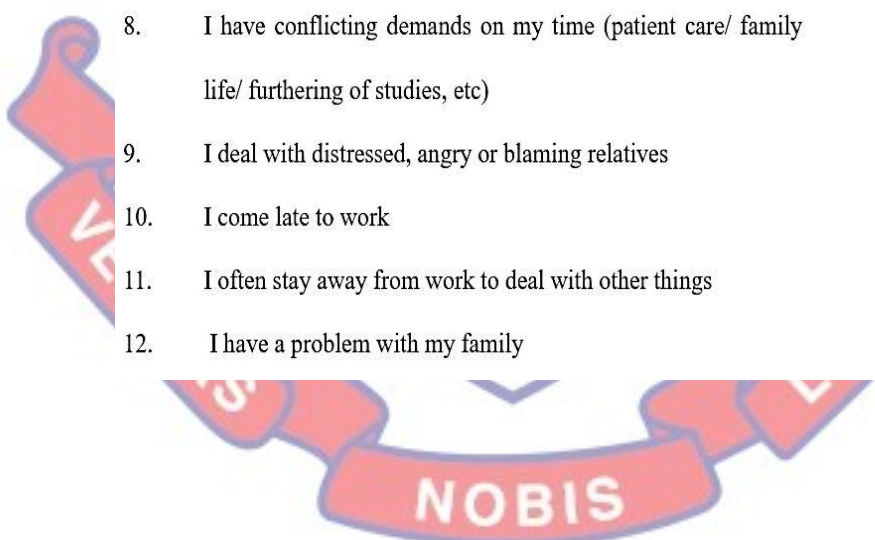
7. On a likert scale of 1 – 4, kindly indicate your level of agreement or disagreement regarding the following statements under various factors given below: Scale: 1 - Strongly Disagree 2 – Disagree 3 – Agree 4 – Strongly Agree

Serial number	Statement	1	2	3	4
1.	I get stressed because: There is shortage of help at work				
2.	Co-workers are inefficient				
3.	There are high levels of time pressure				
4.	I am responsible for too many people / projects				
5.	I am afraid of being laid off / fired				
6.	I am concerned about low wages				
7.	I worry about poor pension				
8.	My institution has employee development programmes to assist employees				
9.	I am aware of the emotional demands associated with my work				
10.	I deal with competing demands at work				
11.	Shift work affects the family life				
12.	Shift works leads to social and domestic disruptions				

Section C: Measurement of Demand related stress

8. On a likert scale of 1 – 4, kindly indicate your level of agreement or disagreement to each of the following statements. 1 – Strongly Disagree 2 – Disagree 3 – Agree 4 – Strongly Agree

Serial	Statement	1	2	3	4
No					
1.	I have enough time for myself				
2.	I am under pressure from other people				
3.	I have too many things to do aside work				
4.	I feel that too many demands are expected of me				
5.	I spend so long at work that my outside relationships are suffering				
6.	I have someone outside work who I can confide in				
7.	There is disruption of home life as a result of being on duty				
8.	I have conflicting demands on my time (patient care/ family life/ furthering of studies, etc)				
9.	I deal with distressed, angry or blaming relatives				
10.	I come late to work				
11.	I often stay away from work to deal with other things				
12.	I have a problem with my family				

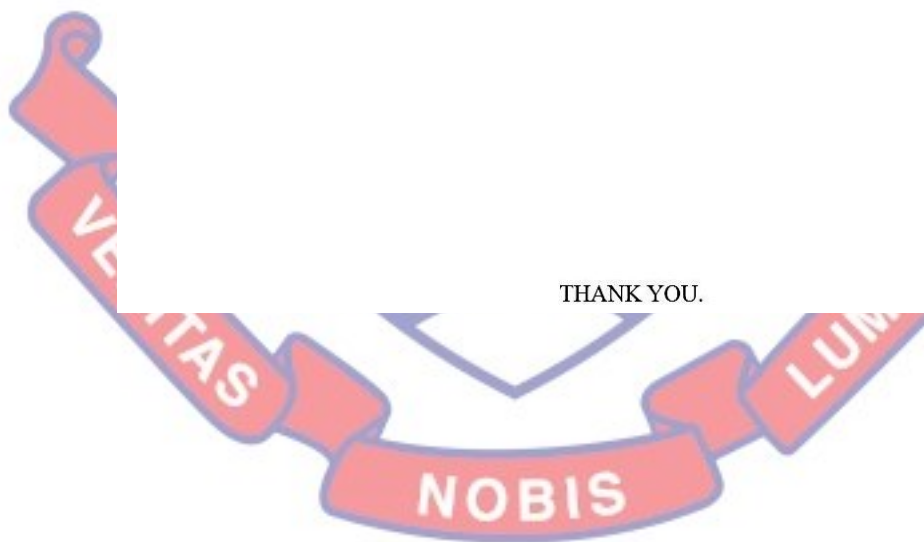


Section D: Measurement of Employee Performance

9. On a likert scale of 1 – 4, kindly indicate your level of agreement or disagreement to each of the following statements. 1 – Strongly Disagree 2 – Disagree 3 – Agree 4 – Strongly Agree

Serial Number	Statement	1	2	3	4
1.	I manage to plan my work so that I can accomplish them on time				
2.	I adequately complete my tasks				
4.	I am able to perform my work well with minimal time and effort				
5.	I usually take on extra responsibilities				
6.	I am punctual to work				
7.	I grasp opportunities when they present themselves during work				
8.	I know how to quickly solve difficult situations				
9.	I actively look for ways to improve my performance at work				
10.	I fulfill the responsibilities specified in my job description on time				
11.	I sometimes do nothing while my colleagues are working				
12.	I experience chronic fatigue				


THANK YOU.



APPENDIX C: INTRODUCTORY LETTER

UNIVERSITY OF CAPE COAST
COLLEGE OF HUMANITIES AND LEGAL STUDIES
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DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

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UNIVERSITY POST OFFICE
CAPE COAST, GHANA

Our Ref: SB/DHRM/PGS/21/39 22 November 2021

Your Ref:

The Research Department
Cape Coast Teaching Hospital
P. O. Box CT 1363
Cape Coast

Dear Sir


Introducing Miss Rhoda Anane

The bearer of this letter, **Miss Rhoda Anane**, is a Master of Business Administration (Human Resource Management) Student of the University. She is currently conducting a research on the topic "**Job Stress and Employee Performance at the Cape Coast Teaching Hospital**".

The student would want to use your establishment as her unit of study. We would be grateful if you could offer her the necessary assistance, especially with regard to data collection.

We appreciate your anticipated assistance.

Yours faithfully



Prof Nana Yaw Oppong
HEAD