

Investigating the Impact of Job Stress and its Effects on Ghanaian Employee's Job Performance

Akwer Eunice¹, Tetteh Thomas Terrence², Lord Clinton Akwer^{*3}

¹College of Economics, Zhejiang Normal University, Jinhua, China

²College of Comparative Education, Zhejiang Normal University, Jinhua, China

³College of Economics, Kwame Nkrumah University of Science and Technology, Kumasi, Ghana

ABSTRACT

Stress could be an all-inclusive and common challenge to organization and employee efficiency, which is the reality of present-day working environment. Distinctive researches have been conducted to see the relationship that exists between job stress and job performance. Components of job stressors: workload, motivation, physical environment, time pressure and role ambiguity were the factors that were considered to be the independent variable (stressors) and the dependent variable is Job performance. These stressors contribute to organizational inefficiency and One of the organizational outcomes that affected by occupational stress is job performance hence this investigates to distinguish whether, there's an effect on job-related Stressors and its impacts on job performance of employees. **Method:** In carrying out the study, random sampling technique was utilized to choose a sample size of 150 employees in Ghana. The data obtained through questionnaire was analyzed utilizing descriptive statistic, Spearman's correlation and multiple regression. **Results:** Almost all the research hypothesis accepted the fact that, these job stressors have a positive significant relation on job performance with the exception of Time pressure which was not significant. The results appear to show that, these factors of job stressors have a great positive significant impact on their performance. **Conclusion:** In reality, Stress is ordinary to human presence, be that as it may, these kinds of stressors might be having a positive significance on job performance but too much of it has its own causes and effects with time. The science of stress management in this manner is to keep stress to a stimulatory level that's sound and reasonable.

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KEYWORDS: Job performance, Job stress, Motivation, Time Pressure, Role Ambiguity

INTRODUCTION

Stress is a common problem that affects majority of us at some point in our lives. Organizations are at long last waking up to the truth that, a lot of human possibilities are being depleted away due to job stress. Most of the employees say they are beneath extreme stress at their working environment and Job stress is one enormous issue in this worldwide world. The majority of employees experience work-related stress on a regular or frequent basis, and some firms' human resource managers have begun to take notice. It becomes evident that stress problems can have a major impact on any business, regardless of size.

Stress can be defined as “a response, exhibited by the individuals who have to confront excessive pressures

on account of different demands put on them” (Werther, 2010). It can be noted that job stress exists in our daily work when attributed with lots of pressure which influence employee performance. Job stress is created when there is no administrative concern, which subsequently impacts job performances”. In most part of Africa, stress could be a common component in any kind of work, and people need to confront it in nearly each walk of life. African organizations especially in higher administrations, doesn't realize the effect of stress on employee performance, which eventually comes about in basic administrative problems. (Subha& Shakeel 2009) depicted “Higher level of stress exists

with no administrative concern for arrangement, subsequently bringing down the employee performance, staking organizational reputation and loss of skilled employees, these circumstances call for prompt concern from organization administration for utilizing viable stress administration practices to increase employee satisfaction and generally employee performance.

“Consequently, job stress adversely affects both the employee’s productivity and the organization as well”. (Michie & Williams, 2013), propose sorts of connections which exist between the measures of work stress and work performance at a conceptual level. One could be a negative linear relationship, when efficiency diminishes with stress (trouble). Efficiency can in addition enlarge as an end result of stress, in this manner suggesting a positive linear relationship between the two. Also, there may be a U-shaped or a curvilinear relationship wherein, mild stress may increment the effectivity at first up to a top and after that, it declines as the individual plummets (descends) into a state of distress. A find out about on the impact of job stress carried out with the aid of Mead, pointed out that, “there exists a negative impact of job stress on worker overall performance in the event that, if the stress is not managed efficiently, it will influence the output of the organization”. When an individual faces new environment which is challenging, it energizes pressure, and proceeds to be stressful and affects job performance. All these challenges require proficient and high-performance workers to compete within the worldwide environment. (Naturale, 2007) states, “stress is one circumstance when a person responds to or faces something distinctive to a new opportunity, the limitations and the exertion that should be put in agreeing to the demand”. From Robbins and Judge (2013) and sheraz et al (2014), stress isn't fundamentally bad, as result can have a potential positive affect on employees. Despite the fact that, stress can be positive as a challenge, its excessiveness affects employee’s performance. In Kenya (Mukama & Omondi, 2010), notes that, with excessive stress(distress), the job demands cannot be met, unwinding turns to weariness and a sense of fulfillment replaces with the sentiments of stress, motivation sheds away and the workers begin losing intrigued within the work and consequently performance chart appears a negative slant. Stress includes a positive impact on employees of any organization but up to a certain degree up to which an employee can adapt with it, generally it surpasses the endurable limits and has a negative result on employees. Depending on its level, work stress can

either be supportive or destructive to work performance.

When its missing, work challenge is constrained, and execution gets to be low. “Job stress and employee job performance should be recognized, as a collective issue with massive implications of the overall wellbeing of an employee, the organization, society and the economy of the country as whole “(ILO, 2016).

But as stress dynamically increments, job performance traits to amplify due to the reality of stress, which helps the worker to construct up and utilize resources to meet the work necessities solely in case it's not extreme to his or her capabilities.” (Rivai & Jauvani 2009) characterize work performance as the genuine conduct express by everybody as work achievement produced by employee fitting to their part within the organization. Within the light of the data around job stress and employee performance, it can be proposed that, these two concepts are important in terms of employees (workers) productivity.

Job Performance, is serving a reasonable degree of conducting events in an indicated time. The performance of employees is quintessential in terms of adequacy, success and execution of the organization. In addition, researchers like Campell, state that, “ performance isn't only a result of the occasion but, also it is the occasion itself”. Campell characterizes performance as quantifiable and appropriate behaviors agreeing to commitment level of workers to organizational purposes. It may be a stubborn fact that, employees exposed to stress will have issues in their daily life, which the performance will be affected contrarily.

Additionally, Performance criteria are benchmarks for employee conduct at work. These criteria contain more than how a worker does the work; it can affect how properly they perform. On the off chance that, they do not have adequate work to do, the business suffers. Henceforth, it's very essential to look at the outcome. Employees are evaluated on how well they do their jobs compared with a set of guidelines decided by the manager. Just how much work an employee must do specifically influences how well it is done. Managers request high efficiency and high-quality services from personnel which need to be performed in encouragement of the organization's targets and goals.

Job stress in an organization incorporates a significant effect on performance of employees and has broad practical and financial consequences. Various studies have examined the relationship between job stress

and job performance. There are different job stressors within the working environment like workload, work security, role conflicts, autonomy, shift work, low pay rates, mechanical changes etc. Organizations have been confronting high employee turnover as a result of delayed control of these stressors influencing organizational efficiency in significant way. Stress might generate from components that are internal or external to the organization or add up to. Indeed, when the organization tries to form an air of mechanical peace and concordance so that, production can go with least conflict, there appears to be that no organization which is totally free of stress. As a growing young woman who has witnessed diverse situations which stress has had on individual's health, and job performance, it is noted that, stress may be a wonder that is constantly encountered and having many parts. This phenomenon can demonstrate to be expensive for organizations as it may end up the cause of expanded employee turnover (Villanueva & Djurkovic, 2009, 127).

The factor of stress gets to be progressively in organizations and businesses that are customer arranged. Usually, since workers need to confront clashing demands of company, clients and supervisors. These clashes between workers and supervisors, workers and clients may give rise to disharmony for employees (Ruyter, Wetzels, & Feinberg, al 2001, 31).

Undertaking research process related to stress among some employees in Ghana could be a subject that's understudied, but it has adequate potential to impact people's lives in a positive way. By creating understanding around the key actuating factors of stress, a helping hand can be given to directors to advance their performance towards employees. It is since of this reason, it is fundamental to conduct inquiry, approximately inside the veterinary and farming industries, and to explore the factors that could lead to job stress among employees and consequently, the corresponding affect job performance.

The aim of this study is to investigate the factors leading to stress and its effect on employees' performance in Ghana. Based on the foregoing, it is worthwhile to conduct research of this nature to reveal facts about job stressors effect in Ghana, especially the employees who by the nature of their jobs have to manage and cope with stress daily for a better Job performance.

MATERIALS AND METHODS

Conceptual framework

Figure 1 is the conceptual framework, which describes the hypothesis of this paper. The following

hypothesis have been proposed from the job stressors (independent Variables).

Thus, we formulated the following hypotheses:

- H1: There is a positive significant relationship between time pressure and job performance.
- H2: There is a positive significant relationship between workload and job performance.
- H3: There is a positive significant relationship between role ambiguity and job performance.
- H4: There is a positive significant relationship between motivation and job performance.
- H5: There is a positive significant relationship between physical environment and job performance

This current research targeted working professionals mostly office based from random selected employees in some company in Ghana. This group is targeted because the researcher believed that they could provide the required information about the topic under study and more reliable. Primary data were collected using questionnaires. Also gathered information about everyday work to find out how work patterns were influenced by these stressors: time pressure, workload, role ambiguity, physical environment, motivation and their satisfactory level. The data obtained were analyzed with SPSS12.0. The statistical methods included descriptive statistics, Spearman's correlation and multiple regressions. Out of the 150 surveys disseminated to the respondents, a total of 109 were recovered and 41 questionnaires were not recovered due to a few reasons. 59% of the respondents were male and 41% were female. It appears that 40% were single, and 60% married. 36% of the respondents were below 30 years, 55 % were between the age gather of 31-49, 5% were also between the age group of 50-59, whereas 4% falls between the age group of 60 and above. 42% of the respondents have tenure of 2 years and below. Out of this rate, 56% has above three 3-7 years' work experience. Also 7% of the entire respondents have served the organization for over 7-10 years. According to Ghana's labor laws, Labor (Act 651)2003 &33-38, an employee's normal daily hours of work total eight, they can work longer hours at a particular time, provided the average working hours do not exceed the normal working hours, and must not exceed a total working hour of 40 hours a week out that 45% of the employees worked 8-10 hours while 34% worked between 11– 14 hours. 5 % of the respondents worked between 1-4 hours and 16% of the employees also worked between 5-7 hours.

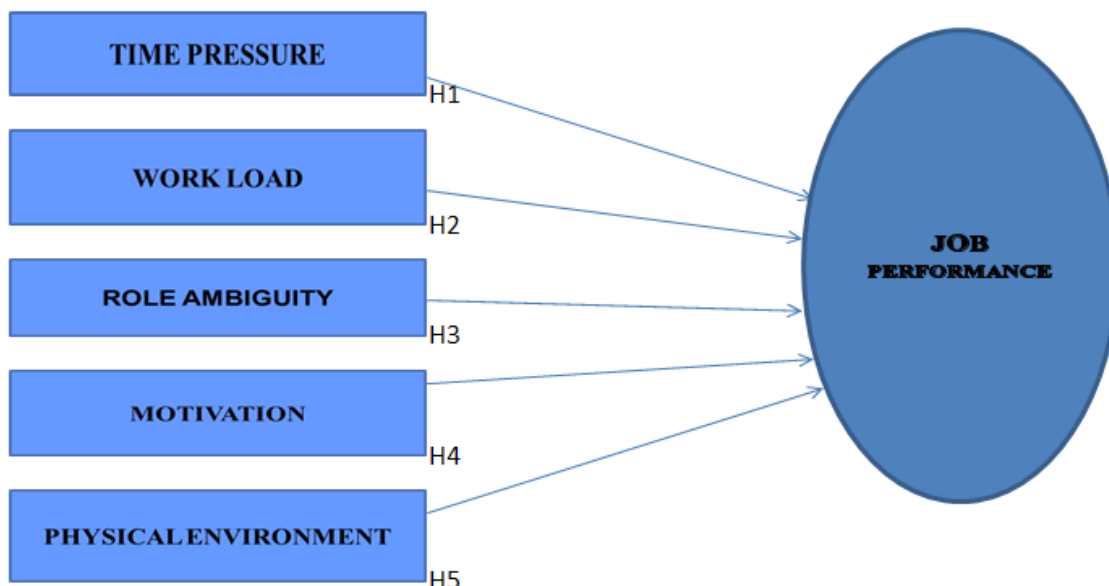


Figure 1 Conceptual Framework

RESULTS AND ANALYSIS

This section presents the results of survey and regression analysis. Therefore, information collected through online survey. A self-administered survey was used to collect data from respondents. Tables, graphs, and statistics were used to present the results of the data collected. In addition to the discovery of data using statistical strategies, interpretations are made based on the data analyzed.

Figure 2 shows the responses from the respondents on the number of hours worked per day. According to Ghana's labor laws, Labor (Act 651)2003 &33-38, an employee’s normal daily hours of work total eight (8). They can work longer hours at a particular time, provided the average working hours do not exceed the normal working hours, and must not exceed a total working hour of 40 hours a week. This question was implied to decide the hours worked per day and its relationship to stress in Ghana. In any case, from Figure 2, it was found out that 45% of the employees worked 8-10 hours while 34% worked between 11– 14 hours. Concurring to the research work, 5 % of the respondents worked between 1-4 hours and 16% of the employees also worked between 5-7 hours. This implies that, larger part of the respondents worked between the hours of 8-10 hours, representing 45%, as it were few worked 11-14 hour.

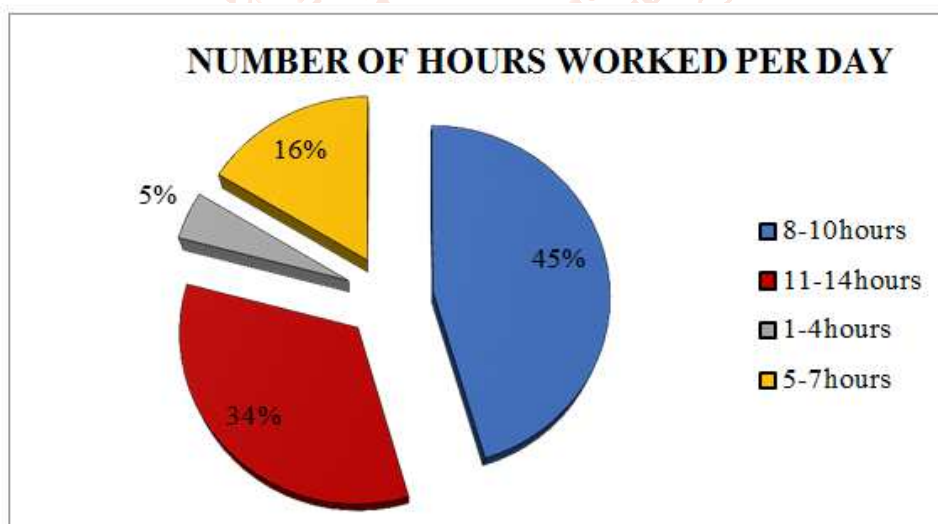


Figure 2 Number of hours worked per day

Main factors that contribute to job stress, and intend affecting job performance

How satisfied are you with the motivation given, to you at work?

Objective one (1): Identify the main factors that are responsible for employee’s job stress in Ghana. The questions were formulated with the aim to accumulate required information to know the different variables which are capable to positively and negatively influence the job performance of employees, and it was examined in this section and in Figure 3.

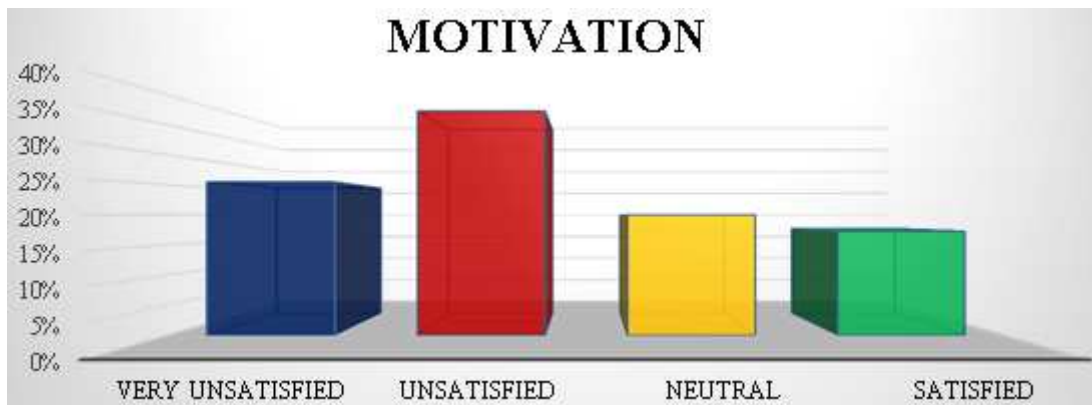


Figure 3 Motivation at work
(Source: Organized by the current authors)

According to Figure 3, 25.0% of respondents agree that they are very satisfied with the company's motivation. 37% were not satisfied with the motivation they received at work, and 20% also replied that they were neutral about the motivation given to them at work. Only 17% of the respondents said that their feelings were satisfied. Analysis of the data shows that the vast majority of respondents really feel that they are not motivated (unsatisfied) as they expected the company to be.

How satisfied are you with the given time to complete a work done?

TIME PRESSURE



Figure 4 Time pressure at work
(Source: Organized by the current authors)

Figure 4 shows how satisfied they are with a particular time to complete work. In Figure 4, 26% of the total respondents strongly believes that the given time to complete a work done is unsatisfied with, it having effect on their job performance. Also 24% of the respondents agreed to the fact, they have neutral feeling about how satisfied they are about the given time to complete a work. From this data it can be interpreted that, near to the respondent's entire i.e., 26% also strongly accepts that, their time is unsatisfactory for good job performance and 23% also are satisfied with the time given. This data also reveals that time pressure is higher with management in relation to work done which can negatively have influence in their job performance level.

How about your feelings of workload at work?

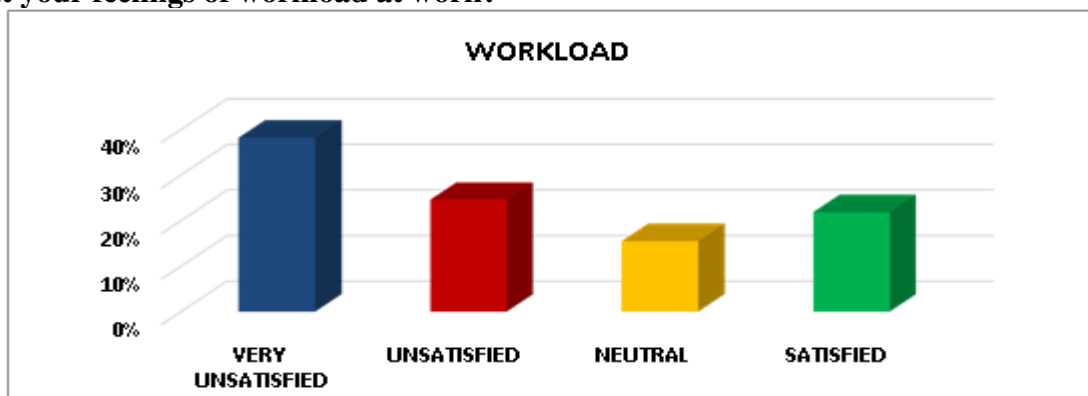


Figure 5 Work load at work
(Source: Organized by the current author)

Figure 5 shows the feelings of workload at work. In Figure 5, 38% of the employees recognize the presence of workload allotted for them at work. 15 % also reported to be having a neutral feeling of workloads at work, whereas 25% also agreed that, they are unsatisfied with the worked they experience at work and 22% were also satisfied. From the data analysis, it can be interpreted that in the case 38% of the respondents are very unsatisfied with the workload given at work.

Is your working environment satisfactory for a good job performance?

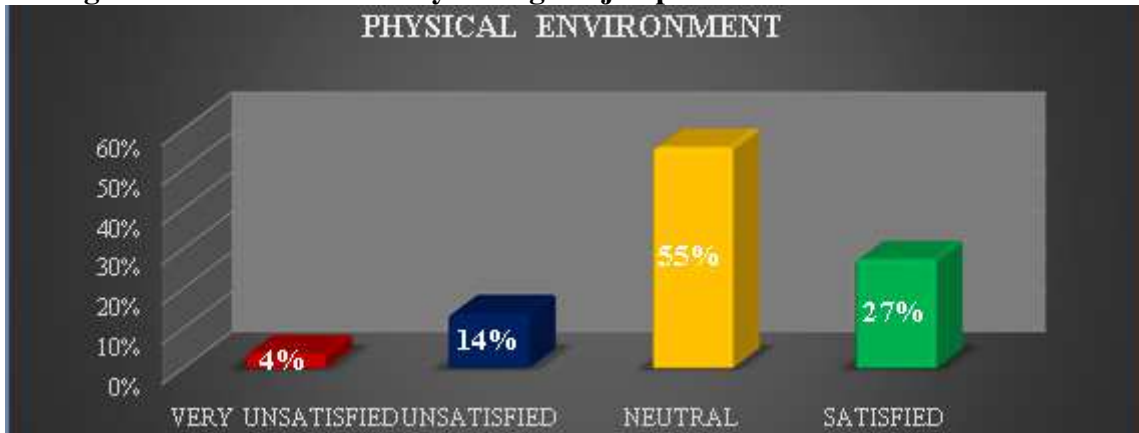


Figure 6 Physical environment
(Source: Organized by the current authors)

Figure 6 describes the responses from the respondents on physical environment. In Figure 6, only a few of the respondents that is, 4% agreed that they are very satisfied with the physical environment in which they work. Also 14% of the employees also agreed that they are unsatisfied and, largest of the population which is 55% had a neutral feeling about how satisfied they are with their environment. 27% then reported that, they are also satisfied with the physical environment in which they find themselves.

How well are you informed to help get a satisfied role description for a good job performance?

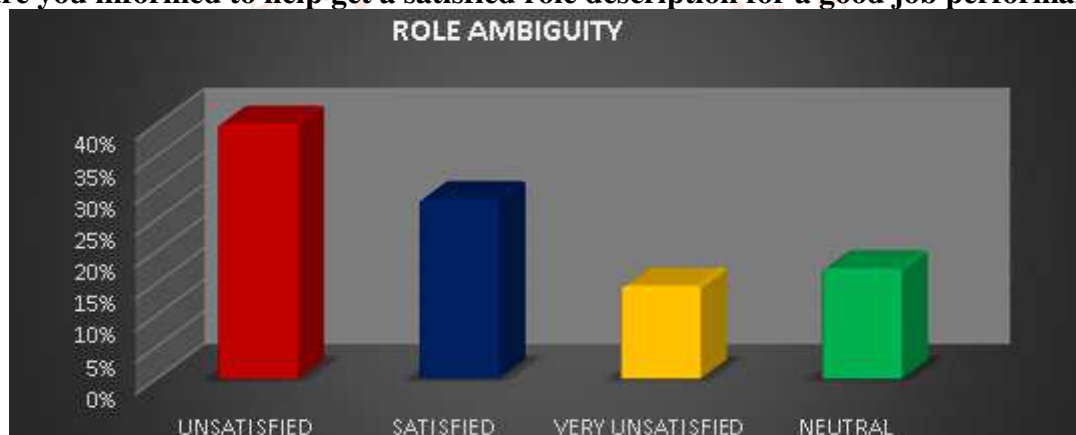


Figure 7 Role Ambiguity
(Source: Organized by the current authors)

Figure 6 depicts the results from the survey on employees are well informed to help get a satisfied role description for a good job performance According to the Figure 6, 40% of the respondents were unsatisfied with how well they are informed to get a role description for a good job performance. Also, 28% of the respondents also were satisfied with role descriptions, moreover, 15% were very unsatisfied and 17% of the respondents also had a neutral feeling about their Role.

Mean value of descriptive statistics

Table 1 Mean Value

	Minimum	Maximum m	Mean	Std. Deviation	N
Predicted Value	1.9771	5.0180	3.2899	.63862	109
Residual	-1.58817	1.68896	.00000	.61998	109
Std. Predicted Value	-2.056	2.706	.000	1.000	109
Std. Residual	-2.502	2.660	.000	.977	109

a. Dependent Variable: perceived performance
(Source: Organized by the current author)

Correlation of job performance verses variable**Table 2 Correlations**

		Perceived performance	Environment	Workload	Motivation	Time pressure	Role ambiguity
perceived performance	Pearson Correlation	1	.322**	.511**	.529**	.313**	.261**
	Sig. (2-tailed)		.001	.000	.000	.001	.006
	N	109	109	109	109	109	109
Environment	Pearson Correlation	.322**	1	.235*	.188*	.182	-.027
	Sig. (2-tailed)	.001		.014	.050	.058	.779
	N	109	109	109	109	109	109
Workload	Pearson Correlation	.511**	.235*	1	.316**	.263**	-.021
	Sig. (2-tailed)	.000	.014		.001	.006	.830
	N	109	109	109	109	109	109
Motivation	Pearson Correlation	.529**	.188*	.316**	1	.244*	.059
	Sig. (2-tailed)	.000	.050	.001		.011	.541
	N	109	109	109	109	109	109
Time pressure	Pearson Correlation	.313**	.182	.263**	.244*	1	-.076
	Sig. (2-tailed)	.001	.058	.006	.011		.434
	N	109	109	109	109	109	109
Role ambiguity	Pearson Correlation	.261**	-.027	-.021	.059	-.076	1
	Sig. (2-tailed)	.006	.779	.830	.541	.434	
	N	109	109	109	109	109	109

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

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

(Source: Organized by the current authors)

Table 2 shows the Correlation of job performance and the other variables. Correlation coefficient (r) measures the linear relationship between two variables. The value of r can range from -1 to +1. When the five variables have positive correlation coefficient, an increment of one variable can lead to a likely increase in the value of the second variable. When considering about the Pearson's correlation, there is a moderate significant positive relationship between physical working environment and Job performance ($r = 0.322$, $P = 0.001$).

In table 2, concerning workload and job performance, there is a significant strong positive correlation at the ($r=0.511$, $P=0.000$). Motivation and job performance of employees have a positive relationship at 0.000 significance level and scored the highest level. The relationship is a strongly positive relationship ($r=0.529$, $P = 0.000$). There is a relatively moderate positive relationship between time pressure and job performance. ($r = 0.313$, $P = 0.001$). Role ambiguity also has a lower positive significant relation between job performances.

($r = 0.261$, $P = 0.006$). This suggests to progress towards the regression analysis.

Table of Regression Analysis**Model Summary^b****Table 3 Model summary**

Model R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.717 ^a	.515	.63485	2.166

a. Predictors: (Constant), role ambiguity, workload, environment, time pressure, motivation

b. Dependent Variable: perceived performance

(Source: Organized by the current authors)

Table 3 shows the regression analysis. In this study, the R Square value represent the validity of the model according to the data specially for this study the R Square value is 0.15, indicates that model collectively explain

51.5% of the total variability of the model with 48.5% error terms for example role ambiguity, workload, environment, time pressure. According to Table above, R square of 0.515, also shows that 51.5 percent of the dependent variable is being explained by independent variables. The Adjusted R square is 49.1%. This is often the coefficient of determination adjusted for degrees of freedom, which could be a distinctive form of R^2 . It has been adjusted to require into account the sample size and the number of independent variables.

Anova Test

Table 4 Anovaa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	44.046	5	8.809	21.857	.000b
	Residual	41.513	103	.403		
	Total	85.559	108			

a. Dependent Variable: perceived performance

b. Predictors: (Constant), role ambiguity, workload, physical working environment, time pressure, motivation. At least the model “passes the F-test” or at least one of the $\beta_i \neq 0$

Agreeing to the ANOVA test significant value of Regression model is 0.000. In this manner, this regression model of the study is significant.

Coefficients^a

Table 5 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	-.355	.422		-.842	.402		
	Environment	.115	.051	.162	2.260	.026	.919	1.088
	Workload	.218	.049	.334	4.463	.000	.840	1.191
	Motivation	.402	.086	.345	4.655	.000	.857	1.167
	time pressure	.190	.105	.131	1.798	.075	.885	1.130
	role ambiguity	.329	.087	.262	3.791	.000	.987	1.013

a. Dependent Variable: perceived performance (Source: Organized by the current authors)

Regression Model

Table 5 describes the relationship among the variables. The regression equation can be written from the regression as followed by, using independent and dependent variables.

The relationship between the variables can be depicted with above multiple regression equation (Table 5) which as per the ANOVA test (Table 4) is significant (i.e., p-value is less than 5%). $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$.

The coefficient analysis report shows that there is a positive relationship among all variables, but the regression results suggests that only four variables have a significant positive relationship with employee job performance and that not all relationships are significant.

In particular, the physical environment beta coefficient value is 0.162, with a significant value of $p < 0.026$, and the beta coefficient value for workload is 0.334, with a significant value of $p < 0.000$, while motivation beta coefficient value is 0.345, and significant value of $p < 0.000$. Role ambiguity is also with $\beta = 0.262$, and a significant value of $p < 0.000$. All are positively and significantly related to employee job performance, with the exception of time pressure which as indicated by $\beta = 0.131$, with the significant value of $p > 0.075$. This implies that, the p-value for time pressure (0.075) is greater than the common alpha level of 0.05, which indicates that, this predictor is not statistically significant or is not a significant predictor of job performance. This shows that, one unit increase in the physical working environment, workload, motivation, role ambiguity, time pressure can result in the corresponding increase in the job performance of employees by their corresponding coefficient beta.

In all, this exhibit tells us how these job stressors (independent variables) have an impact (positive) on job performance (dependent variable). For instance, when there is an increase in one unit of physical environment, it will have a positive association of ($\beta = 0.115$) on job performance of employees. This implies that employee job performance tends to increase as job stress increases. This applies to all the independent variables with respect to the analysis from the unstandardized coefficient (beta). which is the slope, and it suggests that, while

the physical environment, workload, motivation and role ambiguity has a strong positive significant impact on the performance of employee, it is of relevance to take these factors of stressors into account, because job stress is going to increase. Time pressure is not a significant predictor of job performance due to it having a p-value of 0.075.

Hypothesis Testing

Table 6 Hypothesis Testing

Variables	Standardized coefficient beta	Sig	Decision
Physical working environment	0.162	0.026	Accepted
Workload	0.334	0.000	Accepted
Motivation	0.345	0.000	Accepted
Time Pressure	0.131	0.075	Rejected
Role ambiguity	0.262	0.000	Accepted

(Source: Organized by the current authors)

DISCUSSION

Table 6 gives the summary of the hypothesis testing. In table 6, physical environment, according table 5, there is a positive significant relationship between physical environments; the coefficient beta is 0.162 at the 0.026 significant levels. Therefore, it is highly correlated with employee performance. It has a moderate relationship since the value is less than 0.05. This result implies that, Physical working environment is satisfactory for employee's job Performance which will be increased when right measures are put in place at the working environment, which are deemed conducive for employees, hence minimizing the level of stress. 55% also reported that, their working environment is satisfactory for them and 25% with a neutral feeling of how satisfied they were as well. This implies, the physical working environment is in accordance with the results of Swasto's research (2014:12), Untari (2014:13) and Budianto (2015:14) which states that work environment variables partially have a positive and significant effect on employee performance. The survey results revealed that the job aids, supervisory support and physical work environment has positively influence for the employee's performance. This result is consistent with the hypothesis of H₅, and therefore accepts H₅ in relation to the physical environment.

Workload from the regression coefficient demonstrates that, the relationship between workload and the employee's performance is a 0.334 at the 0.000 significant levels and its relatively having a positive significant relationship because it's less than 0.05. According to that, when the workload is increased, employee's performance also will be increased. If the individual has a positive perception, then the employee will consider the workload as a challenge in working and will be more serious in working and produce something that is beneficial for them and the company they work. From the data collected, it also reveals that, though 38% were unsatisfied with their workload allotted to them.

However, the regression analysis data makes us to understand that, many may have the ideology of workload always been negative but in positive conclusion, workload isn't continuously negative but moreover an opening for employees to encounter a quicker and to increment their efficiency. A negative workload is a problem of perception that is understood by employees. If the employee considers the workload to be a problem, the work will not be completed properly, but if the employee considers the workload as a challenge, then the employee will be serious and enjoy all the tasks assigned to him (Robbins, 2010). In this research, we could conclude that whether employees like it or otherwise, they ought to take-on the workload regardless. This result is consistent with the hypothesis of H₂ and therefore, the researcher has accepted H₂ in relation to the workload to job performance.

Regarding Motivation, aside it having a positive significant relationship with Employee's Performance, it also has the highest impact on the dependent variable, which is having 0.345 beta coefficient at 0.000 significant levels. It is a significant relationship because, the value is less than 0.05. According to that, when the motivation is increased, the Employee's Performance also will be increased. Motivation might adversely impact employee performance. What would in all likelihood work in motivating employees are rewards or monetary compensations paid, which would enable employees to continue to be in the organization longer and management would be in a position to hold their employees". In this study, numerous are gained for money related rewards, because it would persuade them profoundly, particularly in this current circumstance. One case study, an engineering company have structured a plan to their employees" that absolutely everyone serving greater than three years" and above will be rewarded of some shares with the assurance that each person will be eligible for an income sharing based on their business

performance. That is one of a methodology to hold staff and get them to work harder, since money related benefits is presently the motivational key. From the data, the, more employees are motivated, or the right measures use in motivating, it will have a positive impact on their performance and hence minimizing stress levels. This result is consistent with the hypothesis of H_4 and therefore the researcher has to accept H_4 .

According to the correlation table, there is a positive insignificant relationship between Time pressure and employee job performance; the beta coefficient is 0.131 at 0.075 insignificant levels which is above 0.05 which intends renders it not significant. Time pressure might not adversely impact the employee performance, although many may have the sense that, there is nothing they can do to avoid the time pressure they experience especially in this current investigate. Time pressure might be a contributing factor to stress but not necessarily always seen to be negative. most at times, time pressure when increase helps members to focus on the main task given them to work with and emphasis on completing the task as fast as possible. Even though it impacts both their interactions and job performance (Kelly & Loving 2004). It is obviously not ideal to take more time on all task, because, employees concern is not only on one task but also about their output. Therefore, getting the most executed within a limited time given. (Kelly & Loving 2004). This studies result is not consistent with the hypothesis of H_1 and therefore the researcher has to reject the hypothesis of H_1 in relation to time pressure and job performance, though we can conclude that time pressure is positive insignificant but a contributing factor to stress level and not significant to employee job performance.

With reference to the correlation table, Role ambiguity is also having a positive significant correlation between job performances; the regression coefficient is 0.262 at 0.000 significant levels. According to that, when the role ambiguity increase, the employee's performance also will be increased and vice versa. At the same time, past researches (e.g., Mukherjee & Malhotra, 2006; Lang, Thomas, Bliese, & Adler, 2007) and many others had shown that role ambiguity influenced the employees' job performance in a service setting. Nevertheless, there seems to be unclear direction or strengths in terms of the relationship between role ambiguities and job performance. Behrman, Bigoness and Perreault (1981) revealed there is a positive relationship between job performance and ambiguity concerning family expectation. Most past researches tend to reveal weak or no relationship between role

ambiguities with job performance (e.g., Brief & Aldag, 1976; Michaels, Day & Joachimsthaler, 1987; Singh, 1993). At the same time, it is often found to have limited empirical evidence between role ambiguity and job performance (Singh, 1993). These outcomes thus created a gap to re-examine the role ambiguity in the context of employees. It seems quiet confusing that, roles are not clearly stated but performance is quiet improving. Therefore, the proposition of this study is that, there might be a significant relationship between role ambiguity and the job performance of employees working in Ghana. The regression data informs us that Role ambiguity has a positive significant effect on job performance and the results shows that role ambiguity levels among the employees are medium and within normal and accepted rates. Due to that, H_3 is accepted in relation to role ambiguity on Job performance.

CONCLUSION

Considerably, the results appear that the stress levels among employees in Ghana is having a significant impact in certain areas like work overload, within the physical environment, on their roles, and motivation. Be that as it may, these kinds of stressors are influencing the performance of the employees. We will conclude that, there's a relationship between job stress and employee job performance. In reality, Stress is ordinary to human presence but too much of it has its own causes and effects. The science of stress management in this manner is to keep stress to a stimulatory level that's sound and reasonable

RECOMMENDATION

Based on the findings of this study and a review of previous research, the following recommendations are suggested for present and future stress management of some Company in Ghana in particular and other companies as a whole to ensure quality and efficient stress management. The measures to decrease the level of stress and improve efficiency ought to be taken by the organization

The workload of workers ought to be at a more reasonable level. Maintaining a job demands at healthy levels is appropriate and the company ought to utilize more specialists to assist to lift too much workload of the workers. Employees ought to attempt as much as conceivable to strike an adjustment between their office works and know what is anticipated of them.

Finally, there are more ways of helping reduce stress in organizations but per this research, there is a major need for the intention of this report to educate on the harming impacts of workplace stress, and increase mindfulness of the broad nature of this issue. It is trusted that, this information will propel organizations

to investigate the stressors that are show in their work environments, and to require steps to reduce and/or avoid stress within the working environment, subsequently working to preserve the health and well-being of employees. Also, there is a major need for the intention of this report (independent variables) to educate on the harming impacts of job stress, and increase mindfulness of the broad nature of this issue. It is additionally recommended that the organizations ought to provide counseling for workers to learn stress management strategies to overcome stress related issues and Changes that improve physical working conditions in a manner that: there's broad prove appearing that poor physical working conditions contribute not only to physical dangers, but stress levels as well. A few conceivable procedures may incorporate progressing indoor air quality; diminishing levels of physical dangers such as clamor, toxins, chemicals, etc.; and work redesign to decrease rate of tedious strain injuries. Break time extensions to two hours, using the Chinese way, Chinese are known to be hardworking, yet they practice 2 hours of break, which helps them to free their minds of working activities deemed stressful. Warraich Usman (2014) recommends that organizations can offer assistance to workers to diminish stress levels by updating employees to know how to manage their workload in most situations. The employee's position and status ought to be put into thought and satisfactory motivations and benefits ought to be made available.

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