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THE EFFECTS OF STRESS ON PERFORMANCE OF WORKERS IN GHANA HEALTH SERVICE IN WA MUNICIPAL

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ABSTRACT

In today's competitive global environment, employee performance is an essential element of a company's success. Employee performance can be significantly hindered by high levels of stress experienced in the work environment. Stress is a universal element and persons from nearly every walk of life have to face it. Employers today are critically analyzing the stress management issues that contribute to lower job performance of employees. The main aim of the study was to evaluate stress and its effect on employees' performance. The study was conducted at Ghana Health Service, Wa Municipal. Descriptive survey was adopted as the research design. Purposive and simple random sampling techniques were used in selecting a sample size of 50 out of a population of 100. Questionnaires were used as data collection instrument. From the results obtained, it was evident that there were many stress factors that the respondents endured, and the enquiry proved that stress has an effect on performance. Majority of the respondents reported to work under pressure and that they feel uncared for by the organization. The fact that majority of respondents thought of leaving their job, and felt that the organization did not care about them was a reflection of huge dissatisfaction that undoubtedly lowered performance. It was recommended that Management must conduct an analysis of the organizational mood and climate by assessing the reasons why the employees think Ghana Health Service does not care about its employees and what they can do to change

it. It was also suggested that an Employee Assistance Programme be introduced for early identification and intervention on problems so that performance levels do not decrease.

Keywords: Stress, Performance, Ghana Health Service Workers, Wa Municipal.

INTRODUCTION

In today's world, stress has become a worldwide phenomenon, which occurs in various forms in every workplace. In today's work life, employees are generally working for longer hours, as the rising levels of responsibilities require them to exert themselves even more strenuously to meet rising expectations about work performance. Omolara (2008) described occupational stress as the adverse psychological and physical reactions that occur in an individual as a result of they being unable to cope with the demands made on them.

The demands on employees grew equally dramatically and this created stress within employees. Apart from stress that arose from the work situation, other sources of stress could relate to personal factors such as relationships with others and use of free time. It is noted that stress is not necessarily bad, it is an opportunity when it offers potential gain. But whatever its nature, it usually begins when individuals are placed in a work environment that is incompatible with their work style and or temperament. It becomes aggravated when individuals find out that they have or can exercise little control over it.

Many organizations in the world are witnessing an alarming increase of the negative effects of stress on employee's performance (Henry & Evans, 2008). In Ghana, several nationwide surveys have indicated that, about 58% of the workforce in organizations suffers from stress – related problems (The Weekly Mirror, 2006). This means that stress can be a killer of many organizations in Ghana. Employees experience and feel stressed continuously and therefore the reactions of stress at the workplace are not a separate aspect (Fairbrother & Warn, 2003 p. 8). Stress at work is also increasing due to external factors such as technological advancement and changes in the economy of a country.

Besides stress that could be caused by family or personal problems, stress at work has become even a greater problem because of job restructure, globalization and more demand on the task at hand. This might lead to higher job insecurity which would make employees feel stressed and distressed (Borg, 2010). Therefore, the increased stress among employees motivated us to become interested, sensitive and curious regarding the importance of the subject. Stress alone is not a medical state, rather it is the vulnerability to stress that leads to mental disorder. "A study made by Institute of Psychiatry found that people with high-stress jobs have twice the risk of developing serious depression or anxiety compared with others in less stressful occupations" (Mathis, 2000).

Work stress can affect employees regardless of gender, position or type of employment. If one looks around and scans the research on stress and mainly stress at workplace, one discovers that stress is settled among the workers as an inevitable factor. Stress is linked on to one's ability to manage the recourses, environmental demands and some other unknown shortcoming to the process while doing an activity, but if it looks as a general subject then it would be evaluated as an unpredictable phenomenon. Cases of employee stress are therefore on the ascendancy. It is in this view that this study is being conducted to determine the effects

of stress on the performance of Ghana Health Service workers in the Wa Municipality of the Upper West Region of Ghana. The study therefore has the following specific objectives.

- i. To analyse the causes of stress among staff of Ghana Health Service in Wa Municipal.
- ii. To assess how stress influence performance of Ghana Health Service workers

REVIEW OF RELATED LITERATURE

The literature review starts with the definition of the key concepts.

Stress

According to Siegrist (2006) stress is defined as a latent construct that indicates a state of elevated activation of the autonomic nervous system with coordinated manifestations at the affective, cognitive, and behavioral levels. Health workers stress is often defined as the experience by a worker of unpleasant emotions resulting from aspects of the work as a health professional (Ahmed 2013). This conceptualization of workers stress has led researchers to explore aspects of the work situation that may be experienced as stressful. Such aspects are often termed stressors (Borg, 2010) or job demands (Ahmed, 2013).

A number of potential stressors have been identified in empirical studies including time pressure and workload, poor motivation, large patient diversity, conflicts with colleagues, lack of administrative support, and value conflicts (Siegrist, 2006; Borg, 2010). Workers all over the world are facing the problem of occupational stress though extent of the problem varies. According to Borg (2010) about 10 to 40 percent of workers are suffering under extreme stress or burnout, in European countries. Warraich et al. (2014) argues for even higher stress level among workers of Asian countries.

Job Satisfaction and Performance

Warraich et al (2014) states that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one 's job or job experience. This implies that, satisfied employees have positive attitude toward job which leads to high performance level whereas dissatisfied employees have negative attitude toward work which yields low performance result. Job performance on the other hand, comprises apparent behaviours that people observe in their job that are important in achieving organisational goals and these behaviours must be pertinent to the goals of the organisation (Kotteeswari, 2015). The burgeoning literature of organizational behaviour and organizational psychology suggest that, job satisfaction and performance relationship is the most researched area (Kotteeswari, 2015).

Job satisfaction is a worker's sense of achievement and success on the job. Job satisfaction is an emotion, a feeling, an attitude and a matter of perception that result from an employee appraisal at work (Thompson, 1995). It is also defined as an emotional situation related to the positive or negative judgment of job experiences (Ritchie, 1999). They argued that job satisfaction is personal assessment of individual; for his/her job and work context. Health worker job satisfaction is determined by the degree to which the individual perceives job related needs are being met (Anderson, 1994). Single as well as several factors measures can be used to measure job satisfaction, such anonymous employee satisfaction surveys administered in areas such as empowerment, teamwork, communication and co-workers interaction. Satisfaction of human resource finds close link to a highly motivated employee. Motivated staff then develops loyalty or commitment to an institution resulting to greater

productivity and lower turnover rates. It is generally perceived to be directly linked to productivity as well as to personal well-being.

Job satisfaction of health workers has been a focus of attention for educational researchers. This is because of links between job satisfaction and organisational behavior such as commitment, absenteeism and turn over, efficiency and productivity. Goswami, (2015) says that workers are concerned with their working environment for their personal comfort as well as facilitating their efficiency at work. Arnold (1991), states that the level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with work groups and the degree to which individuals succeed or fail in their work. People are motivated to achieve certain goals and will be satisfied if they achieve these goals. They may be even more satisfied if they are then rewarded by extrinsic recognition. He argues that work life balance policies define how the organisation intends to allow employed greater flexibility in their working patterns is that they can balance what they do at work with the responsibilities and interest they have outside work.

Researchers have studied the connection between health workers demographic variables and job satisfaction. There is consistent evidence showing that job satisfaction is related to physical and mental health and that job satisfaction contributes to better overall mental health (Goswami, 2015). Goswami further contend that frustration and despair caused by an unpleasant job permeates an individual's life and make workers feel depressed both on the job and at home. Because employees work harder and better if satisfied with their jobs (Bashir, 2010), knowing the factors related to teachers' job satisfaction could help prevent staff frustration and low job satisfaction. Ideally health worker job satisfaction is a source of motivation that sustains effort in performing tasks required of good working.

Stress and Performance

Stress mainly affect to the employee turnover (Bashir, 2010). The rate of turnover varies from company to company. The highest level of turnover normally found in private sectors than public sectors. The levels of turnover also vary from region to region. The highest rates are found where unemployment rate is lower and where it is easy for people to get alternative employment. Sometimes employee turnover benefits organizations positively. This might happen when a poor performer is replaced by a more skilled employee and when a retired employee replaced by a younger one. Employee turnover may be also costly as it requires different cost to take account such as administrative costs of recruitment, cost of covering during the period in which there is a vacancy, training cost for the new employee etc. (Ahmed, 2013).

Turnover occurs for many different reasons. Sometimes, new job attracts employees and pull them to leave the old one. In contrary employee also pushed to leave job due to the dissatisfaction in their present workplace or by domestic circumstances when someone reallocates with their spouse or partner. A poor relationship with the management can be an important reason for the employees to leave their jobs. It is relatively rare for people to leave jobs in which they are happy even offered by higher salary elsewhere. A lack of proper training and development is also major cause for voluntary turnover. Employees prefer security of their jobs (Frost, 2003). Turnover could be minimized through considering different preventive measures by the management. These may include providing training to the line managers for an effective supervision before appointing or upgrading them, providing

security of jobs with good working environment etc. There may be an offer for re-training the existing managers who have a poor record at keeping their staff happily. Supervising managers could be accountable for employee turnover in their teams. Maximization of opportunities for individual employees such as accommodate individual preferences on working hours, regular appraisals, providing as much job security as possible can help to reduce turnover Warraich et al (2014). Due to the factor motioned, the above can lead to increase the stress level of the employees and then those employees will leave the organization.

Employee's high turnover rate will reduce the company's profitability. Occupational stress reduces the morale of the employees. Workplace events play a large part in changing employee morale, such as heavy layoffs, the cancellation of overtime, cancelling benefits programs, and the lack of union representation (DCS Gaumail, 2003). Other events can also influence workplace morale, such as sick building syndrome, low wages, and employees being mistreated. Factors influencing morale within the workplace can be illustrated through the below given attributes: Job security, management style, staff feeling that their contribution is valued by their employer, realistic opportunities for merit-based promotion, the perceived social or economic value of the work being done by the organization as a whole, the perceived status of the work being done by the organization as a whole, team composition, the work culture. When the above factors positively influence the stress, the employee get low morale and if it's other way employee get high morale (Armstrong, 2010).

METHODOLOGY

Research Design

The study used the mixed methods research design, employing both qualitative and quantitative research approaches. Creswell (2013) and Ampofo (2019) has made strong arguments for mixed methods research that offset the weaknesses of both quantitative and qualitative research as follows; that mixed methods research provides more comprehensive evidence for studying a research problem than either quantitative or qualitative research alone. The strategy permitted the usage of several approaches (Ampofo, 2020) and a triangulation of methods (Ampofo, 2017; Nasse, 2020) in addressing the research issues.

Study Area

The study focused on Ghana Heath Service in the Wa Municipality (Wa Regional Hospital) is the major and big hospital in the Upper West Region so as to get an indepth and comprehensive understanding of what is happening at the Wa Regional Hospital and makes the research meaningful. Drawbacks are an inevitable part of almost every venture individual carry out and overcoming them prepares or fortifies one for other tasks ahead. Even though these challenges to some extent hampered the progress of the study, they also helped in putting researchers on their toes to work tirelessly around the clock in making the success of this study a reality.

Population

Ampofo, Amoah and Peprah (2020) in their attempt to define population suggested that "it is the total aggregation of cases that meet a specified set of criteria. This research consists of health workers in the Wa Municipal of the Upper West Region of Ghana. The population comprised 50 health workers in Wa Municipal.

Sample and Sampling Technique

Approximately 50 sample size of health workers in Wa Municipal were identified for this study. The sample size was chosen based on the table for determining sample size according to Creswell (2013). Convenient sampling procedure was used to sample respondents from the health centers in Wa Municipal. This was because the respondents were selected as a result of their convenient accessibility and proximity.

Research Instrument

The instruments used for the research is a questionnaire. Research questionnaire for this current study consisted of 49 items which were divided into four sections (A-C). The researcher used questionnaire as instrument for gathering data. This is for the reason that all the respondents could recognize and respond all the items without great deal of complicatedness. The questionnaire is less classy and can present greater anonymity. It can also be used to assemble much data at a time as compared to other instruments. Section A had five items and it elicited background information of respondents.

This section engaged respondents to give information about their gender, age-range, marital status, maximum academic qualification and period of service. Section B had eighteen items and it elicited data in relation to identifying the factors responsible for stress among health workers and Section C had five items and it elicited data on how stress influence performance of Ghana Health Service workers. Apart from the background information, the questionnaire comprised predominantly Likert scale items. It was a five-dimensional scale with the preference of responses representing strongly disagree, disagree, undecided, agree as well as strongly agree.

Data Collection Procedure

In the process of gathering data, permission was sought from the Upper West Regional Health Directorate. Ethical consideration was well adhered to in the study. Before the questionnaires were administered to the health workers, they were assured of ethical considerations guiding research data gathering. Also, the health workers' consent to respond to the questionnaire was elicited. They were also given assurance to pull out from the study at any time if they so wished. The research questionnaires were administered by the researcher to the respondents at their convenient time. The questionnaires were distributed to the respondents to be responded to and collected.

Methods of Data Collection

Data for this study were collected using the mixed method approach and it includes surveys and interviews. The mixed method design was used for the study. In this case, the observed data supports the survey and interview data. Also, the mixed method approach was used in order to determine the effects stress has on the performance of staff of Ghana Health Service in Wa Municipal.

Data Analysis

In research, data gathering becomes significant only when it is organised, summarised and observations explained in comprehensive form (Ampofo, 2017; Nassè, 2019; Ampofo, 2019; Ampofo, Nassè, Amoah & Peparah, 2020). The researchers used descriptive statistics to analyze the data gathered after responses have been edited, coded and scored respectively. Analyzing the data was done in line with the questions posed and with the aid of Statistical Package for Social Sciences (SPSS). Frequency and percentage tables showing the extent to

which respondents agreed or disagreed with issues on the questionnaire presented for all the items.

RESULTS AND DISCUSSION OF RESULTS

Analysis of Demographics of Respondents

Biographic Data of Respondents

One item of the questionnaire gathered data on the respondents' gender which is presented below.

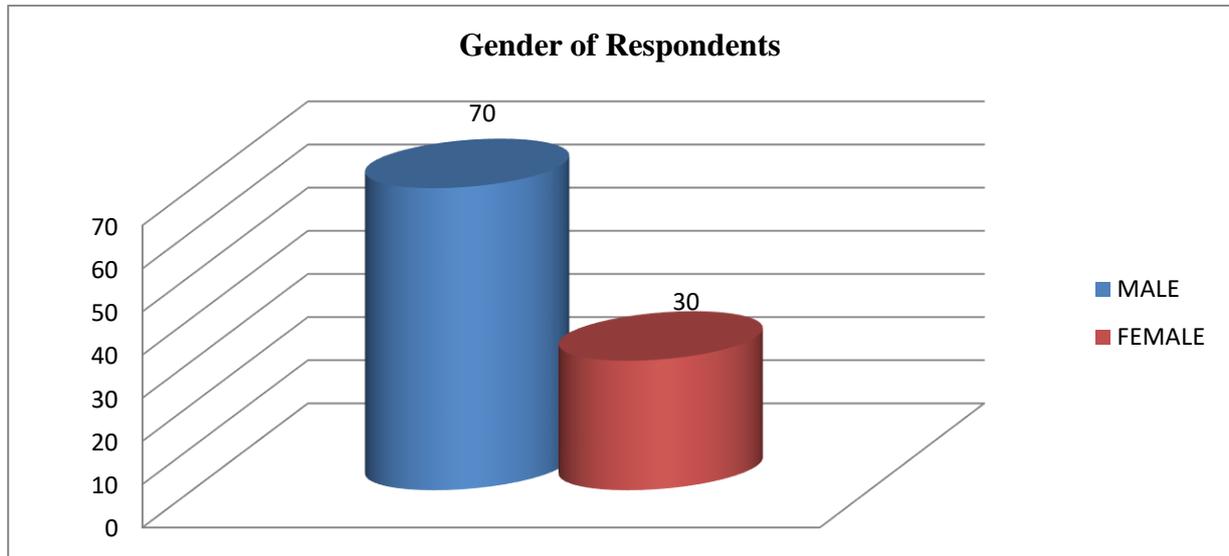


Figure 1: Gender of respondents
Source: Field Survey, 2020

From Figure 1 above, it can be seen that out of the 50 respondents, 70% were males and 30% were females. The data suggests that, there was a vast difference between the number of males and females used for this research. This means male employees of the Ghana Health Service dominate females.

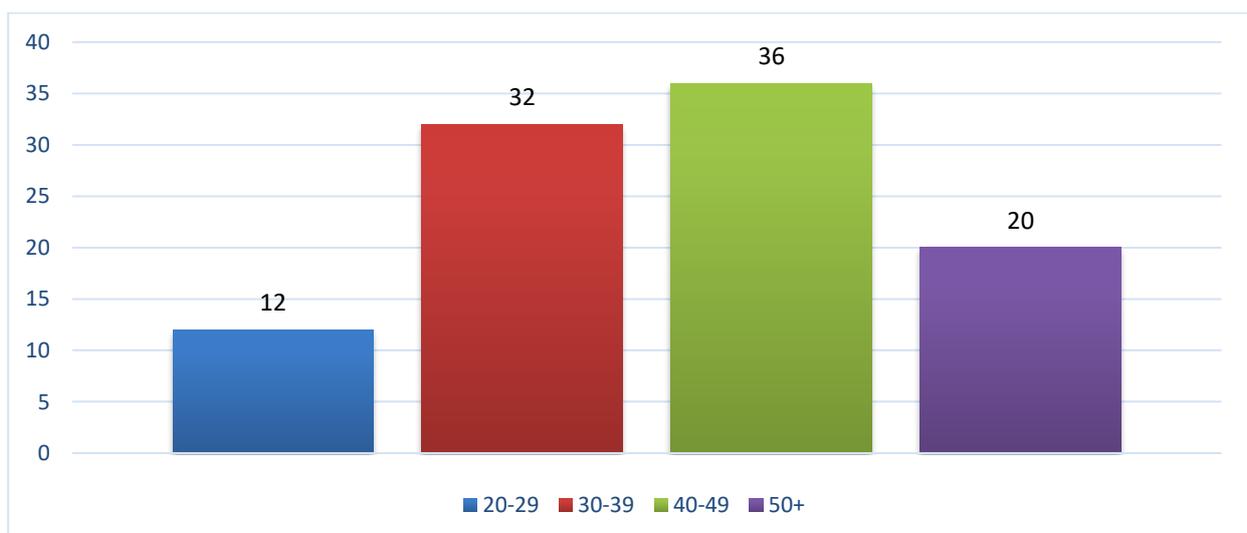


Figure 2: Age Distribution of Respondents
Source: Field Survey, 2020

Figure 2 indicates that, majority of the employees 36% were of the ages ranging from (40-49) years, whilst 32% out of the 50 respondents used for the research were ranging between the ages of (30-39) years. The figure also depicts the fact that 20% of the staff were above 50 years of age, whilst 12% were between the ages of (20-29) years. However, it was also found from the study that majority of the respondents were of the ages ranging between 30-49 years. The advantage here is that, the Ghana Health Service. Workers in the Wa Municipal has majority of its workers within the active employment zone and with those within the retiring age forming the minority.

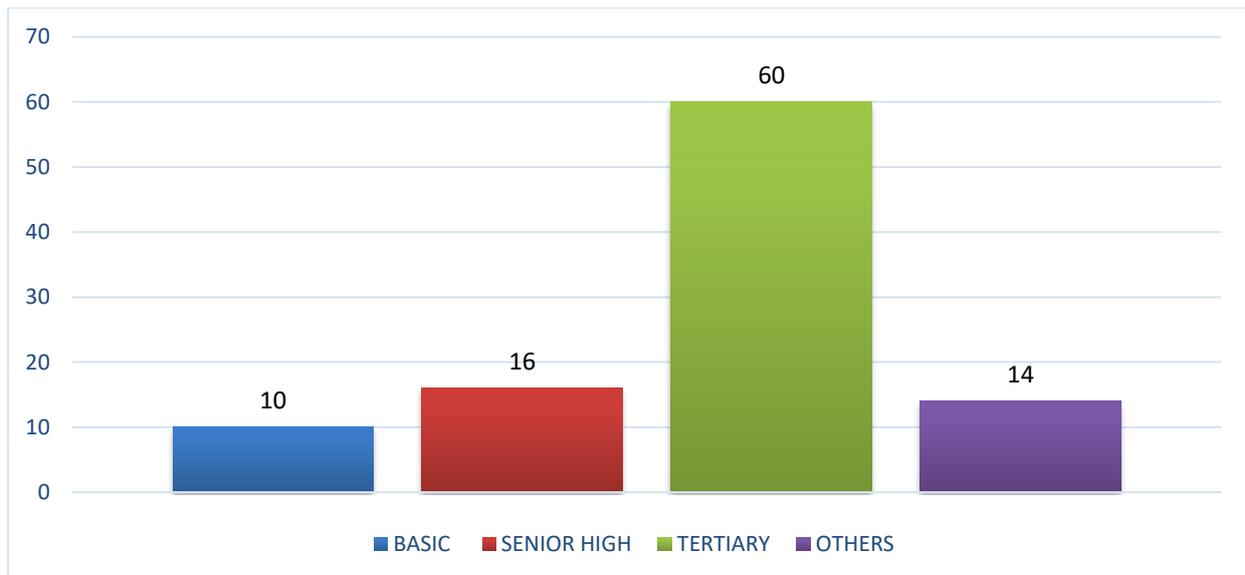


Figure 3: Academic Qualifications of Respondents
Source: Field Survey, 2020

From Figure 3, it can be seen that 10% of the respondents were Basic Education Certificate Holders, 16% held Senior Secondary Certificate, 60% held Certificates from the Universities and Polytechnics and 14% stated Other Certificates from different tertiary institutions.

The Causes of Stress in Ghana Health Service in Wa Municipal

The researchers sought to find out the causes of stress at Ghana Health Service. To this end, specific questions were asked by the researchers and the various responses obtained have been analysed as followed.

Determining whether employees think that Ghana Health Service cares about its employees

Specific questions were asked by the researchers one of which is “Do you think Ghana Health Service Wa Municipal cares for its employees” and the various responses obtained have been analysed in the table below.

Table 1
Determining whether Ghana Health Service Cares

RESPONSE	FREQUENCY	PERCENTAGE (%)
YES	13	26
NO	28	56
NO REPOSE	9	18
TOTAL	50	100

Source: Field Survey, 2020

The majority of respondents (56%) reported that they did not think that Ghana Health Service cared about their employees. According to Frost (2003), the costs of employee's frustration and anger can prove even more serious, when people believe that they have been treated unfairly (especially by their supervisors). They can tackle the organizations by attempting to reduce profitability of the organization. Apart from quitting, which carries its own set of costs to the company, acts of revenge, sabotage, theft, vandalism, withdrawal behaviours (withholding effort), spreading gossip or generally acting cynical or mistrustful, can all present direct and indirect costs to the organization.

Dissatisfaction with management leads to reduced loyalty, and once that loyalty has been destroyed; an employee is likely to commit an act of sabotage. If 56% of the respondents think that Ghana Health Service does not care for their employees that calls for reason for concern, as dissatisfaction with management leads to reduced loyalty that could lead to acts of sabotage (Frost 2003). 26% responded yes, they are being cared for by Ghana Health Service, and 18% gave no responds.

Determining whether employees like working for Ghana Health Service

In the process of finding out the causes of stress at Ghana Health Service. Specific questions were asked by the researchers one of which is "Do you like working for Ghana Health Service, Wa Municipal" and the various responses obtained have been analysed in the table below.

Table 2
Exploration of Whether Respondents Like Working for Ghana Health Service

RESPONSE	FREQUENCY	PERCENTAGE
Always	9	18
Sometimes	32	64
Seldom	5	10
Not at all	4	8
Total	50	100

Source: Field Survey, 2020

From Table 2, it is evident that 64% of the respondents reflect doubts on whether they like working for Ghana Health Service, as they indicated that they "sometimes" like working for this organization. There could be a correlation between the response above on Table 1 and Table 2. However, 18% is confident about its need to work for Ghana Health Service as only 8% of respondents are totally unhappy.

Determining Satisfaction with the Working Environment

In finding out the causes of stress at Ghana Health Service. Specific questions were asked by the researchers one of which is "Are you happy with you working environment" and the various responses obtained have been analysed in the figure below.

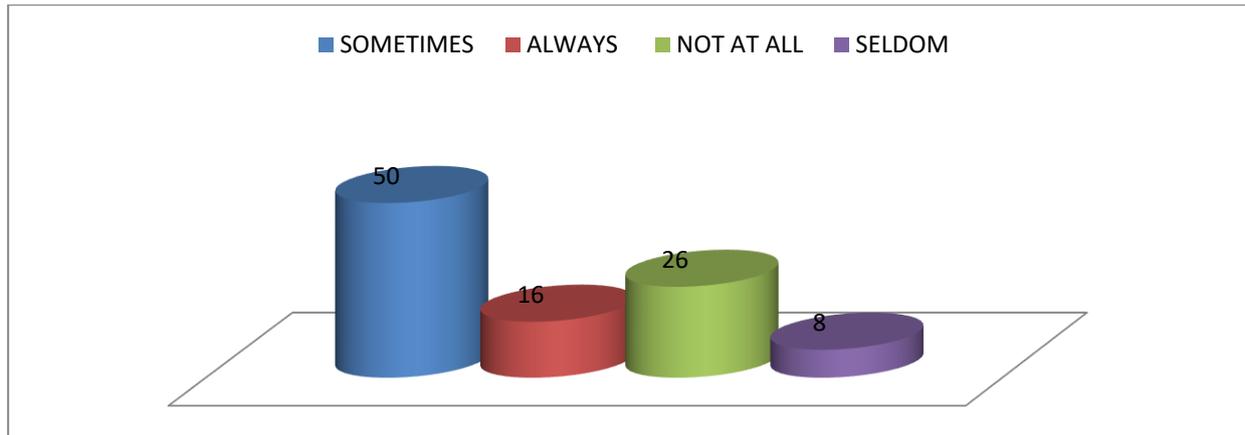


Figure 4 Satisfaction with the work environment

Source: Field Survey, 2020

From Figure 4, respondents that confidently reported satisfactions with the working environment are relatively low (16%), and it was compared to those who reported not to like working for Ghana Health Service (8%), in Table 2 on the previous page. These two responses may be correlated; it could be the same respondents who reported not to like working for Ghana Health Service that are not satisfied with their working environment. However, negative emphasis on “sometimes not satisfied with the work environment” seems to be stronger (50%) as reflected by Figure 4.

According to Ahmed (2013) contemporary accounts of the stress “process” often follow the notion of stress as resulting from a misfit between an individual and their particular environment. Thus this gives an opportunity for the organization to explore this problem further.

Determining whether employees have control over their jobs

In finding out the causes of stress at Ghana Health Service. Specific questions were asked by the researchers one of which is “Do you think you have control over your job” and the various responses obtained have been analysed in the table below.

Table 3

Determining Whether Employees Have Control Over Their Jobs

RESPONSE	FREQUENCY	PERCENTAGE (%)
Always	8	16
Sometimes	19	38
Seldom	11	22
Not at all	10	20
No response	2	4
Total	50	100

Source: Field Survey, 2020

Only 38% of the respondents reported to sometimes having control over their jobs. However 20% reported not to have control at all over their jobs and on the contrary 16% confirm to have control over their jobs. The interpretation can be made that lack of control over one’s job may induce frustration and anxieties due to uncertainty, thus leading to distress.

Exploring work pressure

In the process of finding out the causes of stress at Ghana Health Service. Specific questions were asked by the researchers one of which is “Do you work under pressure” and the various responses obtained have been analysed in the table below.

Table 4

Exploring Working Under Pressure

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	38	76
No	11	22
No response	1	2
Total	50	100

Source: Field Survey, 2020

The response rate of 75% of the respondents reporting to work under pressure may be a reflection on the organizational mood; that expectations on delivery are high. However 23% of the respondents reported not to be working under pressure. Armstrong (2010) is of the opinion that events that are appraised as overwhelming, threatening, unsatisfying, or conflicting are more likely to be experienced as stressful. Thus, the organization has a challenge of helping the employees manage their work pressure better.

Determining whether employees have adequate information about their role at work

In the process of finding out the causes of stress at Ghana Health Service, specific questions were asked by the researchers one of which is “Do you have adequate information on your role at work” and the various responses obtained have been analysed in the table below.

Table 5

Exploring Role Clarity

RESPONSE	FREQUENCY	PERCENTAGE (%)
Always	13	26
Sometimes	23	46
Seldom	10	20
Not at all	3	6
No response	1	2
Total	50	100

Source: Field Survey, 2020

According to Table 5, only 6% of respondents reported not having adequate information about their roles and the majority of the respondents (46%) reported that they sometimes have adequate information about their jobs while 26% of the respondents are always clear about their roles. Thompson and McHugh (1995) propagated that where the demands of a role or roles are unclear and norms and standards of social comparison are lacking, people may experience role ambiguity.

The interpretation can be made that if 26% of the respondents are always clear about their role at, it means that they won't be subjected to role ambiguity as a cause for their stress at work. At the same time if 46% of the respondents sometimes don't “have adequate information about their role at work” they may be inclined to experience stress due to role ambiguity. However, the 20% that is seldom clear about their role is in a more threatening position that could cause them to have role ambiguity and stress subsequently. About 72% of the respondents can conclusively be seen as being threatened by role ambiguity as a cause for stress.

Determine whether job expectations are in contradiction with each other

In the process of finding out the causes of stress at Ghana Health Service, specific questions were asked by the researchers one of which is “Do you think your job has expectations that are in contradiction with each other” and the various responses obtained have been analysed in the table below.

Table 6
Contradiction in Job Expectations

RESPONSE	FREQUENCY	PERCENTAGE (%)
Always	13	26
Sometimes	23	46
Seldom	10	20
Not at al	3	6
No response	1	2
Total	50	100

Source: Field Survey, 2020

In Table 6, 26% of the respondents reported that their roles are always in conflict with each other and 46% reported that sometimes their roles are in contradiction with each other. According to Thompson and McHugh (1995) role conflicts generally exist between differing expectation from the various parts of a person’s role set, for example those people expecting delivery; and inevitable with the level of pressure that most of us are exposed to in or out of work since a person cannot fulfill the demands of all their roles.

The interpretation can be made that if 26% of the respondent’s report that their “job expectations are always in contradiction with each other”, it could be concluded that they are more prone to job stress. The 46% whose job expectation is sometimes in contradiction with each other may also be prone to stress due to pressure of delivery regardless of the contradiction in their work.

However 20% reported to seldom have job expectations which are in contradiction with each other, and that is a good indication that they are most of the time comfortable about what is expected of them at work thus minimizing the possibility of stress that is caused by job expectations that are in contradiction with each other. Nevertheless, the majority of the respondents (72%) who reported to “always” and “sometimes” have job expectations that are in contradiction with each other are more likely to experience job stress.

Determine whether employees are asked to do more than their ability permits

In the process of finding out the causes of stress at Ghana Health Service, specific questions were asked by the researchers one of which is “Do you think that you are being asked to do more that your ability permits” and the various responses obtained have been analysed in the table below.

Table 7
Assessing Whether Employees are Asked to Do More Than Their Ability Permits

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	13	26
No	33	66
No response	4	8
Total	50	100

Source: Field Survey, 2020

In Table 7, the majority of the respondents (66%) report that they are not being asked to do more than their ability permits. It is comforting to note that the majority of respondents accept this responsibility regardless of the work pressure they have reported in Table 4. However, 26% of the respondents think that they are being given more than their ability permits.

Determine whether employee skills are utilised to their satisfaction

The study sought to find out the causes of stress at Ghana Health Service, specific questions were asked by the researchers one of which is “Are your skills utilized to your satisfaction” and the various responses obtained have been analysed in the table below.

Table 8
Skill Utilization to Employee's Satisfaction

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	14	28
No	30	60
No response	6	12
Total	50	100

Source: Field Survey, 2020

In Table 8, 60% of the respondents reported that their skills are not utilized to their satisfaction. The interpretation can be made that this may be due to a combination of factors, when it is considered that this organization has a young male dominated workforce, the majority (60% in Figure 3) of who have tertiary qualification; may have ambitions of gaining work experience and climbing the corporate ladder.

According to Ritchie and Mathis (2000) employees with a high need for interest and usefulness at work when put in jobs where instrumentality reigns, are likely to be alienated and stressed. Jobs without interest to them and with no obvious good and or useful elements or outcomes will impinge heavily on such people. If unable to leave they will be disruptive, if intelligent and bored they will be apathetic and conscientious they will be depressed or absent on sick leave. This variable becomes extremely important for a growing organization like Ghana Health Service if the majority reports that their skills are not fully utilized as it may lead to lowered performance.

Determine whether employees participate in decision making

The study sought to find out the causes of stress at Ghana Health Service. Specific questions were asked by the researchers one of which is “Are you allowed to participate in decision making” and the various responses obtained have been analysed in the table below

Table 9
Exploring Whether Employees Participate in Decision Making

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	14	28
No	34	68
No response	2	4
Total	50	100

Source: Field Survey, 2020

Table 9 reflects that 68% of the respondents report not to participate in decision making. Harvey (2001) is of the opinion that lack of participation in decision making is one of the factors leading to stress.

Determine whether employees get into conflict with each other

The study sought to find out the causes of stress at Ghana Health Service, specific questions were asked by the researchers one of which is “Do you get into conflict with other people at work” and the various responses obtained have been analysed in the table below

Table 10

An Enquiry into Whether Employees get into Conflict with Each Other

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	13	26
No	35	70
No response	2	4
Total	50	100

Source: Field Survey, 2020

Table 10 gives a clear indication that the majority (70%) of respondents do not get into conflict with each other. However 26% confirm getting into conflict but their open ended responses reflect employee’s positive regard for good collegial relations. According to Ritchie and Martin (1999) people with the need for relationships work best in stable work teams where they can get to know others well.

Determining Stress Influence on Performance

The study also sought to determine stress influence on performance of Ghana Health Service. A number of questions were asked to meet this objective and the responses obtained have been analysed as below.

Exploring whether employees stress influence on performance

The study also sought to determine stress influence on performance of Ghana Health Service. A number of questions were asked to meet this objective, one of which is “Do you feel a sense of helplessness at work” and the responses obtained have been analysed in the table below.

Table 11

Do You Feel a Sense of Helplessness at Work?

Response	Frequency	Percentage (%)
Always	10	20
Sometimes	33	66
Seldom	3	6
Not at all	4	8
Total	50	100

Source: Field Survey, 2020

Table 11 shows that respondents on this question indicated mixed responses with the majority (66%) indicating that they sometimes feel helpless at work. Feelings of helplessness induce depression and anxiety. According to Frost (2003) pain that is mishandled is likely to lead to grief. People whose pain is left untreated will avoid future situations that resemble the pain-inducing incident. When people are hurting, when they are shocked by what happens to them or by what they hear about themselves from others, they become disconnected from hope and from a sense of belonging to a supportive community. They may subsequently enter a phase of denial followed by anger and depression the immediate reactions are likely to be confusion, disbelief and shaken confidence. People burdened by those feelings cannot easily attend to their normal day to day tasks and responsibilities.

Late Coming

The study also sought to determine stress influence on performance of Ghana Health Service. A number of questions were asked to meet this objective, one of which is “Do you come to work late” and the responses obtained have been analysed in the table below.

Table 12
Come Late for Work

Response	Frequency	Percentage (%)
Always	3	6
Sometimes	18	36
Seldom	18	36
Not at all	11	22
Total	50	100

Source: Field Survey, 2020

Table 12 shows that late coming is a visible phenomenon at Ghana Health Service as 36% of the respondents sometimes come late for work and 4% always come late. However 36% seldom come late, while 22% report not to come late at all. The interpretation may be that those who come late are quite sizable and might influence productivity negatively.

Absenteeism

The study also sought to determine stress influence on performance of Ghana Health Service. A number of questions were asked to meet this objective, one of which is “How often do you stay away from work” and the responses obtained have been analysed in the table below.

Table 13
Stay Away

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	31	62
No	11	22
No response	8	16
Total	50	100

Source: Field Survey, 2020

Table 13 reflects that 62% of the respondents reported to stay away from work. According to Mathis and Jackson (2000) turnover and absenteeism represent convenient forms of withdraws from a highly stressful job. The interpretation could be that the employees stay away from work as way of withdrawing from a stressful job.

Exploring thoughts on leaving the job

The study also sought to determine stress influence on performance of Ghana Health Service. A number of questions were asked to meet this objective, one of which is “Have you ever thought of leaving this job” and the responses obtained have been analysed in the table below.

Table 14
Inclination to Leave the Job

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	44	88
No	6	12
Total	50	100

Source: Field Survey, 2020

Table 14 reflects that the majority (88%) of the respondents have thought of leaving the job. Only 12% are confident that they don't have thoughts of leaving the job. The interpretation is that the responses are a reflection of employee dissatisfaction with the organization. Frost

(2003) propagated that emotional pain exists in every organization. This author is of the opinion that the policies, disruptive co-workers or clients, or from poorly managed. Table 14 reflects that the majority (88%) of the respondents have thought of leaving the job. Only 12% are confident that they don't have thoughts of leaving the job.

The interpretation is that the responses are a reflection of employee dissatisfaction with the organization. Frost (2003) propagated that emotional pain exists in every organization. This author is of the opinion that the sources of the pain vary but much of it comes from abusive managers, unreasonable company policies, disruptive co-workers or clients, or from poorly managed change. The tangible consequences include lost profits resulting from diminished productivity or worse mass exodus.

DISCUSSION OF FINDINGS

Key Findings of the Study

A questionnaire was used to gather data from some selected health workers at the Regional Hospital and selected through simple random sampling. The collected data was analyzed in simple percentages. The first objective was to analyse the causes of stress among staff of Ghana Health Service in Wa Municipal. The study found out that stress is a factor that the employees at Ghana Health Service endure. The study found out that Ghana Health Service does not care for its employees and they sometimes do not like working for the organization. The majority of the respondents range between the age 30 and 49, implying that the lowered positive regard against the organization might be age related. The fact that the majority of the employees indicate to "sometimes" like working for Ghana Institute of Languages is reason to believe that those employees will endure stress. There must be a misfit between the employees and their working environment as there is a minority of the employees who indicated that they are not all happy with their working environment. The majority of the employees reported not to participate in decision making and that could be one of the factors leading to stress.

The second objective was to assess how stress influence performance of Ghana Health Service workers. The study found out that stress had an effect on performance. The majority of employees reported that they sometimes felt helpless and a sizable number reported to have ailments that were symptomatic of stress thus the negative health had a bad effect on productivity. The majority of employees reported to have had poor performance feedback and that was also an indication that productivity had been affected by stress. The study found out that the employees want to live the organization. This is an indication that performance was hampered by their absenteeism. The study found out that employees had thoughts of leaving Ghana Institute of Languages which could affect their commitment to performance.

CONCLUSIONS

The aim of the study was to evaluate the effect of stress on performance of the employees at Ghana Health Service in Wa Municipal. The results from this study revealed that the factors that distressed employees had a negative effect on performance. The causes that were identified included the ages of the respondents cross tabulated with gender, determining the stress levels of the respondents, and the effect of stress on performance. There had been many stress factors that the employees of Ghana Health Service endured, and the enquiry proved that the effect of stress affected performance negatively. The fact that the majority of the employees thought of leaving their job at Ghana Health Service and felt that the organization

did not care about them was a reflection of huge dissatisfaction caused by stress thereby affecting performance.

Recommendations

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

Ghana Health Service must conduct a needs assessment for an Employee Assistance Programme. Management must conduct an analysis of the organizational mood and climate by assessing the reasons why the employees think Ghana Health Service does not care about its employees and what can they do to change it.

The supervisors and managers need to explore the causes of the dissatisfaction of employees within the working environment, as dissatisfaction is a source of poor performance (Nassè, 2015; Nassè, 2019; Ampofo, 2017; Ampofo, 2019). Supervisors must assess the level of their subordinates knowledge and skills and whether they will be able to meet their deadlines. They must agree on a performance contract, so that they can give employees with job maturity and control over their jobs. In addition, supervisors and managers should avoid authoritative way of managing employees as it does not yield some profitable results. Ghana Health Service must invest in a stress management strategy that will help increase performance.

Time management training should be given to employees on a continuous basis. Managers should invite employees, who think that they are being given jobs that are in contradiction with each other, and clarify their roles. Management should introduce stress management techniques at Ghana Health Service. An Employee Assistance Programme has to be introduced for early identification and intervention on problems so that performance levels do not increase.

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