

UNIVERSITY OF EDUCATION, WINNEBA

THE IMPACT OF STRESS ON THE WORK PERFORMANCE OF
POSTGRADUATE WORKING STUDENTS AT UNIVERSITY OF
EDUCATION WINNEBA, KUMASI CAMPUS.



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CAMPUS.



A Dissertation in the Department of Management Studies Education, Faculty of Business Education, submitted to the School of Graduates Studies, University of Education, Winneba in partial fulfillment of the requirements for award of the Master of Business Administration (Human Resource and Organisational Behaviour) degree.

AUGUST, 2017

DECLARATION

STUDENT'S DECLARATION

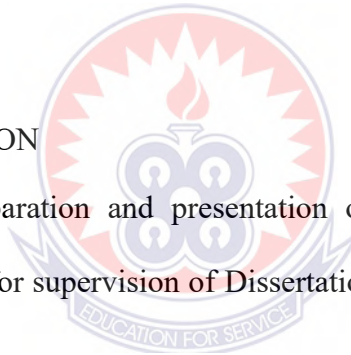
I, Bridget Asantewaa Bah, declare that this Dissertation with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE:

DATE:

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of Dissertation as laid down by the University of Education, Winneba.



NAME OF SUPERVISOR: DR. LORD OPOKU ANTWI

SIGNATURE:

DATE:

ACKNOWLEDGEMENT

To God be the glory, great things He has done and who has always been the source of my life. I wish to express my appreciation and gratitude to persons who in various ways and by whose effort this Dissertation has become possible.

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To all Graduates School Lecturers of the University of Education Winneba. I say thank you and God bless you.

DEDICATION

I dedicate this piece of work to my Father, Mr. Samuel Okuampah Bah and my mother Jackline Adu-Abankro, for fully sponsoring me financially with my studies and to my siblings, Elizabeth Brempomah Bah, Joseph Asare Bah and Richard Obeng Bah and also my Fiancée, Mr. Edem Bani for their love, care and moral support throughout my Graduate studies.



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ABSTRACT

The study examined the impact of stress on postgraduate working students at University of Education, Winneba, Kumasi Campus. University of Education, Winneba, Kumasi Campus was chosen for the study because it was established during the literature review that not much of similar studies have been conducted at public universities globally. It was therefore imperative that the views of university working students be sampled to know and to fill in the gap as to whether their work performance is affected by stress and its signs from their various work places. The outcome of the study was intended to add to scholarly knowledge and improve HRM practices on the clear and distinct purpose of checking the cause and signs of stress and its impact on work performance.

A descriptive research methodology was adopted for this study and a survey used to administer questionnaire to selected working students of University of Education, Winneba, Kumasi Campus. In all, a total of seventy one (71) respondents made up of 58 Senior Staff, 13 Junior Staff were sampled for the study.

Findings from the study revealed that work over load is the great cause of stress with 98.6% which is the highest of all the causes of stress according to the survey that was conducted. Also the study shows that 84.5% of employees are de-motivated and have reduced productivity as an impact of job-related stress. The percentage of respondents with the tendency to quit is 39.4% which implies that employees are less likely to quit their jobs when they have work-related stress.



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The ultimate success or failure of an organization is determined mainly by the performance of their employees (Bartlett & Ghoshal, 1995 as cited in Ahmed & Ramzan, 2013). However, they suffer from numerous problems in their workplace and job environment which has serious implications for employee performance. Stress persists in every organization whether big or small. The work places and organizations have become so much complex due to the increasing need to remain competitive. Work place stress has significant effects over the employees' job performance, and the organizations as a whole (Anderson, 2003). It is important to note that the negligence of any organization not to identify stressors inducers within its organizations and implement appropriate remedial measures to correct those stressors will not only affect employees' physical and mental well-being but affects the organization's profitability as well.

It is a global knowledge in the 21st century that many employees are seeking to upgrade their academic qualifications so as to stay in their respective organizations or even to move up to higher offices. The issue of stress associated with one's academic life emanating from his or her further studies and its impact on one's performance at his or her workplace is a crucial element which needs to be given the necessary attention by students in order to ensure an increased productivity at the workplace regardless of the time taken for self-further studies. In as much as we are human, stress is inevitable at one point or another in life but can affect greatly if not properly managed. Stress is a universal element and persons from nearly every walk of life have faced stress (Imtiaz & Ahmed, 2009). Students enrolled in the Masters program across the country are mostly working full time and combining work and studies can at one point in time affect their productivity at work due to stress factors. This is as a result of

the normal 8 hours a day for the week of work done by most people. When such a person enrolls on a Masters program which has its classes in the evenings and sometimes on the weekends, the working student is likely to face a lot of stress either from work or with academics. To be a working student, the student must attempt to balance school, work and personal life and this balance sometimes goes hand-in-hand with a level of stress (Schwartz, McGuire & Satterstrom, 2012).

Stress to most people is a negative experience with causes of stress or stressors being from work, academic, family related or even self-imposed. Stress causing agents affecting students can be grouped as being academic, financial, time or health related, and self-imposed (Goodman, 1993; LeRoy, 1998). The workload, schedule and even department or industry an individual works in can cause him or her to be stressed. The pressure of meeting work requirements and even failing to meet deadlines is also a stressor and in the life of a working student, the cycle keeps moving since stress may begin at work and affect school or begin at school and affect work.

Stress can cause an individual to be physiologically, behaviourally or even psychologically affected. Physiologically, stress can cause an increase in heart rate, blood pressure and even sweating and this can affect the immune system. Our behavior becomes affected by stress and some people smoke or drink, over-eat or starve and even adopt certain behaviours that they are not accustomed to. Stress affects our ability to work or interact effectively with people and can also make a person indecisive while others become anxious and depressed with psychological effects of stress.

These effects of stress can take a toll on employees' performance severely if not well managed. Acute stress can mature into chronic stress if not dealt with, hence a study that seeks to look at the impact of stress on the performance of postgraduate working students at University of Education Winneba, Kumasi Campus.

1.2 Statement of the Problem

Stress has become a challenge for most employers as it degenerate into low productivity, increased absenteeism and other related employee problems like alcoholism, drug abuse, hypertension and host of cardiovascular problems (Meneze, 2006). Nonetheless, majority of available research and theories about stress have been developed and empirically tested in western context. However the problem of stress and its consequences is more important for developing countries as these are undergoing enormous social and economic changes (Xie, 1996; Jamal, 1999; Haider & Supriya, 2007; Hon, Wilco & Lin, 2012; Zafar et al., 2015).

A disturbing trend in university students' health is reported increases in students' stress nationwide (Sax, 1997). Many people are not able to manage their time or even plan their schedules well in order to be successful when schooling and working at the same time. Either much emphasis is placed on work schedule and meeting targets and studies is not attended to or too much time is spent on making the grades and files pile up at work as either of these affects the performance of a hired employee who is schooling alongside. Even when an individual is stressed, the ability to draw the line between tiredness and stress and to specify what part of life is causing the stress in order to manage it becomes an issue.

The main problem is whether working students are aware of the stress related to working and schooling as the same time and whether these stressors are recognized through the signs and symptoms and its impact on employees' performance.

1.3 Objectives of the Study

The objective of this study is to examine the impact of stress on the work performance of postgraduate working students at the University of Education Winneba, Kumasi Campus. The present study addresses the specific relation on how stress affects the work performance of working postgraduate students.

The specific objectives are;

1. To identify the causes of stress on working postgraduate students at their work place
2. To identify the signs of stress on postgraduate working students.
3. To investigate the impact of stress on working postgraduate students' work performance

1.4 Research Questions

The following research questions will guide the study:

- What are the causes of stress on working postgraduate students at UEW-K?
- What are the signs of stress on postgraduate working students?
- What is the impact of stress on the work performance of working postgraduate students?

1.5 Significance of the Study

The outcome of the study is to help students, especially working students to learn identify when they are stressed and how to manage their stress in order to increase productivity at the workplace. Also to help top management of institution know to schedule the workload and time for a worker who is schooling in order for him/her to perform well at both sides. The study is also to examine reliable strategies of managing stress in general whether it being work related, financial, academic or self imposed.

1.6 Limitation of the Study

Admittedly, the researcher agrees that in an attempt to examine the impact of stress on the performance of postgraduate working students it will have been more appropriate and representative if all the other working students at the University will have been used. However, this study will be context specific due to financial constraints and a limited time

period. It therefore confined itself only to postgraduate students of the University of Education, Winneba Kumasi Campus. This means that for a more complete assessment, the views of other working students of the University will have to be surveyed.

1.7 Delimitation of the Study

The scope of the study will take case context. The study area for this thesis will be the University of Education, Kumasi Campus. The study population will come from the postgraduate working students of the University.

1.8 Organisation of the Study

This study is structured into five chapters. Chapter One, gives background information of the work and sets the topic of the study in context. It presents the aims and objectives of the study and explains the structure of the dissertation. Chapter Two presents review of existing literature. This chapter captures a review of related literature conducted in the field of stress and its impact on employees taking into account its relevance to the research topic in question, whilst pointing out gaps in previous research which this study intends to fill. Chapter Three discusses research methodology. Chapter four presents the results or findings and discussion. The last chapter thus Chapter Five is the summary of findings, conclusions and recommendations. This section summarizes the major research findings and indicate how this research work will contribute to knowledge. This section also include recommendations, limitations of the study and suggestions for future research work.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This study seeks to examine the impact of stress on employees' performance. This chapter reviews existing literature on stress and its related issues. This chapter subsequently discusses the theoretical framework that guides the study, definition of various concepts of stress, and finally empirical review on the impact of stress on employees' performance.

2.2 Definitions of Concepts

Selye (1956) as cited in Le Fevre et al. (2003) was being acknowledged to be the first to introduce the term stress. He described it as the physical and psychological responses to severe conditions or influences. Selye (1956) as cited in Le Fevre et al. (2003) used the word stress which is an engineering term, to describe the responses to a force that when implemented in bodies, causes deformation. While there is an agreement among researchers on the stress related terminology been adopted (Maslach, 1998), Cummings and Cooper (1998) point out the difficulty in developing a coherent theory on stress, as different disciplines (for example medicine, psychology, sociology, management) and research methodologies have all attempted to look into this area.

Stress is a mismatch between the individual capabilities and organizational demand (Pediwal, 2011; Jayashree, 2010). This means that job stress is an unpleasant emotional situation that an individual experiences when the requirements of job are not counter balanced with his ability to cope with the situation.

Robbins (2004) on his part sees stress as a dynamic condition in which an individual is confronted with opportunity, constraint or demand related to what he desires and for which the outcome is perceived to be both uncertain and important. From this definition one can say

that stress is not necessarily bad, it also has a positive value as it offers potential gain as well. For instance, a company having a tight business schedule to complete a contract or production within a short time notice are most often able to meet the said demand when the superiors push such intense pressure on their subordinates to complete the tasks.

All the above definitions clearly points to the fact that stress has an immense impact on how an employee will perform or respond to his duties.

2.3 Theoretical Approaches to Stress

There are several theories pertaining to the dynamic construct of stress. In an attempt to organise all of these theories Ghadijally and Kumar (1987) suggested that there are at least three distinct orientations of stress, which are (a) stimulus-based, (b) interactional and (c) transactional. Equally researchers such as; Richard and Krieshok, (1989) and Ryan (1996) Trivette (1993) have all supported the three distinct orientation being espoused by Ghadijally and Kumar (1987) in their earlier studies. Hence, it is the theory adopted as the framework for the study. The various constructs will be explored in the preceding sections.

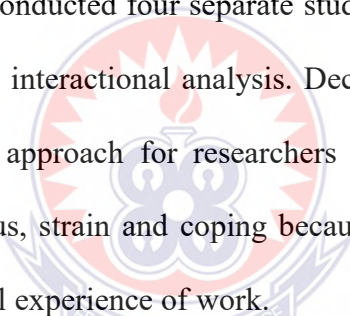
Stimulus-Based

Kahn (1986:42) defines stimulus-based stress as external forces or conditions that are hypothesized or demonstrated to have negative (painfully damaging, incapacitating) consequence on the organization of interest. Stimulus-based stress theorists believe that the factors in the environment exert an influence on an individual (Larzarus & Folkman, 1986; Meichenbaum, 1986; Derogatis & Coons, 1993). Essentially this model proposes that external stressors in the environment result in a stress reaction or stain (Cox, 1978).

In addition, different categories of stimulus stressors have been identified in terms of their ability to induce stress such as: (a) acute, time-limited stressors; (b) Chronic intermittent stressors; (c) stressors sequences; and (d) chronic stressors; (Derogatis & Coons, 1993).

Interactional

The interactional approach to stress incorporates both stimulus-based and response-based approaches (Cox, 1978; Richard & Krieshok, 1989). This theory has also been referred to as the stimulus-response interaction (Greenberg, 1999). The interactional approach contends that situational variable interact with personal variable from which stress occurs (Ryan, 1996). Current research supports the theoretical construct set forth by the interactional approach. Fogarty et al. (1999) conducted four separate studies which analyzed occupational stress, strain and coping through interactional analysis. Decker and Borgon (1993:477) also advocated for an intersectional approach for researchers interested in studying variables related to occupational stress thus, strain and coping because to them it fully examines the individual's unique psychological experience of work.



The Transactional Stress Model

The transactional stress model is one of the most prominent models which provide theoretical basis on the study of organizational and employee stress (Lazarus, 1966; Lazarus & Folkman, 1984). Lazarus and Folkman (1984) defined transactional stress as a particular relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being. Thus, Lazarus and Folkman presuppose that cognitive appraisals play a pivotal role in the stress process. According to Folkman and Lazarus (1984) the appraisal processes refer to an individual's categorization and evaluation of an encounter with respect to this individual's overall being.

To them during the appraisal process, an individual ought to use two forms of these process thus, primary and secondary appraisal. With primary appraisal, events or encounters are categorized as irrelevant, benign-positive or stressful. Stress under the stressful events constitutes harm/loss, threat, and challenge. On the other hand with a secondary appraisal, an individual has to evaluate what can be done in the face of the stressful encounter, they tax their coping options. To arrive at a better understanding of the stress process and how it develops over time, Lazarus (1991) posit the need to put more emphasis on an intra-individual analysis of the stress phenomenon, for example by studying the same persons in different contexts over time.

Nonetheless, only few studies have adopted such an approach (see for example, Folkman, Lazarus, Dunkel-Schetter, DeLongis, & Gruen, 1986), the majority of empirical studies in the area of organizational stress however, did not employ such strategy but rather treated stressful situations and individuals' reactions to them as stable condition. Moreover, it has been questioned whether a focus on individual processes offers more understanding to workplace stress (Brief & George, 1995).

2.4 Causes of Stress

Many authors have identified varying factors that cause stress for instance, Khattak and colleagues (2011) observed that issues such as; workload, technological problems at work, long working hours, inadequate salary, and insufficient time for family and job functions are the main factors that generate job related stress. Ismail and Hong (2011) on their part identified issues like role conflicts, work intensification, relationship with colleagues and unfavourable working conditions as the major causal factors of employee stress.

Likewise, Shahid (2012) work agreed to the earlier position of Khattak et al (2011) when the author sought to maintain some of the factors identified in Khattak et al (2011) work. These

factors include; inflexible work hours, work over load, risky job and poor co-worker relations. Similarly, there are several factors which cause stress in employees at job and these factors are job timings, pay, bonus, work load and peer attitude (Manzoor, 2011).

Admittedly, there are various forms or sources of job related stress nonetheless, what the above researchers sought to do was just to list them thus, not categorizing these sources into constructs that can be easily differentiated and measured. Hence, the researcher finds some difficulty in their approach to the sources of risks been identified.

Nevertheless, the likes of Arnold, Robertson and Cooper (1993) in their work did what the researcher see to be fit for the sources of stress. Arnold et al (1993) in their approach identified five major causes of stress viz.: factors intrinsic to the job, role in the organization, relationships at work, career development and organizational structure and climate.

Similarly, Evers, Frese, and Cooper (2000) also sought to do the same when the authors found six items as valid OSI (Occupational Stress Indicators) that measure stress viz.: “intrinsic to the job,” “organizational role,” “relationships with others,” “organizational structure and climate,” “home or work interface,” and “career and achievement.” Joy and Radhakrishnan (2013) also put the stressors into four categories namely “work related”, “organization related”, “relationships at work” and “career development”. Hence, the researcher will adopt this form of categorization of the stressors by exploring the various construct identified by Arnold et al (1993) in the following sections.

2.4.1 Factors Intrinsic to the Job

Arnold et al (1993) identified eight sources under the factors intrinsic to the job as the main sources of stress under this construct. They include; poor working conditions, shift work, long hours, risk and danger, new technology, work under-load and work over load.

Poor Working Conditions

This looks at the physical surrounding of the job which may include high level of noise, high or low lighting, fumes, heat, poor ventilation systems, smells and all other stimuli which bombard a worker's senses and can affect his moods and overall mental state. Also, the physical design of the workplace comes under poor working condition. For instance, if an office is poorly designed, with personnel who require frequent contact with each other throughout, it creates poor communication networks and develops in poor working relationships which can cause stress to employees. This is similar to Herzberg (1959) two factor theory of motivation where dissatisfiers or hygienic factors such as poor working conditions were seen to be contributory factors in predicting employees' level of motivation. McGrath (1978) identified poor working conditions, such as excessive noise, extreme temperatures, or overcrowding as a source of job-related stress.

Shift Work

According to Dwamena (2012) this is where workers have jobs which require them to work in shifts, some of which involves working staggered hours, which affects a worker's blood temperature, metabolic rate, blood sugar levels, mental efficiency, sleep patterns, resulting in hypertension, mild diabetes and peptic ulcers. Hence, the recent introduction of shift systems at the national health insurance as a measure to address the high demand for its biometric cards could cause employees to experience such defects. Though this assertion by the researcher is not empirically verified by the recent high demand for their services could expose their workforce to these symptoms as well.

Reitz, (1987 as cited in Olusegun, Oluwasayo & Olawoyim, 2014) reports that workers on "swing shifts" experience more stress than other workers. Orth-Gomer (1986 as cited in Olusegun at al., 2014) concludes that when three shifts are used to provide around-the-clock

production, major disturbances in people may be unavoidable. With this job related stress under such conditions cannot be easily avoided.

Long Hours

The long working hours required by many jobs appear to take a toll on employees' within the service sector most especially health workers and this exposes them to a high rate of stress than employees in other sectors. This means many individual workers and some medics who may have no sleep for thirty-six (36) hours or more may find that both their quality of work and their mental and emotional well being have been seriously affected.

Risk and Danger

A job which involves more risk and danger put employees in higher stress level. This is because when an employee is constantly aware of potential danger he is exposed to, the employee tends to react immediately, this results in rush, respiration changes and muscles tension which are all seen as potentially threatening of long-term health. For instance, soldiers or police personnel's who have been sent to war zones to bring peace turns to experience such fears and anxiety and in effect make them burnout for their duties.

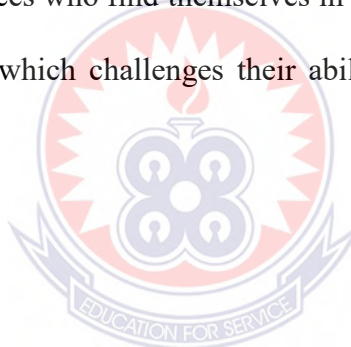
New Technology

With the constant introduction of new technology into the work space, employers always required workers to adapt continually to these new equipment, systems, and ways of operating their functions. This leads to a great source of pressure at work on the worker as he or she is regularly required to undergo training in order to stay abreast with this happenings or face possible redundancy. For instance, with the introduction of e-learning technologies at most tertiary institutions some old lecturers who are not familiar with computers and

PowerPoint presentation are strangely feeling these intense pressure to move up to these new development despite their strong technical background they possess. According to Yaşlıoğlu, Karagülle and Baran (2013) employees who are afraid of new changes like technology and economic situations are more likely to be stressed out than their counterparts who are not. Hence, employees within today's work environment are more stress out than before due to rapid technological changes the world is experiencing now.

Work Under Load

This describes the problem of employees not being sufficiently challenged by their jobs. Job under-load is associated with repetitive routine, boring and under-stimulating work which causes a lot of stress for employees who find themselves in such situations. This means when employees are not given work which challenges their abilities and capabilities they suffer high level of stress.



Work Over Load

This is where the employee has too much work to do because of imposition of deadlines which often causes stress in employees. Stamper and Johlke (2003) established work over load as one of the main causal agents of employees' stressors. Similarly, Rose (2003) revealed that employees working for longer hours due to work overload have high tendency towards stress. The study further added that this reduces employees urge to put up better performances.

2.4.2 Role in the Organisation

When a person's role in an organization is clearly defined and understood, and expectations placed upon are clear, stress can be kept to the lowest minimum. However, this is not the case

in many work places. Arnold, Robertson and Cooper (1993) continued to explain the role in the organization to include the following:

Role Ambiguity

This arises when employees do not know what is expected of them at the workplace and how their work performances are evaluated. That is, employees do not know how and where they fit into the organization and they are not sure of any reward no matter how well they may perform. According to Johns (1996) there is substantial evidence that role ambiguity can provoke stress. Lack of direction can equally provoke stress, especially for people who are low in their tolerance for such ambiguity.

According to Ursprung (1986) role ambiguity exists when an individual lacks information about the requirements of his or her role, how those role requirements are to be met, and the evaluative procedures available to ensure that the role is being performed successfully. Jackson and Schuler (1985) and Muchinsky (1997) studies found role ambiguity to lead to such negative outcomes as reduces confidence, a sense of hopelessness, anxiety, and depression.

Role Conflict

Employees experience a high rate of stress when two superiors are demanding conflicting things and when attending to one will mean they are disobeying the other superior. This makes employees confused and frustrated. Luthans (2002) differentiates three major types of role conflict. One type is the conflict between the person and the role. For example, a production worker and a member of a union are appointed to head up a new production team. This new team leader may not really believe in keeping close control over the workers and it would go against this individual's personality to be hardnosed but that is what the head of

production would expect. A second type is the intra role conflict which creates contradictory expectations about how a given role should be played.

Finally, inter role conflict results from differing requirements of two or more roles that must be played at the same time. For example, work roles and family roles are often in such context. Therefore, roles such as digital equipment operator, clerk, team leader, sales person engineer, systems analyst, departmental head, vice president and chairperson of the board often carry conflicting demands and expectations on family roles such as; parent, mother, father, spouse, etc. Luthans (2002) asserts that such conflicting roles among persons contribute to employees' stress which at the long run will affect their performance.

Responsibility

In an organization, there are basically two types of responsibility: Responsibility for people and responsibility for things such as budgets, equipment etc. Responsibility for people causes a lot of stress. Being responsible for people usually requires spending more time interacting with them, attending meetings and attempting to meet their needs, resolving conflicts and disputes between them and making unpleasant interpersonal decisions. Hence, superiors and employees who perform supervisory roles within organizations are prone to this kind of stress.

2.4.3 Relationship at Work

According to Dwamena (2012) dealing with bosses, peers and subordinates can dramatically affect the way an employee feels. As such people with high need for relationships, work best in stable work teams where they can get to know each other well. In effect someone with such behavioural preference will suffer stress if they are working with a large number of employees in circumstances, which does not allow relationships to form or build.

On the other length when any employee who experiences poor working relationship with superiors, colleagues and subordinates is likely to see their stress level upsurge concurrently. This is because most employees spend so much time at the workplace and thereby poor working relationship can affect them adversely. It is more likely that they would avoid the problem of enforced intimacy by engaging in as few interactions as possible with others and by distancing themselves mentally, if not physically by various means. There are many people who do not like the idea that those relationships at work should be anything other than formal and strictly work related, even to the point of outside life not being discussed.

2.4.4 Career Development

Dwamena (2012) argues that organizations are continuously becoming flatter, meaning that power and responsibility now radiates throughout the organization. Employees have become more diversified and improved than before. Jobs and careers get scarcer. For the person who had been determined to rise through an organization, the challenge has similarly become demanding. Opportunities to learn new skills are now becoming requirements for career progression in any organizations. Career development causes a lot of stress to employees through their working lives. Staying at the same level within corporations is quickly becoming an inadequate approach to job security. Lack of job security, fear of redundancy, obsolescence and numerous performance appraisals can cause pressure and strain on employees. In addition the frustration of having reached one's career ceiling, or having been over promoted can result in stress due to the high expectation attached to such offerings. Hence, employees who are promoted are placed in intense pressure to prove their worth to their promoters or employers or even at times to their colleagues who doubts their capabilities.

2.4.5 Organizational Structure

When employees do not have strong sense of belonging in the organization, they lack adequate opportunities to participate in the organizations processes. This sense of unfriendly feelings makes them feel unimportant which could lead to strain and job-related stress.

However, Betts (1994) argued that the organizational structure impact stress on individuals differently. That is to say, one form and level of stress may affect one person more than another. Hence, organizations structure which does not encourage communication between subordinates and superiors will place enormous stress on employees who might have seen or identified some idea and would like to share with their superiors. More so, in bureaucratic organizations employees with friendlier attitudes and behaviour are more stressed out than other parties because of their desire to bypass the bureaucratic structures to carry their message across.

2.5 Signs of Stress

The American Institute of Stress (1979-2017) in a similar study deduced that, there are numerous emotional and physical disorders that have been linked to stress including depression, anxiety, heart attacks, stroke, hypertension, immune system disturbances that increase susceptibility to infections, a host of viral linked disorders ranging from the common cold and herpes to AIDS and certain cancers, as well as autoimmune diseases like rheumatoid arthritis and multiple sclerosis. In addition stress can have direct effects on the skin (rashes, hives, atopic dermatitis, the gastrointestinal system (GERD, peptic ulcer, irritable bowel syndrome, ulcerative colitis) and can contribute to insomnia and degenerative neurological disorders like Parkinson's disease. In fact, it's hard to think of any disease in which stress cannot play an aggravating role or any part of the body that is not affected (see stress effects

on the body stress diagram) or. This list will undoubtedly grow as the extensive ramifications of stress are increasingly being appreciated.

According to HELPGUIDE.ORG, the most dangerous thing about stress is how it can easily creep up on you. You get used to it and sometimes it starts to feel familiar - even normal. You do not notice how much it is affecting you, even as it takes a heavy toll. That is why it is very important to be aware of the common warning signs and symptoms of stress overload.

It is important to understand what is happening on a physiological level when you are feeling stressed (Royal College of Nursing, 2001). According to the study, some of the physical symptoms experienced include; a pounding heart, elevated blood pressure, sweaty palms, tightness of chest, aching neck, jaw and back muscles, headaches, chest pains, abdominal cramps, nausea, trembling, sleep disturbance, tiredness, susceptibility to minor illness, itching, easily startled and forgetfulness.

2.5.1 Physical Symptoms

This comes with headaches, backaches, muscle tension and stiffness, diarrhea or constipation, nausea, dizziness, insomnia, chest pain, rapid pulse, weight gain or loss, skin breakout (thus hives or eczema, loss of sex drive, and frequent colds. (Royal College of Nursing, 2001). Certain types of headaches can be related to stress. If you are experiencing more headaches, especially tension headaches; stress could be the culprit. There is an inverse relationship between stress and immunity, so if you are under too much stress, you may be getting sick more often. There are many ways that stress affects sleep. Too much stress can rob you of sleep and make the sleep you get less restorative. Anxiety does serve an important function for survival, but if you are feeling anxious much of the time, it could be because you have too many stressors in your life, or it may indicate a medical condition like generalized anxiety disorder (Scott, 2009). Physical symptoms of stress such as dry heaving can manifest

themselves in weird ways when the affairs of life get too overwhelming. And sometimes, you may not even realise that stress is the cause (Main, 2012). When under stress we may experience a pounding, speeding heart. This is not a sign of heart disease, but is in fact, caused by stress hormones stimulating the heart to pump harder and beat faster to get extra oxygen to vital muscles and organs so we can fight or run away. Ponce the stressful event has passed, the levels of stress hormones in our blood stream will fall again and our heart will return to its normal rhythm (Wilkinson, 2012).

Physical symptoms of stress include among others, headaches, sweating (sweaty palms), nausea, sleep apnea, sleeplessness, tiredness and pain. In other people, symptoms are more serious and include the following; heart pounding, fatigue, diarrhea, tight muscles and stomach cramps. Some people may also have their skin breaking out, hands become cold and shortness of breath (sinus Wars LLC, 2012).

2.5.2 Behavioral Symptoms

This includes; eating more or less, sleeping too much or too little, isolating oneself from others, procrastinating, neglecting responsibilities, using substances (thus alcohol, cigarette, or drugs) to relax. Further, some of the behavioral symptoms include; becoming withdrawn and not wanting to socialize, becoming accident prone and careless (Royal College of Nursing, 2001). A similar study Help Guide (2007) found that the symptoms of stress can vary among individuals; however, they tend to be categorized as cognitive, physical, emotional and behavioural. Wilkinson (2012) outlines that major signs of Behavioural stress were: Aggression, Agitation, Avoidance behavior, crying, Decreased/Increased sexuality, difficulty relaxing, Difficulty with relationships, Eating fast, Eating too much/too little, Gambling, Hostile behavior, Impatience, Increased alcohol intake, Increased caffeine intake and Increased smoking among others.

2.5.3 Cognitive Symptoms

This comes with memory problems, indecisiveness; inability to concentrate, poor judgment, trouble thinking clearly, seeing only negative side of an issue, anxious or racing thoughts, constant worrying, loss of objectivity and fearful anticipation that something will happen. It must be noted, however, that any of these symptoms may also be the results of other psychological or physical conditions. Therefore, it is imperative for anyone experiencing these symptoms to see a health care provider to rule out a medical or psychological condition (Royal College of Nursing, 2001). Stress can cause changes in those experiencing it. In some cases there are clear signs that people are experiencing stress at work and if these can be identified early, action can be taken before the pressure becomes a problem. This may make it easier to reduce and eliminate the causes. It is important that everyone looks out for changes in a person's or a group's behavior. In many cases however, the changes may only be noticeable to the person subject to the stress and so it is also important to look at how you are feeling and try to identify any potential issues you may have as early as possible and take positive action to address them; this may be raising the matter with a line manager, talking to an occupational health professional (Royal College of Nursing, 2001).

2.5.4 Emotional Symptoms

Emotionally stressed people often show depressive or negative feeling, are disappointed with themselves, withdraw, become more tearful or sensitive and loss motivation and confidence in themselves (Wilkinson, 2012). Emotional symptoms include; moodiness, agitation, restlessness, short temper, irritability, impatience, inability to relax, feeling tense, feeling overwhelmed, a sense of loneliness or isolation and depression. The emotional consequences from too much stress and anxiety may range from frustration and anger to worry and fear. These emotions can lead to harmful physical effects that may impair a person's overall

health. The symptoms can even result in unhealthy behaviours that may increase the risk of such maladies as infections and heart disease according to the National Institutes of Health (NIH) (Shaw, 2010). Most women suffer more stress than men. When people are stressed out, they tend to become more anxious about everything and become quickly irritated. Depending on the situation, some people become depressed and hustle when they are excessively pressurized (Sinus Wars LLC, 2012). Stress also affects your emotions and can cause symptoms like mood swings, depression, irrational fears, anger and irritability. These can ultimately lead to a loss of self confidence and isolation which can increase potential for addictions including alcohol and drugs.

2.6 Impact of Stress on Employees Performance

Stress has a considerable importance for every organization because it has a direct effect on the employee's health and their performance (Bytyqi et al., 2010). Due to globalization and high competition among organizations, employees perform their duties beyond the normal routine working hours. Such changes in the nature of job increase the job stress, which affect the workers physical and mental health. These effects of job stress are not only destructive to the individual employees, but also for the organization (Salleh, 2008).

Admittedly, stress influences the people both in positive and negative way. At the initial stage, it influences positively by motivating employees, but if it is consistent for a long time it influences the people in a negative way through increasing frustration, anxiety and tardiness (Jing, 2008). This view is equally shared by Hamlett and Media (n.d.) when they postulated that stress can enhance the ability of employees as well. For example, when the manager makes the deadline shorter, due to stress employees will work hard day and night to perform well and achieve their organizational goals.

Notwithstanding its positive impact, Trivellas (2013) was of the firm belief with its somehow little positive effects some organizations are made to believe that putting a reasonable amount of stress on employees can enhance the employees' performance; however, the author maintained that constant usage of this strategy can also demotivate employees and can cause dissatisfaction.

This section seeks to provide an empirical review on the relationship between stress and employees' performance within the literature.

Malik (2011) established in his studies that employees having no control over their work, lack of financial rewards, unsupportive management system face enormous stress which leads to physical problems, such as heart disease, increase in blood pressure and headaches. The studies further added that these challenges affected employee's commitment at the long run which in effect reduced their productivity.

Similarly, stress increases employee turnover from the job, which influences the employees as well as organizational productivity (Shehzad et al., 2011). Though Shehzad and colleagues' work corroborate Malik's work on stress inverse relationship with employees' productivity nonetheless, his work just established its impact on productivity but Malik's work revealed causal agents to job stress which Shehzad et al (2011) findings did not establish.

Also, it has been established that long-term exposure to stressors can also have other negative effects. For example, Cropanzano, Rapp, and Bryne (2003) find that long-term exposure to high levels of stressors can lead to emotional exhaustion, which has been shown to degrade organizational commitment and increase turnover intentions. Dessler (2000) was of the opinion that for organizations, job stress consequences included reductions in the quantity and quality of job performance, increased absenteeism and turnover, increased grievances and health care costs. Dessler (2000) study of a study sample of over 46,000 employees concluded that stress and depression may cause employees to seek medical care for vague

physical and psychological problems and can in fact lead to more serious health conditions. The health care costs of the high-stress workers were 46% higher than those of their less stressed co-workers.

More so, Glazer and Beehr (2005) postulated in their studies that job stress does not only impact employees performance, but equally create considerable negative outcomes such as fatigue, less encouragement towards job, employee turnover, unfaithfulness and less punctuality. The author's findings also revealed that stress at the workplace also minimizes the ability of decision making; because of this employees do not have enough motivation to take initiatives and make decisions by themselves. Hence, this indecision on the part of the employees will adversely affect the productivity of any institution being it small or large.

A more recent study by Imrab et al. (2013) found that stress is responsible for decreasing the performance of bank employees. Ahmed and Ramzan (2013) too found a negative correlation between stress and job performance i.e. as the stress increases the job performance goes down and vice-a-versa.

Usman-Ali et al. (2014) found that workload, role conflict, and inadequate monetary and reward packages are the prime reasons of stress in employees that leads to reduced employee efficiency. Stress puts drastic effects on employees. Employees in stress cannot meet the expectations of their organization; because such employees are more likely to face physical, psychological and likely organizational burnouts (Khattak et al., 2011). Employees in service organization are subjected to high degree of work related stress, which is the major reason for employees' poor performance at job (Ismail & Hong, 2011). Deshinger (2003) suggested that different aspects of employee job performance that are likely to be affected by stress include Productivity, Job Satisfaction / Morale, Absenteeism, Decision Making Abilities, Accuracy, Creativity, Attention to Personal Appearance, Organizational Skills, Courtesy Cooperation , Initiative , Reliability, Alertness , Perseverance and Tardiness.

Employee's efficiency is reported in terms of one's performance at workplace. Job performance is the individual productivity in both quantitative and qualitative aspects of the job. It shows that how well a person is doing his job and the extent to which the employee is meeting the job duties and the policies and standards of his organization while doing his job. Job performance depends upon the atmosphere of office, work settings and the social interactions (Coetzer and Rothmann, 2006). In an organization, employees are suffering different stressors such as working environment, stress from social group workload etc. Such stressors are the causes of poor performances of employees. Job performance can be measured by the collaboration of three factors: skills, struggle and work environment. Skills include one's education, knowhow and the specialties towards his job, struggle includes level of enthusiasm toward achieving his goal, and work environment is the extent to which the working atmosphere facilitates the employee in performing their job up to the standards (Kazmi, Amjad, and Khan, 2008).

There are some relationships between variables: (Stress and Job Performance)

- 1) Curvilinear / U-Shaped
- 2) Negative linear
- 3) Positive linear
- 4) No relationship between stress & job performance

Many researchers supported that there is a primarily negative linear relationship between job stress and measures of job performance. Limited support is seen for curvilinear or no relationship. No support is found for the positive.

1. At moderate levels stress can improve individual performance; Yerkes and Dodson (1908) were the first to stumble upon the inverted U relationship b/w stress & performance.

2. A negative linear relationship is also reported. Stress at any level reduces task performance by draining or decreasing individual's energy, concentration and time. Physiological responses caused by stressors also damage performance. At low level of stress, challenge is absent & performance is poor. Most favorable performance is the result of high level of stress (Salami, Ojokuku, and Ilesanmi, 2010)
3. Positive linear relationship shows that as the level of stress increases the job performance is increasing at the same rate. There is positive impact of stress on job performance.
4. It is also reported by the literature that there may be no relationship between stress and job performance. It means that the performance of the employees is not affected due to stress.

2.7 Conceptual Framework

A conceptual framework shows the relationship between the independent and dependent variables. The conceptual framework of this study is based on the study variables thus job stressors being the independent variable, employees' performance and tendency to quit being the dependent variable respectively.

Figure 1 shows a conceptual framework that will be used to deduce the objective of this study. The study will seek to find out whether job stressor or causes of stress can affect the performance of employees and whether employees will have the tendency to quit when these stressor have an impact on their performance.

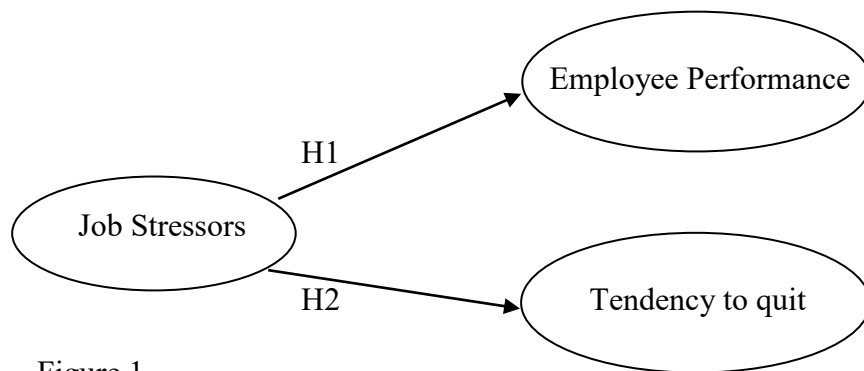


Figure 1



CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter outlines the methodology used to collect and analyse the data for exploring the study's research questions. This chapter is organized around five main topics of methodology: the research design, study population, data collection method, research sampling, and data analysis technique.

3.2 Research Design

Churchill and Iacobucci (2002) as cited in Asante (2015) define it as the framework for a study that guides data collection and analysis. The strategic choice of the research design must come up with an approach that permits answering the research problem in the best way possible within the constraints put on the researcher such as time and budget (Ghauri & Grønhaug (2002) as cited in Asante, 2015). This study adopted a descriptive survey to investigate the impact of stress on postgraduate working students with respect to their performance at their workplace.

Saunders, Lewis and Thornhill (2009) as cited in Asante (2015) posited that descriptive research is used to provide a precise profile of persons, events or situations. It is mainly concerned with identifying the frequency with which something happened or the relationships between variables. Descriptive research is guided by one or more specific research questions or hypotheses (Churchill & Iacobucci (2002) as cited in Asante (2015). Yin (2009) as cited in Asante (2015) again stressed that descriptive survey method is used because of its flexibility and ability to obtain in-depth information from respondents and situations.

The current research was guided on the principles of a descriptive research design. Descriptive research is largely concerned with: who, what, when and where questions and it involves the collection of original data analysis with the main purpose of establishing a factual picture of the object of study (Zikmund, 2000). Moreover, this study seeks to describe the impact of job stress on employees' performance and the emphasis here is to report on summary data such as central tendency including the mean, median, and mode, deviance from the mean, variation and correlation between variables. Therefore this study adopted a descriptive research since it is the most reliable instrument under the current circumstances to describe the influence of job stress on employees' performance.

3.3 Population of the Study

The Institution selected for this research work was the Kumasi Campus of the University of Education, Winneba. The working students at the postgraduate class range in job type from skilled labour to office clerks and administrative workers. The skilled working students are made of field officers and data entry personnel. The students in administrative positions on the other hand are made up of functional managers and the various supervisors. Upon the researcher's preliminary fieldwork interactions with the classes, a projected number of 100 postgraduate working students were chosen for the study population. With the total number of 71 graduate working students selected, 43 being males and 28 females

3.4 Sample and Sampling Techniques

A sample is a representative selection of a population that is examined to obtain statistical information about the whole (Encarta Dictionary, 2009). The purpose of sampling is to secure a representative group which will enable the researcher to gain information about a population (Ng'ethe, 2013). Since every member of the postgraduate class constitutes a part

of the targeted population for the study, a simple random sampling will be employed to make the sample outcome fairly representative.

However, in order to make the sample representative of the entire population the study used the Krejcie and Morgan (1970) sampling table to determine the sample size for the 100 participants for the population size. Based on the table, the sample size for this study employed was 71.

3.5 Research Instrument

This study adopted a quantitative research approach which was aligned with the objectives it aims to achieve. The quantitative approach has several advantages. First, it is highly structured which allows for the cost efficient and less tedious data analysis (Schutt, as cited in Achampong, 2013). Typically, close ended questions were posed in the survey questionnaire which was the tool through which quantitative approach is carried out. In addition, the quantitative approach allows for the computation of statistics from which interpretation were derived for the conclusions of the study. The researcher deemed the use of questionnaires as the most appropriate research instrument to help achieve the objectives of the study because all of the respondents were literate and could read and understand the content.

The study used a 5-point likert scale questionnaire items in eliciting responses from the participants. The questionnaire had three sections. The first section comprised of the background information, section two included information on stress factors and the last section comprised of the impact of stress on employees performance. The stress factors were assessed by using the scale of previous research (for example, Jamal, 1990; Shirom & Mayer, 1993; Badra-Ul Islam & Munir Kashif, 2011; Ahmed & Ramzan 2013; Naqvi, Khan, Kant, Nawaz-Khan, 2013).

Finally in addressing the ethical concerns permission was sought from the members of the class through the Class Representative before the questionnaires were administered to the employees. Also a cover letter was attached to the questionnaire. The letter outlined the purpose of the study and provided assurance of confidentiality. It also included the researcher's name and contact details. Churchill and Iacobucci (2002) added that cover letters are very important in convincing respondents to cooperate in a study.

The reliability (internal consistency) of the items comprising each construct was examined using Cronbach's alpha. A Cronbach Alpha value of 0.839 or more was used as a criterion for a reliable scale. Nunnally and Bemstein, (1994 as cited in Asante, 2015) added that the reliability scores for all the constructs that ranges between 0.70 and 0.90 proves that the instrument is highly reliable. Kline work in 2005 affirms Nunnally and Bemstein (1994) work that, coefficient alpha values between 0.7 and 0.8 are usually acceptable. However, when dealing with psychological constructs, values less than 0.7 (but more than 0.6) are acceptable because of the diversity of the measured constructs (Kline, 2005).

Again in measuring the content validity of the entire five constructs under the job stressors a pilot test was conducted to check and ensure that no irrelevant question was present. Any indications of ambiguities realized were modified to make them straight forward and more meaningful. The pre-test was carried out at the UEW-K MBA Human Resource class. Additionally, the study supervisor read through the questionnaires items thoroughly to determine whether it matches the research questions the study seeks to address.

3.5.1 Sources of Data

The study employed both the primary and secondary data for the study. The primary source of data was chosen because there was the need to obtain first-hand information from the respondents using questionnaires. This method was adopted to enable respondents to feel at

ease and respond to the questions which were also structured clearly to facilitate understanding. A number of secondary data were also captured from various related articles and publications in journals. Other information from books and thesis by other authors were likewise selected. This was to acquire a broader knowledge on job stressors and employee performance to establish the possible impact.

3.6 Data Collection Procedures

Questionnaires were distributed out to the students of the UEW-K postgraduates program. The questionnaire was the major instrument used in the study since it was less expensive way to gather data from a large number of respondents and also required less skill for information. The distribution of the questionnaire was done by the researcher through personal visits to major institutions such as Komfo Anokye Teaching Hospital (K.A.T.H.), Electricity Company of Ghana (E.C.G.) – Adum Main Branch, Vodafone Ghana Limited – Adum Main Branch, University of Education Winneba, Kumasi Campus and some selected Banking sectors which the researcher knew that the postgraduate students of UEW-K who needed to administer the questionnaires were likely to be available during working days of the week. The researcher was able to enquire about which offices or institutions other postgraduates could be found once one of her course mate was met in his/her office. This made it quite easier to locate as many as possible in a day's visit to a particular institution. Questionnaires were given to respondents and were completed and received back with some ample time for some while others had to be left and collected on a different day should the respondent be busy with at the time of the visit. seven days prior to the collection so that they could get ample time to go through. A total of one hundred (100) questionnaires were distributed for the survey with seventy(70) questionnaires

3.7 Limitations of the Study

The researcher was faced with some challenges during the questionnaires distribution to the working students. The students initially were willing to allow some time to help answer the questions on the questionnaire. However, due to their busy schedules at their various offices coupled with being on vacation break after examinations, the researcher had to visit most respondents at their individual offices to fill the questionnaire. Also, the researcher agreed not to use their names in the analysis in order to protect their anonymity and curb this incessant fear on the part of the working students after the analysis.

3.8 Data Analysis

Kumar (2005) argued that raw data obtained from a research is meaningless unless it is changed for the purpose of decision-making. Data analysis usually involves reducing the raw data into a manageable size, developing summaries and applying statistical inferences.

The empirical analysis for the present study aims at examining the impact of stress on the performance of postgraduate working students. The data collected were keyed into The IBM Statistical Package for Social Sciences (SPSS) version 20.0 and the result of the study was analyzed on the basis of descriptive statistics and Pearson correlations analyses.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents and discusses the findings of the study into the impact of stress on the work performance of postgraduate working students at University of Education Winneba, Kumasi Campus. To help in the discussion of the findings, tables have been drawn up from the responses to the various items on the questionnaire. Percentages have also been computed to enhance an understanding of the data collected. Characteristics of the respondents have been depicted in tabular form.

4.2 Background Analysis of the Data

Respondents' Demographics

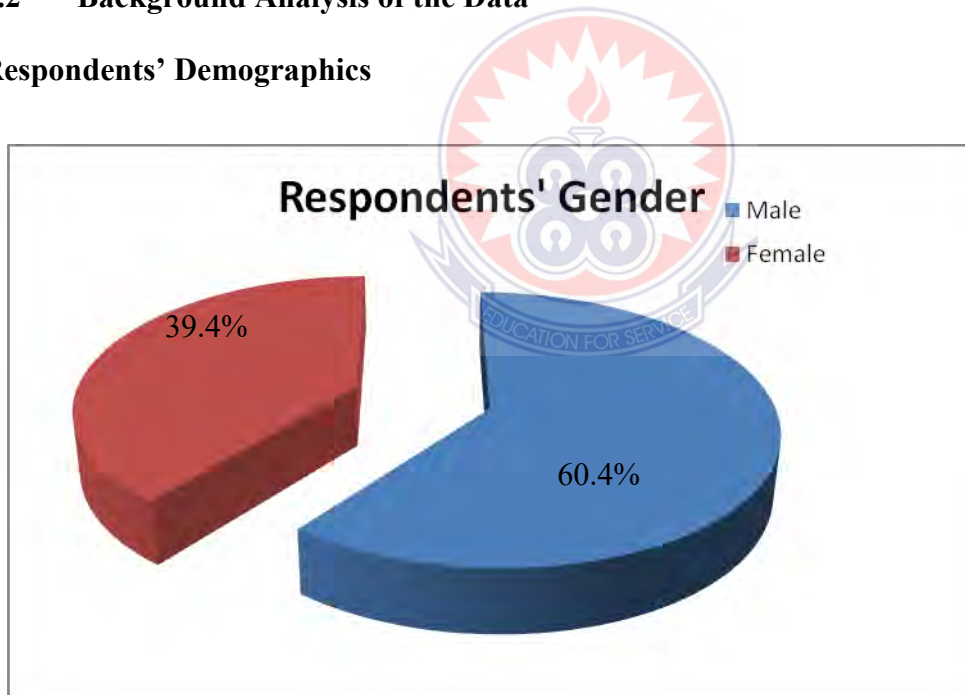


Figure 4.1 Respondents' Gender

Figure 4.1 shows 43 respondents representing 60.45% of the total respondents as males and 28 respondents representing 39.65% as females.

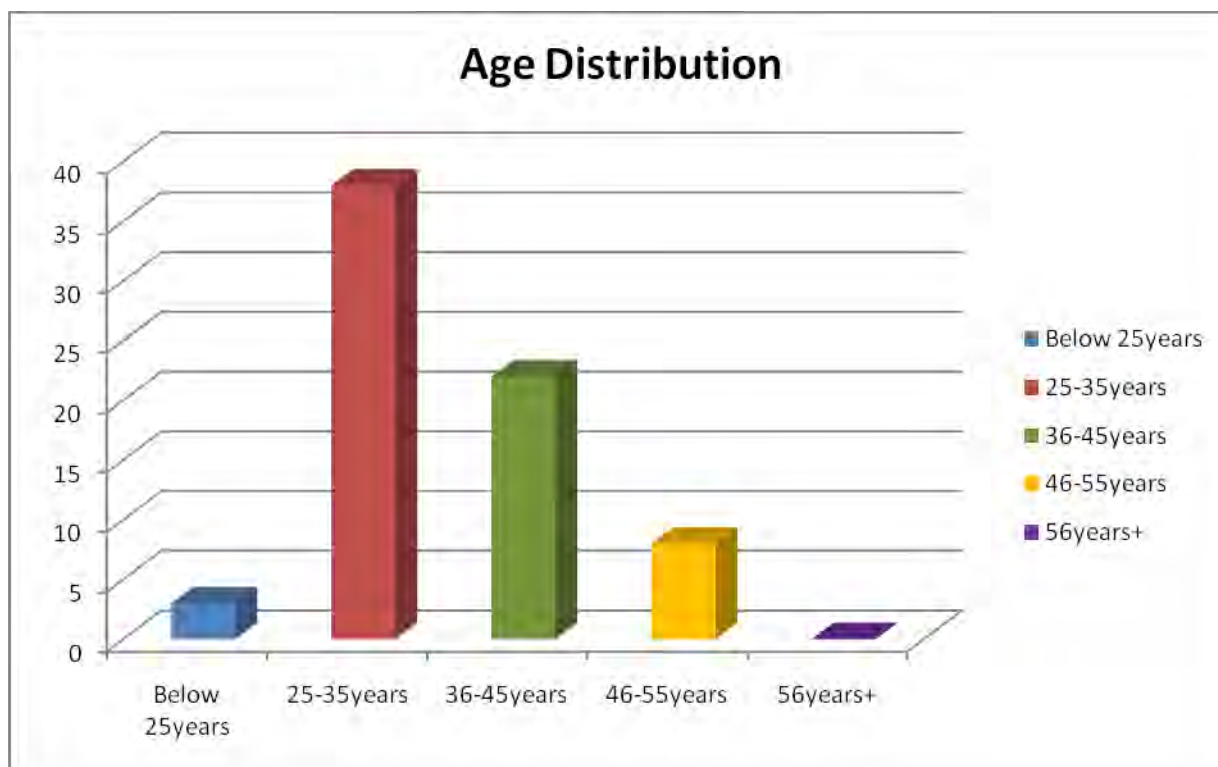


Figure 4.2 Age Distribution

Figure 4.2 shows age distribution of postgraduate working students who responded to the questionnaire. It shows that, 3 respondents, representing 4.2% of respondents are Below 25years. Out of the total number of respondents, 38, representing 53.5% of respondents are between the age ranges of 25-35years. 22 respondents, representing 31.0% was between the age range of 36-45years and 8 respondents, representing 11.3% was in the age range of 46-55years. None of the respondent was 56years and above according to the analysis.

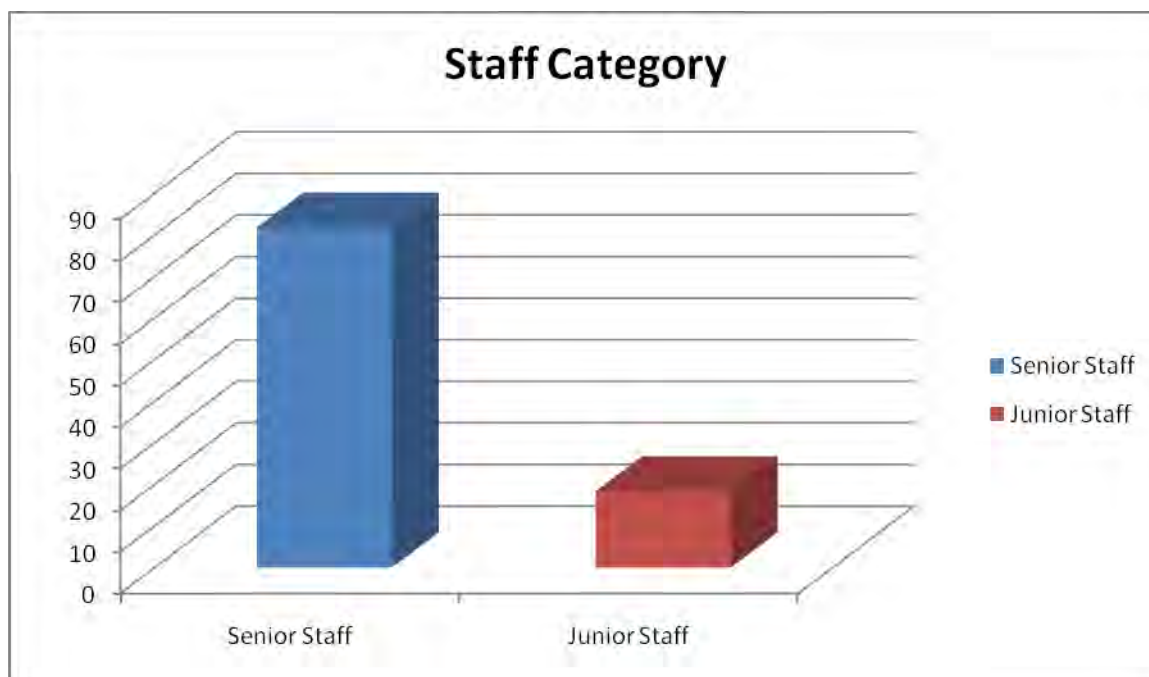


Figure 4.3 Staff Category

Figure 4.3 shows staff category of respondents. It shows that, 58 respondents, representing 81.7% of respondents were Senior Staff members at their work places and 13 respondents, representing 18.3% were Junior Staff members.

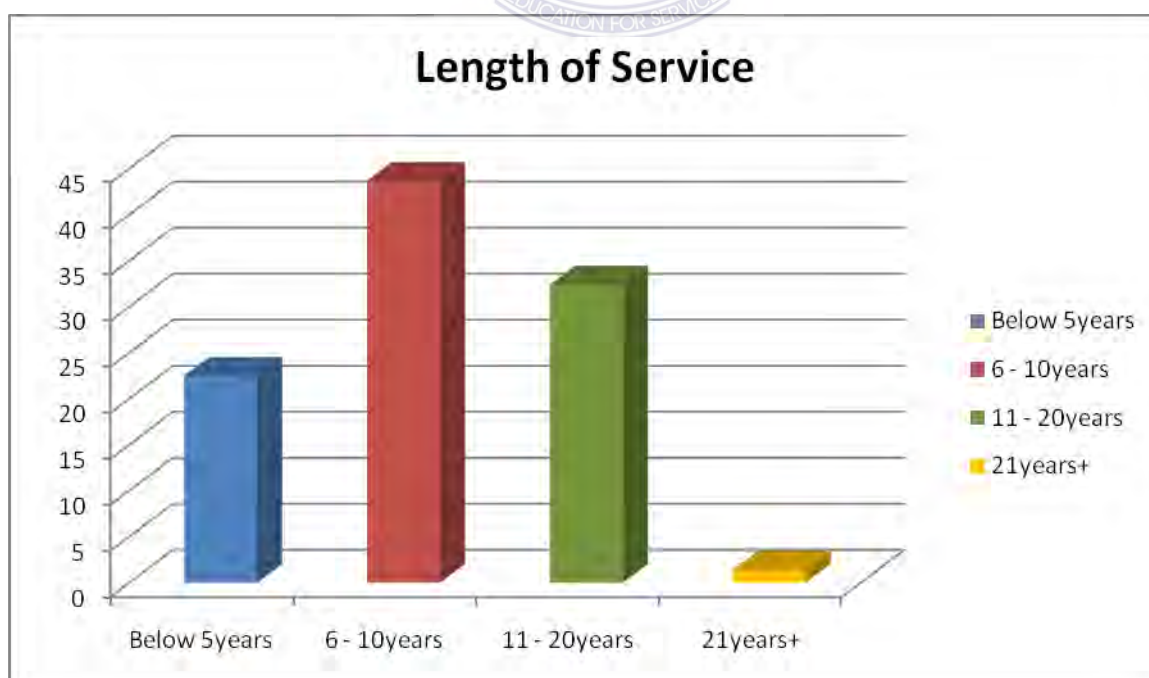
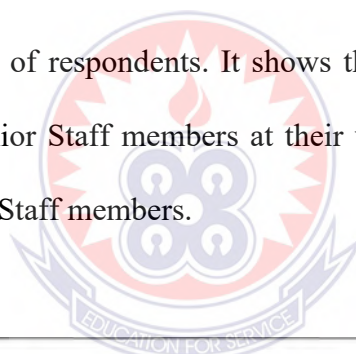


Figure 4.4 Length of Service

Figure 4.4 shows the length of service of respondents. 16 people out of the total number of respondents had served in their organizations Below 5 years, which represents 22.5%. 31 of the respondents, representing 43.7% had worked with their present organization for 6–10 years with 23 respondents representing 32.4% working for 11–20 years and only 1 respondent who represents 1.4% had worked for 21 years+.

Table 1: Causes of Stress (poor working Conditions and shift work)

Causes of Stress	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)
I am not faced with work related stress caused by poor working conditions	5	7.0	38	53.5	10	14.1	14	19.7	4	5.6
To what extent do you agree that you are stressed by the shift work in your organization	8	11.3	-	-	40	56.3	22	31.0	1	1.4

Source: Survey, 2017

Table 1 shows how post graduate working students relate to the following causes of stress with regards to their work places; poor working conditions and shift work. 5 respondents representing 7.0% strongly disagreed that they were not faced with work related stress caused by poor working conditions. 38 respondents being 53.5% disagreed that they were not faced with work related stress caused by poor working conditions. 10, representing 14.1% of respondents were neutral to either the cause of stress; poor working conditions or whether it was a work related stress cause to them. 14, representing 19.7% of respondents agreed to the statement that they were not face with work related stress which is caused by poor working conditions whiles 4, representing 5.6% strongly agreed to this statement.

Also, table 5 shows 8 respondents representing 11.3% said they strongly disagree that they are stress by shift work. None of the respondents agree to this statement while 40, being

56.3% being neutral to shift work and whether it causes them stress or not. 22 respondents representing 31.0% agree that they are stressed by being on shift work hours. Lastly, 1 respondent representing 1.4% said he/she strongly agreed to the statement.

Table 2: Causes of stress (long hours, danger & risk and new technology)

	Very little extent		Little extent		Neutral		Large extent		Very large extent	
	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)
To what extent do the long hours of work daily cause you to be stressed	5	7.0	18	25.4	-	-	39	54.9	9	12.7
To what extent has the danger and risk involved in the work you do caused you to be stressed.	2	2.8	17	23.9	3	4.2	39	54.9	10	14.1
Has having to work with a new technology which you are not conversant with, caused you to be stressed when at work	9	12.7	28	39.4	11	15.5	14	19.7	9	12.7

Source: Survey, 2017

Table 2 shows how post graduate working students relate to the following causes of stress with regards to their work places; long hours of work, danger & risk and new technology. 5 respondents representing 7.0% had very little extent when it comes to long hours of work daily being a cause of stress to them. 18, representing 25.4% expressed little extent to stress being caused by long hours of work. None of the responded was neutral to the cause of stress whiles 39, representing 54.9% were stressed by long hours of large to a large extent. To a very large extent, 9 respondents representing 12.7% were stressed by long hours of work. Also, 2 respondents representing 2.8% expressed that they were to a very little extent stressed by the danger and risk involved in their work. 17, representing 23.9% were to a little extent

stressed by this cause while 3, representing 4.2% were neutral to this statement. 39, representing 54.9% expressed that they were stressed by the danger and risk involved in the work they do by a large extent and 10 representatives who represent 14.1% are to a very large extent affected by the cause of stress.

In addition, 9 respondents representing 12.7% were to a very little extent have been stressed by a new technology they were not conversant with while 28, representing 39.4% were stressed by this cause to little extent. 11, representing 15.5% were neutral to stressed cause by having to use a new kind of technology they are not conversant with while 14, representing 19.7% expressed being stressed by a new technology to large extent and 9, representing 12.7% mentioned being stressed by the use of new technology to a very large extent.

Table 3: Cause of stress (work under load, work over load, role ambiguity, role conflict, responsibility, relationship and career development)

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)
How well do you agree that stress can be caused by not being challenged by your work? Thus work under load	6	8.5	8	11.3	6	8.5	32	45.1	19	26.8
How well do you agree that stress can be caused by also having too much pile of work to be done and little time to accomplish these tasks? Thus work over load	-	-	-	-	1	1.4	34	47.9	36	50.7
Knowing what my role is when I go to work has made me not to be stress	1	1.4	10	14.4	3	4.2	48	67.6	9	12.7
I am always stressed by whom to report to since I am unsure about my direct supervisor	8	11.3	33	46.5	5	7.0	5	7.0	20	28.2

The responsibility of supervising my subordinates and assets entrusted to my care does make me stressful	3	4.2	16	22.5	7	9.9	22	31.0	23	32.4
The relationship between my supervisors or subordinates and I is very cordial and this makes me not to be stressful when I go to work	2	2.8	22	31.0	3	4.2	34	47.9	10	14.1
Are you stressed by your inability to climb up the career ladder even when you have the needed credentials	2	2.8	17	23.9	12	16.9	32	45.1	8	11.3

Source: Survey, 2017

Table 3 shows how postgraduate working students relate to the following causes of stress with regards to their work places; work under load, work over load, role ambiguity, role conflict, responsibility, relationship and career advancement. 6, representing 8.5% expressed that they strongly disagree that work under load can cause them to be stressed, with 8, being 11.3% saying they disagree that they are stressed by work under load. 6, representing 8.5% were neutral to this statement while 32, representing 45.1% agree that work under load causes stress and 19 representing 26.8% strongly agree to work under load as a cause of stress.

However, according to the findings, none of the respondents strongly disagree or disagree that work over load is a cause of stress with only 1 respondent who represents 1.4% was neutral to work overload as a cause of stress. 34, representing 47.9% agree that work over load is a cause of stress and 36, representing 50.7% strongly agree to this statement.

1 respondent who represents 1.4% strongly disagree to knowing exactly what his/her role is at work, which also is a cause of stress and 1, representing 14.4% also disagree to knowing

exactly what their role is at work. 3, representing 4.2% are neutral to the statement of role ambiguity whiles 48, representing 67.6% and 9, representing 12.7% agree and strongly agree respectively that their role at work is not ambiguous and so they are not faced with stress of this cause.

Also, 8, representing 11.3% strongly disagree to being stressed by role conflict whiles 33, representing 46.5% disagree to this statement and 5, representing 7.0% are neutral to role conflict. 5, representing 7.0% agree being stressed by role conflict and 20, representing 28.2% strongly agree to being stressed by role conflict.

In addition, 3, representing 4.2% strongly disagree to being stressed by responsibility given to them whiles 16, representing 22.5% disagree to that and 7, representing 9.9% being neutral to the cause of stress being responsibility. 22, representing 31.0% agree to stress from responsibility and 23, representing 32.4% strongly agree to this statement.

With regards to the relationship at work, 2, representing 2.8% strongly disagree to having good relationship at work which means they are stressed by the not existence of a cordial relationship with supervisors and subordinates. 22, representing 31% disagree to cordial relationship at work whiles 3, representing 4.2% expressed being neutral to relationship at work. 34, representing 47.9% agree and 10, representing 14.1% strongly agree to not being stressed due to the cordial relationship they have with their supervisors or subordinates.

Lastly on table 7, 2, representing 2.8% strongly disagree to being stressed by not being able to climb up the career ladder whiles 17, representing 23.9% disagree to this statement. 12, representing 16.9% are neutral to stress from career advancement. With 32, representing 45.1% agree and 8, representing 11.3% strongly agree to being stressed by not being able to climb up the career ladder even though they have the needed credentials.

Table 4: Cause of stress (organizational structure)

	Very little extent		Little extent		Neutral		Large extent		Very large extent	
	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)
Has bureaucracy in your organization caused you to be stressed due to the organizational structure at your work place	7	9.9	26	36.6	6	8.5	22	31.0	10	14.1

Source: Survey, 2017

Table 4 shows how post graduate working students relate to the following causes of stress with regards to their work places; organizational structure. To respond to bureaucracy in the organization due to the organizational structure being a cause of stress, 7, representing 9.9% strongly disagree, while 26, representing 36.6% disagree, 6, representing 8.6% are neutral to the statement with 22, representing 31.0% agree and 10, representing 14.1% strongly agree.

Table 5: Signs of stress (Cognitive Symptoms)

Signs of Stress	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)
Memory Problems	6	8.5	10	14.1	11	15.5	40	56.3	4	5.6
Inability to Concentrate	6	8.5	5	7.0	6	8.5	37	52.1	17	23.9
Poor Judgment	-	-	29	40.8	18	25.4	22	31.0	2	2.8
Seeing only the negative	1	1.4	37	52.1	13	18.3	19	26.8	1	1.4
Anxious or racing thoughts	1	1.4	12	16.9	16	22.5	41	57.7	1	1.4

Source: Survey, 2017

Table 5 shows how post graduate working students relate to the following signs of stress with regards to cognitive symptoms; memory problems, inability to concentrate, poor judgment, seeing only the negative and anxious or racing thoughts. With respect to having memory problems as a sign of stress, 6 respondents representing 8.5% strongly disagree, 10,

representing 14.1% disagree, 11, representing 15.5% are neutral to memory problems, 40, representing 56.3% agree and 4, representing 5.6% strongly agree.

When it comes to an individual's inability to concentrate due to stress, again 6 respondents representing 8.5% strongly disagree with 5, representing 7.0% disagree, 6, representing 8.5% are neutral whiles 37, representing 52.1% agree and 17, representing 23.9 strongly agree.

With poor judgment, none of the respondents strongly agree to this sign of stress whiles 29, representing 40.8% disagree to this being a sign of stress to them. 18, representing 25.4% are neutral to this, whiles 22, representing 31.0% agree and 2, representing 2.8 strongly agree.

Only 1 respondent representing 1.4% strongly disagree to seeing only the negative when they are stressed, with 37, representing 52.1% disagree to this whiles 13, representing 18.3% are neutral. 19, representing 26.8% agree to the sign of stress and 1, representing 1.4% strongly agree.

On the subject of anxious or racing thoughts, 1, representing 1.4% strongly disagree, 12, representing 16.9% disagree, 16, representing 22.5% were neutral whiles 41, representing 57.7% agree and 1, representing 1.4% strongly agree.

Table 6: Signs of stress (Emotional Symptoms)

Signs of Stress	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)
Depression or general unhappiness	5	7.0	9	12.7	11	15.5	42	59.2	4	5.6
Anxiety and agitation	4	5.6	9	12.7	17	23.9	41	57.7	-	-
Moodiness, irritability, or anger	3	4.2	6	8.5	17	23.9	30	42.3	15	21.1
Feeling overwhelmed	6	8.5	11	15.5	15	21.1	24	33.8	15	21.1
Loneliness and isolation	11	15.5	24	33.8	12	16.9	24	33.8	-	-
Other mental or emotional health problems	10	14.1	21	29.6	18	25.4	20	28.2	2	2.8

Source: Survey, 2017

Table 6 shows how post graduate working students relate to the following signs of stress with regards to emotional symptoms; depression or general unhappiness, anxiety and agitation, moodiness, irritability, or anger, feeling overwhelmed, loneliness and isolation, other mental or emotional health problems. With regards to the sign of stress being depression and general unhappiness, 5 respondents representing 7.0% strongly disagree, 9, representing 12.7% disagree, 11, representing 15.5 are neutral, 42, representing 59.2 agree and 4, representing 5.6% strongly agree.

4 respondents representing 5.6% of the total number of respondents strongly disagree to having anxiety and agitation when they are stressed whiles 9, representing 12.7% disagree, 17, representing 23.9% are neutral and 41, representing 57.7% agree whiles none of the respondents strongly agree to this statement.

Under feeling overwhelmed, responds were as follows; 6, representing 8.5% strongly disagree, 11, representing 15.5% disagree, 15, representing 21.1% were neutral, 24, representing 33.8% agree and 12, representing 21.1% strongly agree.

For moodiness, irritability, or anger, 3 respondents representing 4.2% strongly disagree to this sign of stress and 6, representing 8.5% disagree whiles 17, representing 23.9% are neutral. 30, representing 42.3% agree whiles 15, representing 21.1% strongly agree.

A sign of loneliness and isolation was strongly disagree by 11 respondents representing 15.5%, 24 respondents representing 33.8%, 12, representing 16.9% as neutral, 24, representing 33.8% agree and none of the respondents strongly agree.

Lastly, under other mental and emotional health problems as a sign of stress, 10 respondents representing 14.1% strongly disagree, 21, representing 29.6% disagree, 18, representing 25.4 being neutral, 20, representing 28.2% agree and 2, representing 2.8% strongly agree.

Table 7: Signs of stress (Physical Symptoms)

Signs of Stress	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)
Aches and Pains	18	25.4	3	4.2	8	11.3	36	56.7	6	8.5
Diarrhoea or constipation	26	36.6	15	21.1	13	18.3	17	23.9	-	-
Nausea, Dizziness	21	29.6	13	18.3	12	16.9	25	35.2	-	-
Chest pain, rapid heart rate	17	23.9	9	12.7	16	22.5	28	39.4	1	1.4
Loss of sex drive	12	16.9	4	5.6	16	22.5	32	45.1	7	9.9
Frequent colds or flu	4	5.6	9	12.7	13	18.3	43	60.6	2	2.8

Source: Survey, 2017

Table 7 shows how post graduate working students relate to the following signs of stress with regards to physical symptoms; aches and pains, diarrhea or constipation, nausea, dizziness, chest pain, rapid heart rate, loss of sex drive, frequent colds or flu. 18 respondents representing 25.4% do not experience aches and pains when they are stressed and hence they strongly disagree as well as 3, representing 4.2% disagree with 8, representing 11.3% as neutral. But 36, 56.7% agree and 6, representing 8.5% strongly agree. 26 representing 36.6% of respondents strongly disagree to having diarrhoea or constipation when they are stressed, with 15, representing 21.1% disagree while 13, representing 18.3% as neutral and 17, representing 23.9% agree to diarrhoea or constipation as a sign of stress. None of the respondents strongly agree to this sign of stress.

Nausea, dizziness as a sign of stress is strongly disagreed by 21 respondents representing 29.6% as well as 13, representing 18.3% disagree. 12, representing 16.9% were neutral while 25, representing 35.2% agree and none of the respondents experiencing nausea or dizziness when stressed.

In the case of chest pain, rapid heart rate, 17, representing 23.9% strongly disagree, 9, representing 12.7% disagree, 16, representing 22.5% is neutral, 28, representing 39.4% agree and 1, representing 1.4% strongly agree.

For the physical symptom of loss of sex drive, 12, representing 16.9% strongly disagree, 4, representing 5.6% disagree, 16, representing 22.5% as neutral, 32, representing 45.1% agree and 7, representing 9.9% strongly agree.

And with respondents having frequent colds or flu when they are stressed, 4, representing 5.6% strongly disagree, 9, representing 12.7% disagree, 13, representing 18.3% were neutral whiles 43, representing 60.6% agree and 2, representing 2.8% strongly agree.

Table 8: Signs of stress (Behavioural Symptoms)

Signs of Stress	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)
Eating more or less	4	5.6	11	15.5	9	12.7	27	38.0	20	28.2
Sleeping to much or too little	2	2.8	4	5.6	6	8.5	34	47.9	25	35.2
Withdrawing from others	17	23.9	3	4.2	14	19.7	32	45.1	5	7
Procrastinating or neglecting responsibility	3	4.2	13	18.3	10	14.1	25	35.2	20	28.2
Using alcohol, cigarette, or drugs to relax	28	39.4	6	8.5	8	11.1	15	21.1	4	5.6
Nervous habits (e.g. nail biting, pacing)	12	16.9	21	29.6	16	22.5	18	25.4	4	5.6

Source: Survey, 2017

Table 8 shows how post graduate working students relate to the following signs of stress with regards to behavioural symptoms; eating more or less, sleeping more or less, withdrawing from others, procrastinating or neglecting responsibility, using alcohol, cigarette, or drugs to relax and nervous habits (e.g. nail biting, pacing). From the survey, 4 respondents

representing 5.6% strongly disagree to eating more or less when they are stressed, 11, representing 15.5% disagree, 9, representing 12.7% being neutral, 27, representing 38.0% agree and 20, representing 28.2% strongly agree.

With sleeping too much or too little, 2, representing 2.8% strongly disagree, 4, representing 5.6% disagree, 6, representing 8.5% as neutral whiles 34, representing 47.9% as agree and 25, representing 35.2% strongly agree.

17 of the respondents who represent 23.9% strongly disagree to withdrawing from others whiles 3, representing 4.2% disagree. 14, representing 19.7% were neutral according to the survey with 32, representing 45.1% agree and 5, representing 7.0% strongly disagree to this.

When it comes to procrastinating and neglecting of responsibility as a sign of stress to respondents, 3, representing 4.2% strongly disagree, 13, representing 18.3% disagree, 10, representing 14.1% were neutral, 25, representing 35.2% agree and 20, representing 28.2% strongly agree.

With using alcohol, cigarette, or drugs to relax, 28, representing 39.4% strongly disagree to this as a sign of stress to them, 6, representing 8.5% disagree, 18, representing 25.4% were neutral according to the survey, 15, representing 21.1% agree and 4, representing 5.6% strongly agree.

Lastly under behavioural symptoms of stress with regards to nervous habits, 12 respondents, representing 16.9% strongly disagree, 21, representing 29.6% disagree, 16, representing 22.5% as neutral, 18, representing 25.4% agree and 4, representing 5.6% strongly agree.

Table 9: Impact of stress

Impact of stress on work performance	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)
Reduced productivity	2	2.8	6	8.5	3	4.2	51	71.8	9	12.7
De-motivation	2	2.8	5	7	4	5.6	55	77.5	5	7
Increased work frustration	1	1.4	4	5.6	11	15.5	35	49.3	20	28.2
Job dissatisfaction	2	2.8	6	8.5	4	5.6	40	56.3	19	26.8
Lateness or Absenteeism	1	1.4	19	26.8	6	8.5	39	54.9	6	8.5
Inability to make decisions	3	4.2	30	42.3	8	11.3	24	33.8	6	8.5
Inaccuracy in performance	4	5.6	13	18.3	8	11.3	45	63.4	1	1.4
Low creativity level	2	2.8	15	21.1	8	11.3	44	62	2	2.8
Attention shift to personal appearance	2	2.8	24	33.8	7	9.9	22	31	16	22.5
Inability to take initiative	1	1.4	31	43.7	6	8.5	30	42.3	3	4.2
unreliable	19	26.8	18	25.4	5	7	26	36.6	3	4.2
Tendency to quit	19	26.8	11	15.5	13	18.3	25	35.2	3	4.2

Source: Survey, 2017

Table 9 shows how post graduate working students relate to the following impacts of stress on work performance with regards to the causes and signs of stress. When postgraduate working students have job-related stress, 2, respondents representing 2.8% strongly disagree to reduced productivity, 6, representing 8.5% disagree to this. Whiles 3, representing 4.2% were neutral 51 representing 71.8% agree and 9, representing 12.7% strongly agree.

De-motivation being an impact of stress was strongly disagreed by 2, responding, representing 2.8%. 5, representing 7.0% disagree to this as an impact of stress, 4, 5.6% were neutral, 55, representing 77.5% agree and 5, representing 7.0% strongly agree.

For Increased work frustration, 1 respondent, representing 1.4% strongly disagree, 4, representing 5.6% disagree, 11, representing 15.5% being neutral, 35, representing 49.3% agree and 20, representing 28.2% strongly agree.

When it comes to job dissatisfaction from the survey, 2 respondents representing 2.8%, 6, representing 8.5%, 4, representing 5.6%, 40, representing 56.3 and 19 representing 26.8% expressed their views as strongly disagree, disagree, neutral, agree and strongly agree respectively.

On the part of lateness and absenteeism, 1, representing 1.4 of the total respondents strongly disagree to stress making an impact by causing him/her to be late or absent from work. 19, representing 26.8% also disagree while 6, representing 8.5% were neutral with 39, representing 54.9% agree and 6, representing 8.5% strongly agree.

With inability to make decisions, 3, representing 4.2% strongly disagree, 30, representing 42.3% disagree, 8, representing 11.3% were neutral, 24, representing 33.8% agree and 6, representing 8.5% strongly agree.

4, representing 5.6% strongly disagree, 13, representing 18.3% disagree, 8, representing 11.3% neutral, 45, representing 63.4% agree and 1, representing 1.4% strongly agree to inaccuracy in performance as an impact of stress.

Also, when it comes to low creativity level being an impact of stress, 2, representing 2.8% strongly disagree, 15, representing 21.1% disagree, 8, representing 11.3% were neutral, 44, representing 62.0% agree and 2, representing 2.8% strongly disagree.

On the note of Attention shift to personal appearance, 2, representing 2.8% strongly disagree, 24, representing 33.8% disagree, 7, representing 9.9% neutral, 22, representing 31.0% agree and 16, representing 22.5% strongly agree.

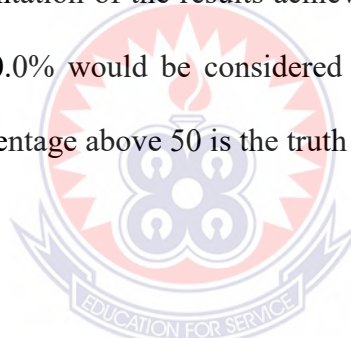
On the point of inability to take initiative, 1 respondent, representing 1.4% strongly disagrees, 31, representing 43.7% disagree, 6, representing 8.5% neutral, 30, representing 42.3% agree and 3, representing 4.2% strongly agree.

For being unreliable, 19 respondents representing 26.8% strongly disagree, 18, representing 25.4% disagree, 5, representing 7.0% were neutral, 26, representing 36.6% agree and 3, representing 4.2% strongly agree.

Lastly, according to the survey, 19 respondents who represent 26.8% strongly disagree that they have the tendency to quit when they have work related stress. 11, representing 15.5% disagree as well while 13, representing 18.3% were neutral about quitting, with 25, representing 35.2% agree and finally 3, representing 4.2% strongly agree to the tendency to quit as an impact of stress.

4.4 Discussion of Results

In order to reveal a true representation of the results achieved from this study with regards to the survey, all results above 60.0% would be considered as being true to the statement it represents even though any percentage above 50 is the truth about its representation.



4.4.1 Cause of stress

Stimulus-based stress theorists believe that the factors in the environment exert an influence on an individual (Lazarus & Folkman, 1986; Meichenbaum, 1986; Derogatis & Coons, 1993). On the issue of poor working conditions, 60.5% agree to this being a cause of stress and this makes the researcher agree with the Herzberg (1959) two factor theory of motivation where dissatisfiers or hygiene factors such as poor working conditions were seen to be contributing factors in predicting employees' level of motivation.

Lazarus and Folkman (1984) defined transactional stress as a particular relationship between the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being. According to the findings, none of the respondents strongly disagree or disagree that work over load is a cause of stress with only 1 respondent

who represents 1.4% was neutral to work overload as a cause of stress. 34, representing 47.9% agree that work over load is a cause of stress and 36, representing 50.7% strongly agree to this statement. This makes the total percentage of respondents who agree to work over load being a great cause of stress, 98.6% which is the highest of all the causes of stress with survey that was conducted. On the contrary, 71.9% also show work under load; not being challenged by their work which is in agreement with employees procrastinating which can also lead to work over load. Rose (2003) revealed that employees working for long hours due to work overload have high tendency towards stress. This is in agreement with the researcher's survey findings which showed that 67.6% of respondents work for long hours.

4.4.2 Signs of stress

61.9% of total respondents agree to see the cognitive symptoms of stress; Memory problems while 76% experience Inability to concentrate. On the side of Emotional symptoms, 64.8% agree to have Depression or general unhappiness while 63.4% experience Moodiness, irritability, or anger and 63.4% have frequent colds and flu. For the physical symptoms of stress, 65.2% agree to have Aches and pains. Finally on Behavioural symptoms, 66.2% Eat more or less when they are stress, with the highest sign of stress of 83.1% being those who sleep too much or too little and lastly 63.4% are mostly procrastinating or neglecting responsibility when they are stressed.

4.4.3 Impact of stress on work performance

Stress is a mismatch between the individual capabilities and organizational demands (Pediwal, 2011; Jayashree, 2010)

Malik (2011) established in his studies that challenges affected employee's commitment and at the long run, reduced productivity. Similarly, stress increases employee turnover from the

job, which influences as well the organizational productivity (Shehzad et al., 2011). There is a sense of increased work frustration when employees are stressed which is denoted by it results as being 77.5%. Also, 83.1% shows that there is job dissatisfaction when there is work-related stress. Employees as likely to be late for work or even absent themselves with being dissatisfied and frustrated when at work due to stress; 63.4%.

64.8% shows both Inaccuracy in performance and low creativity level. Even though these researchers expressed this view, the findings showed that only 39.4% have the tendency to quit when they are stressed as at the time of research. The researcher realized that this might be to the fact that the rate of unemployment in the country has increased highly and individuals do not want to lose their jobs even when they are overwhelmed by stress.



CHAPTER FIVE

RESULTS AND DISCUSSIONS

5.1 Introduction

This chapter presents a summary and conclusions of the study, the implications of the study, the suggestions / recommendations for further research, reference and appendix.

5.2 Summary

The ultimate success or failure of an organization is determined mainly by the performance of their employees (Bartlett & Ghoshal, 1995 as cited in Ahmed & Ramzan, 2013). The main problem is whether working students are aware of the stress related to working and schooling as the same time and whether these stressors are recognized through the signs and symptoms and its impact on employees' performance. The study was done to find out the causes of stress, the signs and the impact of it on the performance of working postgraduate students. With a descriptive research design, the researcher used a simple random sampling to obtain its sample size. Questionnaires were used as the main research instrument in this study and data was received from both primary and secondary sources.

The major findings to this study show that work over load, according to the survey, has the highest percentage of 98.6; thus, this is the major cause of work related stress to post graduate working students of UEW-K.

83.1% represents the highest sign of stress being sleeping too much or too little, which is a behavioural symptoms of stress.

Also, the study deduced that the highest impact of stress on work performance is reduced productivity and de-motivation which both had the percentage of 84.5% each.

This explains that the conceptual framework used in this study are established as; job stressor does greatly affect or impact performance but it in a low capacity cause employees to have the tendency to quit.

With the number of 28 respondents who have the tendency to quit, 15 respondents of them are males while 13 are females which implies that males are more likely to quit their jobs when they experience stress which is caused by that particular job than females.

5.3 Conclusions

To conclude, the total percentage of respondents who agree to work over load being a great cause of stress is 98.6% which is the highest of all the causes of stress according to the survey that was conducted. In addition, the study shows that 84.5% of employees are de-motivated and have reduced productivity as an impact of job-related stress. The percentage of respondents with the tendency to quit is 39.4%, which implies that employees are less likely to quit their jobs when they have work-related stress.

5.4 Implications of the Study

According to Robbins (2004), stress can be managed in two approaches; the individual and organizational approaches. On the part of Olesugun et al. (2014) they argued that managers of organization ought to have a dual perspective of stress management; they need to be aware of their own stress levels as well as those of their subordinates. The role of management becomes one of maintaining an appropriate level of stress by providing an optimal environment and; by doing a good job in areas such as performance planning, role analysis, work redesign/job enrichment, continuing feedback, ecological considerations and interpersonal skills training.

Managers can take active steps to minimize undesirable stress in themselves and their subordinates. Williams and Huber (1986) suggested five managerial actions that can be used to reduce stress in workers;

- Clarifying task assignments, responsibility, authority, and criteria for performance evaluation.
- Introducing consideration for people into one's leadership style.
- Delegating more effectively and increasing individual autonomy where the situation warrants it.
- Clarifying goals and decision criteria.
- Setting and enforcing policies for mandatory vacations and reasonable working hours.
- To individuals, learning to deal with stressful situations can make future ones easier to manage, according to a large body of research on the science of resilience.

5.5 Suggestions/Recommendations or Further Research

First and foremost, with regards to the literature earlier reviews established that there were gaps on studies of job stress and employees performance within developing countries. Therefore, findings from this study have in a way attempted to make a modest contribution in this regards. However, since, it was established that there is a significant relationship between job stress and employees performance, it will be equally important to test the consistency of this study results by conducting it within other institutions as well.

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APPENDIX

QUESTIONNAIRE FOR POST GRADUATE WORKING STUDENTS OF THE UNIVERSITY OF EDUCATION WINNEBA, KUMASI CAMPUS.

This questionnaire is designed to collect information about your view and perception on the impact of stress on your work performance as a postgraduate working student at the University of Education Winneba, Kumasi Campus. All information you give will be used for only academic purpose. Your identity will never be disclosed. The researcher is an MBA student in Human Resource and Organisational Behaviour of the University of Education, Winneba.

A. Respondent's Demographics

1. Please indicate your gender. Male Female
2. Please select your age group
 Below 25 years 25 – 35 years 36 – 45years 46 – 55years 56years+
3. Please indicate your staff category at your work place?
 Senior Staff Junior Staff
4. Please how long have you worked with your present Institution?
 Below 5 years 6 – 10 years 11 – 20years 21years+

B. What are the causes of stress on Working Postgraduate Students at UEW-K?

Please indicate which of the following is a cause of stress applicable to you by ticking either Strongly disagree, Disagree, Agree and Strongly agree or very little extent, little extent, large extent and very large extent. But please tick neutral if it is not applicable to you at all.

1. I am not faced with work related stress caused by poor working conditions.
 Strongly disagree Disagree Neutral Agree Strongly agree
2. To what extent do you agree that you are stressed by the shift work in your organization.

Strongly disagree Disagree Neutral Agree Strongly agree

3. To what extent do the long hours of work daily cause you to be stressed.

Very little extent Little extent Neutral Large extent Very large extent

4. To what extent has the danger and risk involved in the work you do caused you to be stressed.

Very little extent Little extent Neutral Large extent Very large extent

5. Has having to work with a new technology which you are not conversant with, caused you to be stressed when at work.

Very little extent Little extent Neutral Large extent Very large extent

6. How well do you agree that stress can be caused by not being challenged by your work? Thus, work under load.

Strongly disagree Disagree Neutral Agree Strongly agree

7. How well do you agree that stress can be caused by also having too much pile of work to be done and little time to accomplish these tasks? Thus is work over load.

Strongly disagree Disagree Neutral Agree Strongly agree

8. Knowing exactly what my role is when I go to work has made me not to be stressed

Strongly disagree Disagree Neutral Agree Strongly agree

9. I am always stressed by whom to report to since I am unsure about my direct superior.

Strongly disagree Disagree Neutral Agree Strongly agree

10. The responsibility of supervising my subordinates and assets entrusted to my care does make me stressful.

Strongly disagree Disagree Neutral Agree Strongly agree

11. The relationship between my supervisors or subordinates and I is very cordial and this makes me not to be stressful when I go to work.

Strongly disagree Disagree Neutral Agree Strongly agree

12. Are you stressed by your inability to climb up the career ladder even when you have the needed credentials?

Strongly disagree Disagree Neutral Agree Strongly agree

13. Has bureaucracy in your organization caused you to be stressed due to the organizational structure at your work place?

Very little extent Little extent Neutral Large extent Very large extent

C. What are the signs of stress on postgraduate working students?

Please indicate which of the following is a sign of stress applicable to you by ticking either Strongly disagree, Disagree, Agree and Strongly agree. But please tick neutral if it is not applicable to you at all.

COGNITIVE SYMPTOMS	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Memory problems					
Inability to concentrate					
Poor judgment					
Seeing only the negative					
Anxious or racing thoughts					
EMOTIONAL SYMPTOMS	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Depression or general unhappiness					
Anxiety and agitation					
Moodiness, irritability, or anger					
Feeling overwhelmed					
Loneliness and isolation					
Other mental or emotional health problems					
PHYSICAL SYMPTOMS	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Aches and pains					
Diarrhoea or constipation					
Nausea, dizziness					
Chest pain, rapid heart rate					

Loss of sex drive					
Frequent colds or flu					
BEHAVIOURAL SYMPTOMS					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Eating more or less					
Sleeping too much or too little					
Withdrawing from others					
Procrastinating or neglecting responsibilities					
Using alcohol, cigarettes, or drugs to relax					
Nervous habits (e.g. nail biting, pacing)					

D. What is the impact of stress on the work performance of postgraduate students?

Please indicate which of the following is a impact of stress on work performance applicable to you by ticking either Strongly disagree, Disagree, Agree and Strongly agree. But please tick neutral if it is not applicable to you at all.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Reduced Productivity					
De-motivation					
Increased work frustration					
Job Dissatisfaction					
Lateness or Absenteeism					
Inability to make decisions					
Inaccuracy in performance					
Low creativity level					
Attention shift to personal appearance					
Inability to take initiative					
Unreliable					
Tendency to quit ones job					

Thank you for taking time to complete this Questionnaire!