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Job-related Stress and Its Effects on Job Performance: The Case of St. Paul's Hospital Millennium Medical College

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Abstract: This study was conducted to evaluate the effects of job-related stressors on the job-related performance of employees at St. Paul's Hospital Millennium Medical College. The study has used both descriptive and explanatory research designed. Data for the analyses were collected from primary sources using questionnaires and interviews. The study has used a stratified random sampling technique to select 284 employees from 1000 employees of St. Paul's Hospital Millennium Medical College. The study used correlation and regression to determine the relationship among the variables. Correlation coefficients revealed a significant negative relationship between employees' job performance. Job-related stress factors such as; Job-related stress factors, Organizational stress factors, Interpersonal relation stress factors, Environmental stress factors, Individual stress factors, and Socio-cultural stress factors are negatively and significantly affect employees' job performance. The multiple regression analysis also found that 54.3% of the employee performance gap is due to job stressors; Job-related stress factors, Organizational stress factors, Interpersonal relation stress factors, Environmental stress factors, Individual stress factors, and Socio-cultural stress factors have a significant effect on employees job performance. As a result, it can be concluded that reducing these job-related stress factors can improve an employee's job performance. The study recommends that St. Paul's Hospital Millennium Medical College; is required to conduct a job analysis and ensure balanced allocation of tasks to its employees, based on their capability.

Keywords: Job-Related Stress Factors, Job Performance.

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INTRODUCTION

Job-related stress is a perception of discrepancy between environmental demands and individual capacities to fill these demands and causes absenteeism, commitment, productivity, and staff turnover in the job (Topper, 2007; & Midgley, 2012). Job-related stressors are the individuals' characteristics that are brought to the job-related place rather than being a function of it, but they are important ingredients in job-related stress (Yongkang *et al.*, 2014).

According to Karasek *et al.* (2012), the most stressful jobs are those that allow for very little decision making that place a high psychological demand on the job-related. An example of psychological demands is to have to job-related quickly and a huge job-related. The experience of job-related stress can cause unusual and dysfunctional behavior at job-related and add to poor physical and mental health. Job-related stress could affect employees by increasing absenteeism, decreasing commitment to job-related, increasing staff turn-over, impairing performance and productivity, increasing mistakes and disappointing customers, and may cause damage to the organizational image in general (Kavitha, 2010).

Job-relateding at the tertiary level is an inherently stressful profession with long job-relateding hours, heavy job-relatedloads, difficult students, and conflicting demands. The physical and psychological demands of job-related at the tertiary level of education make them more vulnerable to high levels of stress. The effects of stress are evidenced by increased errors in communications, high medical bills, and delay to job-related, low productivity, and increased sick leaves (Yongkang *et al.*, 2014).

Job-related stress can be a real problem to an organization as far as its job-related are concerned. Good management and good job-related organizations are the best forms of stress prevention. If employees are already stressed, their managers should be aware of it and know how to help them to get the best out of their employees. Poor job-related organization that is, the way we design jobs and job-related systems and the way we manage them, can cause stress. Excessive demands and pressures can be caused by poor job-related design, poor management, and unsatisfactory job-relateding conditions. Stress would affect different members of staff in different ways. The experience of job-related stress can cause unusual and dysfunctional behavior at

job-related and contribute to poor physical and mental health (Donaldson-Feilder *et al.*, 2011).

Considering the negative effects of job-related stress on the human body and job-related performance of many organizations, St. Paul's Hospital Millennium Medical College is also not taken any concrete measures to address the stress-related conditions that negatively affect the organizational performance. The issue is not given full attention at all. It is in the light of these problems that this research was prepared being framed by the following leading questions:

- Do job-related stress factors affect employee performance in St. Paul's Hospital Millennium Medical College?
- Do organizational factors affect employee performance in St. Paul's Hospital Millennium Medical College?
- Do interpersonal relations factors affect employee performance in St. Paul's Hospital Millennium Medical College?
- Do individual factors affect employee performance in St. Paul's Hospital Millennium Medical College?
- Do environmental factors affect employee performance in St. Paul's Hospital Millennium Medical College?
- Do socio-cultural factors affect employee performance in St. Paul's Hospital Millennium Medical College?

The general objective of this study is to assess job-related stress and its impacts on job performance in St. Paul's Hospital Millennium Medical College.

The Specific Objectives of the study includes;

- To evaluate job-related stress factors' effect on employees' performance in St. Paul's Hospital Millennium Medical College?
- To evaluate the effect of the organizational factors on employee performance in St. Paul's Hospital Millennium Medical College.
- To evaluate interpersonal relations factors effect on employee performance in St. Paul's Hospital Millennium Medical College.
- To evaluate individual factors' effect on employee performance in St. Paul's Hospital Millennium Medical College.
- To evaluate environmental factors' effect on employee performance in St. Paul's Hospital Millennium Medical College.
- To evaluate socio-cultural factor's effect on employee performance in St. Paul's Hospital Millennium Medical College.

LITERATURE REVIEW

The Notion Job-Related Stress

The subjective experience of stress includes resource-demanding situations as well as the subjective feeling of distress. An individual may experience stress

at various levels depending on what they consider to be stressful or not.

According to Bowling & Harvey (2001), the interaction between the environment and the individual causes stress, which causes emotional discomfort and inevitably affects the person's physical and mental condition? This has a negative impact on people and, as a result, job performance. It is important to note that stress is caused by stressors, which are situations or circumstances that cause an individual to be out of balance. Bowling & Harvey (2001) go on to argue that stress has an unmistakable cost on people, organizations, and society. This is because stress causes a variety of Yongkang *et al.* (2014) and stress-related disorders in employees, resulting in low employee productivity.

Many useful definitions describe in detail what stress is and what job-related stress means. A scientific definition could be that stress is one's reactions to life's events: stress is the non-specific response of the body to any demands placed upon it. While this definition is scientifically accurate, it does not help in a practical sense when we wish to deal with and manage job-related stress. The National Institute of Job-related Safety and Health in the U.S, came up with a much more practical definition of job stress: It is the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the job-related. This definition focuses on the mismatch between the demands placed on a job and the job-related capabilities and resources, and it departs from the idea that some people are naturally more resistant to stress than others (Yongkang *et al.*, 2014).

Stress can play a part in many aspects of our lives. Many people leave a stressful job-related environment daily and go home to a person or a home life where they can distress and remove themselves from the harmful effects of job-related stress. It is also true; however, that some people go to job-related to escape the stressors and pressures of difficult home life or personal life and find that job-related is a place to de-stress. However, where do we go to de-stress if we have significant stressors at work as well as significant stressors at home or in our personal lives? The answer is that there is nowhere to go to de-stress, so it is critical that we address the stressors in our personal and professional lives (Hoboubi *et al.*, 2017).

According to Yongkang *et al.* (2014), stress is "the most imprecise in the scientific dictionary." However, Parker & French (1970); & Caplan (1970) defined job stress as a specific individual's awareness or feeling of personal dysfunction as a result of perceived conditions or events in work-related settings. Job-related-related stress occurs when there is a mismatch between the demands of the job and the resources and capabilities of the individual job-related to meet those demands (Hoboubi *et al.*, 2017).

Job-related stress can be defined as the experience of unpleasant negative emotions such as tension, Yongkang *et al.* (2014), frustration, anger, and depression resulting from aspects of job-related (Mark, 2012). The Health and Safety Executive (2001) identified six substantive factors that can be identified as potential sources of job-related stress: demands, control, relationship, change, role, and support. Parker *et al.* (1970) identified six stressors: job-related characteristics and conditions, conditions associated with the organization's culture, climate, and information flow, role-related factors, job-related relationships, perceived career development, and external commitments and responsibilities. Lazarus (1995) proposed the OSI-R model, which is theory-based and assesses the effects of three "factors" (job-related roles, psychological strain, and coping resources across fourteen dimensions) on the individual (see also Oyetimein, 2009).

Sources (Causes) of Job-Related Stress

Arnold, Robertson, and Cooper have identified five major sources of stress (1991). These are job-related factors, organizational roles played, job-related relationships, career development, and organizational structure and climate. Poor Job-related Conditions, Long Job-related Hours, Risk and Danger, New Technology, Job-related Under-Load, Role Overload, Role in the Organization, Role Ambiguity, Role Conflict, and Relationship at Job-related, Career Development, and Physical Environment are all intrinsic job factors.

According to Schuler (1980), job-related stressors in organizations can be classified into seven categories: job qualities, relationships, organizational structure, physical characteristics, career development, change, and role in the organization. Somerfield & McCrae (2000) created a job-related stress index as well (OSI). This job-related stress index has 12 dimensions: role overload, role ambiguity, role conflict, group and political pressures, personal responsibility, under participation, powerlessness, poor peer relations, intrinsic impoverishment, low status, strenuous job-related conditions, and unprofitability. Mathis & Jackson (2000) identified four types of job-related stressors: physical environment, individual level (a mix of role and career development variables), group level (primary relationship-based), and organizational level (a mixture of climate, structure, job design, and task characteristic). These stressors can have a devastating impact on both the individual and the organization.

According to Donaldson *et al.* (2009), the impact of stress on an organization can be significant and measured in a variety of ways, including absence, turnover, accidents and injury, and hidden costs (including negative Employee relations disputes, insurance premium). Job-related stress is detrimental to psychological well-being (Mark, 2012; & Yongkang *et al.*

et al., 2014), and psychological well-being was the strongest predictor of productivity (Dwamena, 2012).

Job stress and performance

Job-related stress is linked to poor job performance (Anbazhagan *et al.*, 2013; & Donaldson-Feilder *et al.*, 2011). Yongkang *et al.* (2014) discovered a negative relationship between job stress and job performance among public-sector employees in their study of job stress and job performance. Yongkang *et al.* (2014) discovered a negative relationship between sources of stress and self-related job performance in a similar study in China. Kotteeswari & Sharief (2015), in a study, found that events identified as a cause of stress lead to depression, which in turn, cause decrements in the interpersonal and cognitive aspects of job performance. Ekienabor (2016) found that ongoing and episodic stressors were significantly and positively associated with Yongkang *et al.* (2014) and depression. According to Ekienabor (2016), as ongoing stressors in teachers' job-related environments increase, so does Yongkang *et al.* (2014) affect their performance. Job stressors have a negative impact on employees' overall health, job satisfaction and performance, and commitment (Olusegun & Oluwasayo, 2014). Blumenthal (2003) discovered a negative relationship between occupational stress and job performance in a similar study. Employee productivity was found to be negatively correlated with a lack of financial rewards, inflexibility in job-related hours, personal issues, a lack of control over the job-related environment, and a bureaucratic management system by Mark (2012).

In a similar study, Mark (2012) discovered that job-related stressors positively influence coercive and authoritative leadership while negatively influencing affiliate, democratic, pace-setting, and coaching leadership. Jahanzeb (2010) discovered that teachers who reported higher levels of stress were less satisfied with their jobs, had a higher frequency of absence and a higher total number of days absent, were more likely to leave teaching (career intentions), and were less likely to pursue a teaching career (Affum-osei, 2015).

In a study of techno-stress among university job-related employees, Jahanzeb (2010) discovered that techno-stress has a negative impact on individual job-related performance. Stoetzer (2010) discovered a moderately negative relationship between job stress and job performance in a similar study among state university departments. According to Jamal (2007), employee commitment has a positive impact on the growth and succession of small and medium-sized businesses, but high levels of stress have a negative impact on commitment and productivity (Jamal, 2007; & Yongkang *et al.*, 2014).

Do we wish to eradicate all stress from our job-related lives? The answer is no. There is a significant body of scientific knowledge that suggests that our job-

related performance improves when we are put under manageable stress. However, it is when that stress or pressure becomes too great and becomes unmanageable, that we start to experience fatigue, exhaustion, ill-health, panic, and ultimate breakdown and burnout. This tells us two things: firstly it tells us that a level of healthy tension is useful in the job-related environment, as it provides stimulation for us to perform at optimum levels. It also tells us that, productivity and performance do not increase exponentially when we become overloaded with job-related. The opposite is true: our performance decreases rapidly as the job-related overload composes levels of unmanageable stress. People often fall into this trap of concentrating on the nasty physical and psychological manifestations of job-related stress. They tend to deal with these signs and symptoms of stress in a remedial way, rather than dealing with the sources of stress (Dunmade *et al.*, 2014).

On some occasions, people who suffer stress are not aware of the reasons behind their stress. The first thing we need to do in dealing with stress is to quietly reflect on our stress levels and attempt to identify specific causes of our stressful feelings. This reflective exercise is hugely beneficial in ultimately determining how we deal with stress. Some occupations are inherently stressful. Air traffic controllers are often cited as sufferers of job-related stress due to the stresses of the job. The stressors associated with these inherently stressful jobs can be ameliorated by training, supervision, and support (Anbazhagan *et al.*, 2013).

The role one fulfills in an organization can sometimes be the source of a lot of stress, particularly when there is ambiguity associated with the objectives for that particular job. For example, if you are the person responsible for the quality and the excellence of a product or service, but you are also responsible for eliminating cost, these two competing imperatives can be an ambiguous nature of your objectives and can be the source of a significant amount of stress (Yozgat *et al.*, 2013).

Another source of stress is related to how your career is developing: if you are the type of person who wishes to progress through promotion after promotion and you feel this is not happening or at least not happening fast enough, this can be a source of stress. Equally, if you are the type of person who is quite happy in the role and you do not wish to progress through seniority, yet you are pushed into roles of responsibility; this can cause a level of stress also (Yozgat *et al.*, 2013).

Finally, one of the biggest sources of stress, in any job-related. It is supremely ironic that one of the biggest sources of positivity and wellbeing in any job-related place, is the people you job-related with, yet they can also be the biggest source of distress and upset. If you do not have a good relationship with your immediate supervisor, this relationship can be the source of

significant amounts of stress. If you happen to be a supervisor and you do not have a good relationship with the people you are supervising, this equation can be a source of significant stress. If your role involves having to delegate many tasks and you are unable to do this for whatever reason, this difficulty in delegating is another source of stress related to colleagues. Also, job-related place gossip and bullying are now very clearly recognized as job-related place hazards that need to be properly addressed by employers (Anbazhagan *et al.*, 2013).

Review of Related Studies

Much research has been carried out, examining the relationship between our mental health and the job-related environment. One study reported that 27% of those suffering from mental illness felt their job-related had caused their ill-health. Also, 60% of those with mental illness thought the job-related had exasperated the problem. These statistics are staggering and in some respects difficult to believe. However, when we reflect on just how much time we spend at job-related (in some respects, half of our waking lives) we then realize that a job-related place can have a significant impact, either positive or negative, on our mental health (Anbazhagan *et al.*, 2013; Yongkang *et al.*, 2014; & Yozgat *et al.*, 2013).

Several studies, such as Anbazhagan *et al.* (2013); Kagan & Watson (1995); French & Caplan (1970); & Yongkang *et al.* (2014), have examined the effectiveness of stress management programs and found them to help reduce symptoms associated with stress implemented a psycho-educational stress management program on emergency medical service job-related over a three-year period that includes nine and 16 months follow-ups. This rather extensive investigation demonstrated the positive effect of the program across a variety of domains to include measures of emotional health such as depression, Yongkang *et al.* (2014), strain, depersonalization, and a sense of accomplishment as well as at least one measure of behavioral outcome the number of commendation letters from customers doubled following the training. Mathis & Jackson (2000) also investigated the efficacy of stress management programs. Following his 20-year review, encompassing numerous programs, he concluded that stress management approaches that combined techniques were most effective.

Mark (2012) also conducted a review of such programs (for sports performance) and found several common mechanisms across the programs evaluated. The results of his review indicate that programs that include the following concepts tend to be the most effective at improving performance and reducing Yongkang *et al.* (2014): goal-setting, positive thinking, situation restructuring, relaxation, focused attention, and imagery and mental rehearsal. Other researchers have examined various components within these programs as

a mechanism for stress reduction. According to Dandoy & Goldstein (1990), intellectualization statements resulted in positive coping. These researchers demonstrated, in particular, that being exposed to statements encouraging emotional detachment and analytical observation of explicit industrial accidents on videotape reduced physiological arousal in subjects and improved their recall of events.

Shiple *et al.* (2014) investigated the effect of a visualization strategy (visual-motor behavior rehearsal) on stressful police scenarios. Visuomotor behavior rehearsal, like many other visualization techniques, requires individuals to imagine in vivid detail the perfect performance of some act, before engaging in the act. For example, using this strategy with a professional downhill skier would entail having him repeatedly practice a flawless run down the mountain. The protocol calls for as many details and imaginable reality as possible to enhance the visualized experience. There are several theories as to why such techniques are effective. For example, some have posited that visualization can result in muscle contraction similar to that experienced in the actual performance of the act when the visualization is a description and realistic.

Other researchers argue that visualization provides a relaxed setting in which to practice and problem-solve performance before the actual event. This may reduce both the novelty of the situation and Yongkang *et al.* (2014) and stress otherwise associated with the performance. McGrath, (1976) determined that pilots were able to improve restfulness and restore their sleep patterns after using a self-administered relaxation therapy. He and his colleague have also shown that various pharmacological interventions, central nervous system stimulants can be incorporated into stress management procedures to improve performance, mood ratings, and physiologic measures of alertness (Mark, 2012). Stoetzer, (2010) determined that the adverse effect of stress on performance was ameliorated to some degree after individual motivation improved (motivation instruction was provided). Imtiaz & Ahmad (2009) found that individuals high in constructive thinking (solution-focused problem-solving attitudes) tended to be less physiologically aroused by stress (performing calculation and visual tracking task with threats to self-esteem) and more positive emotionally and cognitively than those low in constructive thinking who were also exposed to stress. These authors concluded that the majority of stress one experiences is self-produced.

Similarly, French & Caplan (1970) noted that as psychological stress increases, avoidance coping does as well. However, such strategies are less common in individuals with high internal strategies and perceived social support. They found that strategies high in emotion-focused and problem-focused coping had the greatest positive effect. Such findings shed light on the cognitive appraisal mechanisms targeted in most stress

management and inoculation programs taken collectively, these investigations suggest level instructor pilots demonstrated elevations only in growth hormone. Student pilots were also found to have significantly higher pre-flight levels of these hormones as compared to their instructors. These findings seem to suggest that experienced pilots may incur physiological arousal during the flight but not the emotional arousal of students. Additionally, they may lack the anticipatory arousal incurred by student pilots.

Kotteeswari & Sharief (2015) found a physiological correlate between Air Traffic Controller and driver performance on measures of attention and reaction time. Moderate hypotension was associated with a decrease in behavioral measures. The authors cite job-related using neuroimaging that has explored the relationship between arousal and regional brain activity. They noted that the previous finding indicates that blood pressure tends to increase after performing certain cognitive and motor tasks that are associated with stress and job-related load. These events coincide with anterior cingulate activity (located in the medial portion of the frontal lobe). The authors speculate a relationship between hypotension and intentional control may implicate arousal-dependent processes as the underlying mechanism.

Imtiaz & Ahmad (2009) have suggested that neuroscience has taught us at least two important things about the relationship between mental resources and information processing. First, biological agents such as drugs, hormones, neurotransmitters, and processes such as circadian rhythms affect performance. Second, psychophysiological measures have provided information about performance and the human stress response. However, he also outlined several shortcomings with biological models. For example, the debate continues as to the identification of specific neural systems implicated in the mediation of biological stressors. There is very little information on real-world experiences and their neural response. Neuroscientists have failed to provide us with strong biological models of personality and individual difference factors, and finally, we still have many central unanswered questions concerning cognition and processing.

According to Kotteeswari & Sharief (2015), job performance is human behavior that is an important factor for individual job-related effectiveness evaluation. From this view, it could be said that an organization's success or failure depends on the job performance of the individuals in that organization. Job performance is individual productivity in both quantitative and qualitative aspects. It shows that how well a person is doing his job and the extent to which the employee meeting their job duties. The researchers stated that job performance depends upon job-related settings, the atmosphere of the office, and social interaction. Goal setting levels significantly affected different employee's

job performance (Mathis & Jackson 2000) as holding the same goals influenced the staff to move in the same direction leading them to be successful in the long run. As a result, it could be concluded that higher goal setting has a high effect on job performance.

Most companies have procedures in place for health and safety, but some smaller companies do not have them. An extremely stressful job-related environment happen went poor lighting, old or broken equipment, high levels of noise, uncomfortable furniture, and temperature. Physical environment refers to tangible surroundings that can influence individual development and behavior. Many researchers exploring job-related stress inform the relationship between a job-related and job-related environment (Cooper & Marshall, 1976; & Beehr & Newman, 1978). Ahmed & Ramzan (2013) stated that noise and crowding will make job-related stress, this reduces the feeling of control and led to worse performance and tasks. According to French & Caplan (1970), stress is the reaction of the job-related to environmental stimulus. Reaction to the physical environment impact on job performance also defined stress.

If a job-related got stress at the job-related place, it may be because of their job-related, personal problems, or maybe the combination of both. Mark, (2012) has stated that when a person stresses, the small thing can aggravate the situation. A job-related had several personal issues that were also causing her stress. These included marital problems and responsibility for caring for her grandchildren. (Yongkang *et al.*, 2014) found that the cause of the employee's illness was related to the various personal factors in the employee's life. They also found that the employee thing that was probably not suited to employment as a frontline social job-related in the first place. In the case of Kotteeswari & Sharief (2015), the Court found that there were several personal stressors. Some of that is a rumor that a co-job-related and the employee's husband were having an affair, financial concerns stemming from the employee's husband leaving his job and starting a tour business venture and the employee was undertaking university studies during this time.

The extent to which individuals feel their job-related load can be the source of job-related stress. According to French & Caplan (1970), "job-related will create pressure when it exceeds an individual's capacity level". For a few years now, job-related overload has become the permanent factor that concerns Canadians. In a survey of Canadian job-related respondents conducted by Yongkang *et al.* (2014), 36% stated that the job-related load was heavy. Job-related overload is regarded as a serious and obvious issue in the manufacturing sector. This is due to the fact that job-related stress can have an impact on an individual's job performance and thus the company's success. If a person has a lot of work

to do in a short amount of time and is under unreasonable pressure to finish on time, they will experience stress.

According to the Health and Safety Executive (HSE), job-related stress is defined as a situation in which a person feels pressure, or when the demands of the situation are much greater than what someone can handle, and if it continues for an extended period of time without a break or pause, then various behavioral, mental, and physical problems may arise. Even the most capable employee will experience job-related stress due to unrealistic deadlines and expectations, as well as unmanageable job-related loads. Staff recruitment will cause stress if they are given a complex task that they do not know how to complete.

Imtiaz & Ahmad (2009) defined job-related load as "the perceived relationship between the amount of mental processing capability or resources and the amount required by the task." Job-related reorganizations, technological change, job-related force adjustments, and budget cuts have forced the job-related to do more jobs with fewer resources. The job-related was required to work harder, to the point where they no longer work during normal business hours. Job-related overload has a wide range of consequences. It increases the risk of occupational disease; increases stress, absenteeism, and, most importantly, lower job performance. These issues must be addressed in order to improve living conditions and job prospects.

Mathis and Jackson (2000) discovered that the job-related load was excessive, the pressure was unrelenting, and the employee's workload was unduly burdensome due to inadequacies in the staff provided to them. These failures required her to carry the day-to-day caseloads of those members of her team who fell over for a variety of compelling reasons while still acting as a supervisor.

Theoretical background on stress and employee job performance

There are numerous definitions and theories concerning the dynamic construct of stress. Ghadially & Kumar (1987) proposed that there were at least three distinct orientations, which were (a) stimulus-based, (b) response literature supports the idea that there are three different theoretical approaches to the concept of stress (Richard & Krieshok, 1989; Ryan, 1996; & Trivette, 1993).

Stimulus-Based Stress

Kahn (1986) defines stimulus-based stress as external factors that are hypothesized or demonstrated to have negative (painfully damaging, incapacitating) effects on organization-based stress theorists of interest believe that environmental factors influence an individual (Derogatis & Cons, 1993; Lazarus & Folkman, 1986; & Meichenbaum, 1986). Essentially, this

model proposes that environmental stressors cause a stress reaction or strain (Cox, 1978).

Furthermore, different types of stimulus stressors have been identified based on their ability to induce stress, including (a) acute, time-limited stressors, (b) chronic intermittent stressors, (c) stressor sequences, and (d) chronic stressors (Derogatis & Coons, 1993).

Interactional Approach to Stress

The interactional approach to stress combines stimulus- and response-based approaches (Cox, 1978; Richard and Krieshok, 1989). This theory is also known as the stimulus-response interaction theory (Greenberg, 1999). According to the interactional approach, a situational variable interacts with a personal variable, resulting in stress (Ryan, 1996).

Current research backs up the interactional approach's theoretical construct. Fogerty *et al.* (1999) used path analysis to examine job stress, strain, and coping in four separate studies. Decker & Borgon (1993) also advocated for an intersectional approach for researchers interested in job stress, strain, and coping variables because they believe it fully examines theological individual' sex perineum.

Cox & Mckay (1996) extended the interactional approach to stress by proposing that there is another approach to stress (Cox, 1978). This is referred to as transactional theory (Greenbery, 1999). The Transactional approach takes into account the stimulus, response, cognitive appraisal of stressors, coping style of the individual psychological defenses, and social milieu (Folkman and Lazarus, 1988).

Role Theory Effect

Most Western economies have undergone major organizational restructuring and redefinitions of professional rules in order to provide the expected service (Biggs *et al.* 1995).

One of the fundamental premises of role theory is that various job roles that individuals engage in may be stressful regardless of their actual occupation, implying that stress found in various job-related roles may be stressful for all job-related roles.

Osipow & Spokane (1987) identified six job-related roles that they perceived to be stressful, regardless of the individual's actual job-related. These six roles are as follows: (a) role ambiguity, (b) role insufficiency, (c) role overload, (d) role boundary, (e) role responsibility, and (f) physical environment (Osipow & Spokane, 1987; & Osipow, 1998).

Person-Environment Fit

According to a review of the literature, researchers have attempted to find an explanation for the possible relationship that exists between stress, an

individual, and the environment. It has been proposed that strain will occur if there is an insufficient fit between the person and the environment (French *et al.* 1982). A person-environment fit, more specifically, suggests that an individual is suited to certain occupations based on the interaction of a variety of variables.

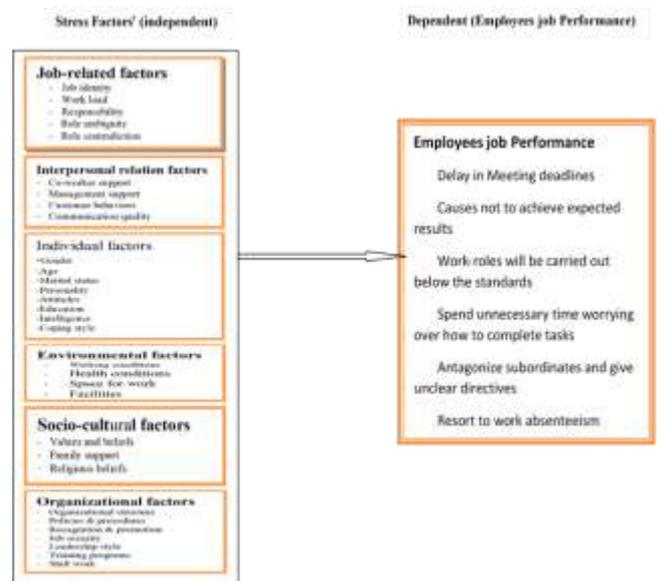
In theory, P-E Fit predicts that an individual's level of strain is proportional to the degree of misfit between the individual and their occupation.

In theory, the investigation could focus on determining linear and non-linear relationships between stress and employee performance. (Gharib *et al.*, 2016; & Warraich *et al.*, 2014). This study hypothesizes that hospital employees are under stress while performing their duties in hospital settings. Within various hospital departments, a variety of sources of job stress must be identified. The level of stress expressed will be determined by self-reporting.

The independent variables in this study were job-related, organizational, interpersonal relations, environmental, individual, and socio-cultural, and the dependent variable was employee job performance.

Job-related conceptual framework

Employee performance is a dependent variable in this proposed conceptual model, while job-related factors, organizational factors, interpersonal relations factors, environmental factors, individual factors, and socio-cultural factors are independent variables. This conceptual model is based on the work of Warraich *et al.* (2014); Cohen (1980); Cooper & Marshall (1976); Kenny (2000); & Sharmilee *et al.* (2017). Figure 1 depicts a preliminary conceptual frame job-related for explaining the impact of job-related stress on employee job performance.



RESEARCH DESIGN AND METHODOLOGY

The study employed both descriptive and explanatory research methods. The primary goal of descriptive research was to provide a description of the current state of affairs. Then, in this study, job-related stress and its effects on job performance in St. Paul's Hospital Millennium Medical College are described and critically evaluated. Second, the study used explanatory in that it estimated the integrated stress factors on employee performance by examining the relationship between variables that are correlated. To present the findings, the design used both qualitative and quantitative methods. Because both methods were preferred, the findings could be confirmed and cross-validated within a single study. The study's primary targets were the administrative,

health-related, and academic staffs at St. Paul's Hospital Millennium. The Millennium Medical College at St. Paul's Hospital employed a total of 1000 people. Watson's (2001) sample size determination formula was used to select 284 samples. Questionnaires were used to collect primary data, and in-depth interviews were used to collect data from St. Paul's Hospital Millennium Medical College employees. Multiple linear regression was used to make the study more effective at describing, understanding, and predicting the stated variables. This study's regression equation is generally built around two sets of variables, namely the dependent variable (employee job performance) and the independent variables (job-related factors, organizational factors, interpersonal relations factors, environmental factors, individual factors, and sociocultural factors).

The multiple regression models presented as follows;

$$Y = \beta_1X_1 + \beta_2x_2 + \beta_3X_3 + \beta_4X_4 + \beta_5x_5 + \beta_6X_6 + \epsilon$$

Where; Y - Employee's job performance

X1- job-related factors

X2- organizational factors

X3- interpersonal relations factors

X4- Environmental factors

X5- individual factors Education

X5- individual factors Education

X6- socio-cultural factors

e= is random error.

B1, B2, B3 up to B69, refers to the coefficient of their respective independent variable which measures the change in the mean value of x, per change in the respective independent variable.

DATA ANALYSIS AND INTERPRETATION

Descriptive analysis of Sources of Job-related stress Factors

The sources of job-related stress factors assessed using statements related to each factor. The respondents were asked to indicate their level of agreement with the factors on the following measurement scale such as Always stressful (4), frequently stressful (3), sometimes stressful (2), and never stressful (1). The detailed analyses of each factor were organized in the following consecutive table using mean and standard deviation.

Table 1. Job-related Factors

Question	Mea n	Std. Deviation	N
job-related stress at the organization because of job identity	2.47	.929	278
job-related stress at the organization due to job-related overloads	2.91	.961	278
job-related stress at the organization because of responsibility	2.57	.954	278
job-related stress at the organization role ambiguity	2.56	.984	278
job-related stress at the organization due to role contradiction	2.22	.969	278
Job-related factors	2.54	0.95	

Source: own survey, 2021

As shown in table 1, the mean score of the Job-related factor was 2.54, indicating that respondent responses were sometimes stressful and frequently stressful. Employees specifically stated that it was frequently stressful at the organization due to job-related overloads (2.91), responsibility (2.57), and role ambiguity (2.56).

According to the findings, the majority of St. Paul's Hospital Millennium Medical College employees were occasionally stressed as a result of job-related factors.

Table 2. Organizational Factors

Question	Mean	Std. Deviation	N
I experience job-related stress at the organization due to the Organizational structure	2.69	.930	278
I experience job-related stress at the organization due to Policies & procedures	2.40	.921	278

I experience job-related stress at the organization due to Recognition & promotion.	2.40	1.035	278
I experience job-related stress at the organization due to Leadership style	2.55	1.021	278
I experience job-related stress at the organization due to Training programs	2.19	.843	278
I experience job-related stress at the organization because of Shift job-related	1.80	.905	278
Organizational factors	2.33	0.94	

Source: own survey, 2021

As shown in table 2, the mean score of organizational factors was 2.33, indicating that respondent response was occasionally to frequently stressful. Employees specifically stated that they were

frequently stressed as a result of organizational factors such as organizational structure (2.69) and leadership style (2.55).

Table 3. Interpersonal Relation Factors

Question	Mean	Std. Deviation	N
I experience job-related stress at the organization due to Co-job-related support.	2.06	.981	278
I experience job-related stress at the organization due to Management support	2.49	.926	278
I experience job-related stress at the organization due to Customer behaviors	2.39	.923	278
I experience job-related stress at the organization because Communication quality	2.38	.845	278
Interpersonal Relation Factors	2.33	0.91	

Source: own survey, 2021

As shown in table 3, the mean scores of interpersonal relationship factors were 2.33, indicating that the respondent response was occasionally to frequently stressful. Employees specifically stated that they were frequently stressed as a result of interpersonal relationship factors such as management support (2.49) and customer behaviors (2.39).

According to the findings, the majority of St. Paul's Hospital Millennium Medical College employees were occasionally stressed as a result of interpersonal relationship factors.

Table 4. Environmental factors

Question	Mean	Std. Deviation	N
I experience job-related stress at the organization due to Job-related conditions	2.31	1.028	278
I experience job-related stress at the organization due to health conditions	2.31	1.030	278
I experience job-related stress at the organization due to Space for job-related	2.55	.974	278
I experience job-related stress at the organization due to Facilities	2.36	1.006	278
Environmental factors	2.38	0.80	

Source: own survey, 2021

As shown in table 4, the mean scores of environmental factors were 2.38, indicating that the respondent response ranged from occasionally stressful to frequently stressful. Employees specifically responded that the organization's Space for job-related (2.55) and Facilities (2.36) are frequently stressful.

According to the findings, the majority of St. Paul's Hospital Millennium Medical College employees were occasionally stressed as a result of environmental factors.

Table 5. Individual factors

Question	Mean	Std. Deviation	N
I experience job-related stress due to gender at org	1.44	.824	278
I experience job-related stress due to Age at org	1.43	.811	278
I experience job-related stress due to Marital status at org	1.67	1.002	278
I experience job-related stress due to Personality at org	1.66	.789	278
I experience job-related stress due to Attitudes at org	1.79	.771	278
I experience job-related stress due to Education at org	1.78	.961	278
I experience job-related stress due to Intelligence at org	1.73	.803	278

I experience job-related stress due to Coping style at org	1.91	.976	278
I experience job-related stress due to Financial status at org	2.36	.870	278
Individual factors	1.75	0.867	

Source: own survey, 2021

As shown in Table 5, the mean scores of individual factors were 1.75, indicating that the respondent response was sometimes stressful as a result of individual factors. Employees specifically stated that it is sometimes stressful at the organization due to individual factors such as financial status (2.36), coping

style (1.91), attitudes (1.79), education (1.78), and intelligence (1.78).

The finding implies the majority of employees of St. Paul's Hospital Millennium Medical College employee were sometimes stressed as the results of individual factors.

Table 6. Socio-cultural Factors

Question	Mean	Std. Deviation	N
I experience job-related stress at the organization due to Values and beliefs	1.90	.849	278
I experience job-related stress at the organization due to Family support	1.97	.987	278
I experience job-related stress at the organization due to Religious beliefs	1.72	.924	278
Socio-cultural Factors	1.86	0.92	

Source: own survey, 2021

As shown in table 6, the mean scores of Socio-cultural Factors were 1.86, indicating that the respondent response was sometimes stressful as a result of socio-cultural factors. Employees specifically responded that it was sometimes stressful due to family support (1.97) and values and beliefs (1.90) at the organization.

According to the findings, the majority of St. Paul's Hospital Millennium Medical College employees were occasionally stressed as a result of socio-cultural factors.

Descriptive analysis on symptoms of Job-related stress among the employees

The symptom of job-related stress was assessed using the statement whether the stress symptoms occurred on employees and respondents were asked to indicate their level of agreement with the statement using a 1-4 scale such as 4= Always 3 = frequently 2 = sometimes 1 = Never. The detailed analyses of each factor were organized in the following consecutive table using mean and standard deviation.

Table 7. Symptoms of job-related stress

Question	Mean	Std. Deviation	N
When I get stressed up, I tend to lack initiative in everything I do	2.22	.850	278
When I am stressed up, I tend to hold unrealistic standards about myself and others	2.17	.995	278
When I am stressed up, I feel worthless and always feel a sense of failure	1.97	.948	278
When I am stressed up, I tend to lose the aspiration and interest in everything I do	2.22	.836	278
When I am stressed up, I tend to worry excessively over almost everything around me	2.25	1.016	278
When I am stressed up, I absent myself from job-related.	2.00	1.046	278
I feel dissatisfied with my job due to stress	2.04	.998	278
When I am stressed, I am not able to attain my desire result at job-related	2.17	.848	278
Symptoms of job-related	2.13	0.94	

Source: own survey, 2021

Table 7 above, indicated that the most of the prominent symptom of stress among the employees was worry excessively over almost everything around. This was indicated by mean sore 2.25 in which employees experienced sometimes this effect. The second most prominent symptom with a mean score of 2.22 was a lack of initiative in everything to do sometimes when stress out. The third most prominent symptom of stress as I tend to hold unrealistic standards about themselves (2.17) and

not able to attain desire result at job-related (2.17) sometimes when stress up. They feel dissatisfied with their job sometimes when stress out was identified as the fourth most prominent source of stress with a mean score of 2.04. The fifth most prominent symptom of stress was absent from job-related sometimes which had a mean score of 2.00. Also, feel worthless and feel a sense of failure sometimes when stressed out with a mean score

of 1.97 was the sixth most prominent symptom of stress by respondents.

The finding of the study was consistent with findings of Enyonam *et al.* (2017) stress symptoms; employees tend to worry excessively over almost everything around them, prevented employees from achieving their desire result at job-related, and also tend to hold unrealistic standards about themselves and others, employees was that they tend to lack initiative in everything they do others and stress on employees at the company was dissatisfaction with the job

Descriptive analysis on Effects of Job-related Stress on Employees Job Performance

The effects of job-related stress on employees job performance was examined using a statement related to effects of stress on employees job performance in which respondents were asked to indicate their level of agreement with the statement using a 1-4 scale such as 4= Always 3 = frequently 2 = sometimes 1 = Never. The detailed analyses of each factor were organized in the following consecutive table using mean and standard deviation.

Table 8. Effects of Stress on Job Performance

Question	Mean	Std. Deviation	N
It creates a delay in meeting reform deadlines due to stress	2.14	.861	278
It causes not to achieve expected reform results.	2.70	1.558	278
Job-related-roles will be carried out below the standards stated in reform documents.	2.61	.984	278
Spend unnecessary time worrying over how to complete tasks in line with the organization's reforms.	2.59	1.008	278
Antagonize subordinates and give unclear directives to job-related under me	2.26	1.007	278
Resort to job-related absenteeism	2.32	.985	278
Delegate some jobs to incompetent staff	2.14	1.014	278
Delay in compiling vital career administrative and reform documents when needed.	2.58	.923	278
Effects of Stress on Job Performance	2.42	1.04	

Source: own survey, 2021

Based on the above table 8, the mean scores of Effects of Stress on Job Performance was a score 2.42 which means the respondent response where the effects were observed sometimes stressful to frequently exist at the organization. Specifically; the employees replied that the stress effects; causes not to achieve expected reform results(2.70), Job-related-roles will be carried out below the standards stated in reform documents(2.61), Spend unnecessary time worrying over how to complete tasks in line with the organization reforms(2.59), Delay in compiling vital career administrative and reform document when needed(2.58), Resort to job-related absenteeism(2.32) and Antagonize subordinates and give unclear directives to job-related under them(2.26) have effects on employees job performance frequently.

The finding implies the job-related stress has effects on employees' job performance at St. Paul's Hospital Millennium Medical College.

Analysis of the Interview Result

Based on the interview conducted on the effects of stress factors on the job performance with employees of St. Paul's Hospital Millennium Medical College the response was presented as follows;

According to the interview conducted with employees, the main cause of stress was; Insufficient Number of employees on the job-related in line with job-related requirement, Boring job-related environment, unfair salary, and poor job-related benefits, COVID-19

fear, Job-related overload, Lack of motivational training, disorganized management style, unsafe job-related environment, Lack of proper and adequate provision of personal protective equipment, Lack of support from the administrative bodies, A feeling of their voice not being heard, Duty room is not safe for health at night time, Salary is not paid on the right time, Incompetent staff member, Risk of the job-related, Customer behavior, the relationship between staff and head, the infrastructure of the organization because of shift-time and mailing the patient, Responsibility, Behavior of the job-related, Due to organizational structure and due to leadership problem cause stress on the employee while performing their job.

Similarly, the interview result indicted that; Lack of cooperation among same staff, lack of facilities, discrimination at the job-related place, Excess number of patients above the standard, Overcrowded job-related environment, Lack of medical supplies, Lack of counseling, Transportation to hospital, Lack of keeping of staff benefits were mentioned as the main cause of stress at St. Paul's Hospital Millennium Medical College.

Regarding the effects of stress on employees job performance, the interview result indicated; Job-related load that leads to stress, decrease dedication, affects client's services delivery, affects laving vision a future career, affects mood and job-related capacity, Ineffective in daily job-related activity, Disturb the job-related environment, Develop negligence between staffs, dissatisfaction and sense of not being a job-related

employee were effects of stress on employee job performance.

Aside from the interview results, the effects of stress on employees' job performance at St. Paul's Hospital Millennium Medical College were mentioned as a decrease in performance, decreased punctuality, decreased initiation to do job-related activities, loss of interest in doing job-related activities, a major cause of worry and dissatisfaction, health problems, and lack of commitment.

Correlation Analysis

In this study, Pearson's Product Moment Correlation Coefficient was used to determine whether there is a significant relationship between job-related factors, organizational factors, interpersonal relations factors, environmental factors, individual factors, and socio-cultural factors variables with employees' job performance. The study shows that the correlation coefficient was range medium to large level correlation - 0.297 up to -0.522. The detail was presented as follows in table 9.

Table 9. Correlation Analysis of organizational climate and performance

		Employees job Performance	Job-related factors	Organizational factors	Interpersonal relation factors	Environmental factors	Individual factors	Socio-cultural factors
Employees job Performance	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	278						
Job-related factors	Pearson Correlation	-.508**	1					
	Sig. (2-tailed)	.000						
	N	278	278	278				
Organizational factors	Pearson Correlation	-.487**	.307**	1				
	Sig. (2-tailed)	.000	.000					
	N	278	278	278				
Interpersonal relation factors	Pearson Correlation	-.447**	.296**	.266**	1			
	Sig. (2-tailed)	.000	.000	.000				
	N	278	278	278	278			
Environmental factors	Pearson Correlation	-.522**	.300**	.306**	.317**	1		
	Sig. (2-tailed)	.000	.000	.000	.000			
	N	278	278	278	278	278	278	278
Individual factors	Pearson Correlation	-.408**	.319**	.328**	.176**	.210*	1	.174**
	Sig. (2-tailed)	.000	.000	.000	.003	.000		.004
	N	278	278	278	278	278	278	278
Socio-cultural factors	Pearson Correlation	-.297**	.120*	.246**	.225**	.181*	.174*	1
	Sig. (2-tailed)	.000	.046	.000	.000	.002	.004	
	N	278	278	278	278	278	278	278

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

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

Source: Survey, 2021

According to table 9, the correlation analysis results show that stress factors, such as job-related stress factors (r=-0.508), organizational stress factors (r=-0.487), interpersonal relationship stress factors (r=-0.447), environmental stress factors (r =-0.522), individual stress factors (r =-0.408), and socio-cultural stress factors (r=-0.297), have a negative relationship

with employees' job performance at St. Paul's Hospital Millennium Medical College. Environmental stress factors and job-related stress factors had the highest negative correlation with employees' job performance among the six stress factors, but socio-cultural stress factors have a small but significant relationship with employees' job performance, according to the results.

Regression Analysis

To determine, the extent to which the explanatory variables explain the variance in the explained variable, regression analysis was employed. The data was passed through the necessarily model assumption tests such as the multicollinearity test. According to Filed (2009) when the mean tolerance

statistic is less than 0.1 and VIF is greater than 10 then there is multicollinearity.

Linearity; The researcher conducted a linearity test for all independent variables with dependent variables from the scatter plots linearity of the data was ensured.

Table 10. Collinearity Statistics test

Model		Collinearity Statistics	
		Tolerance	VIP
1	(Constant)		
	Job-related factors	.791	1.265
	Organizational factors	.777	1.287
	Interpersonal relation factors	.820	1.219
	Environmental factors	.812	1.231
	Individual factors	.829	1.206
	Socio-cultural factors	.901	1.110

a. Dependent Variable: Employees job Performance

Source: Survey, 2021

From table 10 above, the result from regression analysis shows that the mean VIF is 1.21 and tolerance is 0.82 indicating that there is no multicollinearity problem.

Table 11. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.737a	.543	.533	.63240

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	128.888	6	21.481	53.712	.000b
	Residual	108.382	271	.400		
	Total	237.270	277			

a. Predictors: (Constant), Socio-cultural factors, Job-related factors, Environmental factors, Individual factors, Interpersonal relation factors, Organizational factors

a. Dependent Variable: Employees job Performance, b. Predictors: (Constant), Socio-cultural factors, Job-related factors, Environmental factors, Individual factors, Interpersonal relation factors, Organizational factors

Source: Survey, 2021

To see the contribution of each stress factor on employee job performance, multiple regression analysis was employed. The regression model presents how much of the variance in employee job performance is explained by the selected stress factors: job-related factors, organizational factors, interpersonal relations factors, environmental factors, individual factors, and socio-cultural variables with employees' job performance. The result of the regression analysis shows that 54.3% (where by R square is 0.543 and adjusted R square is 0.533) variations in response to employees' job performance were explained by job-related factors, organizational factors, interpersonal relations factors, environmental factors, individual factors, and socio-cultural factors. R

Square has been used to find out how well the independent variables can predict the dependent variables. Further, it is widely accepted in the social and psychological applications that an R2 adjusted of above 75 percent is very good; between 50–75 percent is good; between 25–50 percent is fair and below 25 percent is poor (Sakaran, 2000). Based on the result the model is good (53.3%).

The ANOVA table indicates that the model as a whole account for significant variations between employee commitment and organizational climate dimensions.

Table 12. Beta Coefficient -Stress and Employee job Performance

Model	Coefficients		t	Sig.
	Unstandardized Coefficients	Standardized Coefficients		

		B	Std. Error	Beta	
1	(Constant)	4.967	.140		35.514 .000
	Job-related factors	-.239	.045	-.247	-5.359 .000
	Organizational factors	-.198	.046	-.202	-4.333 .000
	Interpersonal relation factors	-.167	.042	-.182	-4.016 .000
	Environmental factors	-.274	.045	-.278	-6.108 .000
	Individual factors	-.157	.046	-.155	-3.438 .001
	Socio-cultural factors	-.097	.042	-.099	-2.293 .023

a. Dependent Variable: Employees job Performance

Source: Survey, 2021

As indicated in above table 4.12 the stress factors significantly affect employees' job performance. The strength of each predictor (independent) variable influence on the criterion (dependent) variable can be investigated via standardized Beta coefficient. Hence, the regression coefficient explains the average amount of change in the dependent variable caused by a unit of change in the independent variable. The detailed analysis was presented as follows;

- **Job-related factors** - is significant at less than 1 percent ($p \leq 0.001$) and negatively associated with employees' job performance. Job-related stress factors $B = 0-.239$ decrease employees' job performance. The study finding was similar with study conducted by Warraich *et al.* (2014) job related stress is significantly and negatively influence employees' job performance.
- **Organizational factors** - are significant at less than 1 percent ($p \leq 0.001$) and negatively associated with employees' job performance. Organizational related stress factors $B = -0.198$ decrease employees job performance. The study finding was similar with study conducted by Warraich *et al.* (2014); & Mai & Vu Hai (2017) Organizational stress is significantly and negatively influence employees' job performance.
- **Interpersonal relations factors**- are significant at less than 1 percent ($p \leq 0.001$) and negatively associated with employees' job performance. Interpersonal relations stress factors $B = -0.167$ decrease employees job performance. The study finding was similar with study conducted by Warraich *et al.* (2014); & Mai and Vu Hai (2017) Interpersonal relations stress is significantly and negatively influence employees' job performance.
- **Environmental factors** - is significant at less than 1 percent ($p \leq 0.001$) and negatively associated with employees' job performance. Environmental stress factors $B = -0.274$ decrease employees job performance. The study finding was similar with study conducted by Warraich *et al.* (2014); & Mai & Vu Hai (2017) Environmental factors stress is significantly and negatively influence employees' job performance.
- **Individual factors** - is significant at less than 1 percent ($p \leq 0.001$) and negatively associated with employees' job performance. Individual stress factors $B = -0.157$ decrease employees job performance. The study finding was similar with study conducted by Warraich *et al.* (2014); & Mai &

Vu Hai (2017) Individual stress factors are significantly and negatively influence employees' job performance.

- **Socio-cultural factors** - are significant at less than 1 percent ($p \leq 0.001$) and negatively associated with employees' job performance. Socio-Cultural stress factors $B = -0.097$ decrease employees job performance. The study finding was similar with study conducted by Warraich *et al.* (2014); & Mai & Vu Hai (2017) Socio-Cultural stress factors are significantly and negatively influence employees' job performance.

The result also showed all six-stress factors used for this study significantly and negatively influence the employee's job performance of St. Paul's Hospital Millennium Medical College.

Recommendations

Based on the findings, discussion, and conclusion drawn in the study, the researcher recommends as follows;

Through the empirical research findings, this study provides practical evidence on the causal relationships between stress factors and job performance of job-related in St. Paul's Hospital Millennium Medical College; the managers of the organization should pay more attention to care about them in reduce employee stress, as a way to increase employee performance to contribute to increasing organization's productivity.

The stress factors such as; job-related stress factors, Organizational related stress factors, Interpersonal relation stress factors, Environmental stress factors, Individual stress factors, and Socio-cultural stress factors have effects on employees' job performance and the organization should emphasize to reduce the significant effect on employees' job performance. To be more specific, overloaded employees are likely to easily frustrate when they fail to meet deadlines and standards set. So St. Paul's Hospital Millennium Medical College; is required to conduct a job analysis and ensure a balanced allocation of tasks to its employees, based on their capability.

Environmental stress factors such as; space for job-related and Facilities and Job-related stress factors such as; job-related overloads, responsibility, and role ambiguity causes stress among employees in St. Paul's Hospital Millennium Medical College in which reduces

their job-related performance. But since stress-free life is not possible in any organization, it cannot be eliminated. However, the management can take steps to minimize it. Organizations can reduce the level of stress on employees by redesigning jobs to lower the job-related load on employees and take job-related should be delegated appropriately ensuring that no one is being excessively burdened and give rewards and recognition for employees. Besides this organizations should also reduce the level of stress on employees by redesigning jobs to lower the job-related load on employees and take job-related should be delegated appropriately ensuring that no one is being excessively burdened and give rewards and recognition for employees...

To reduce the effects of stress on employee job performance the management of the organization should arrange Training programs to develop employees and update their professional knowledge and skill to reduce stress and to deal with stressful situations before involvement in a critical care setting is recommended.

To cope with stress within the job-related the management must keep on the lookout for any signs indicating that the employees are being pressurized into too much job-related and employees should be provided with breaks and holidays regularly. This can also reduce the employee's stress and contribute to better job performance.

Performance is hindered by stress because the employees face signals of stress which affects their productivity. Therefore, increasing formal organizational communication with employees reduces stress by lessening the role ambiguity and open communication has the advantage of resolving conflicts between supervisors and subordinates.

Finally, by implementing the above-listed recommendation, the organization would be able to focus on selected stress factors, and also it would be possible to have improvements in job-related to help employees become perform their job better.

Areas for Further Study

Because of the limited time and resources, this study was conducted in St. Paul's Hospital Millennium Medical College. However, this may not represent the situation of another hospital in the country and it is difficult to generalize at the country level. Besides, the study has used a sample of employees from St. Paul's Hospital Millennium Medical College; an interesting finding may come up by conducting studies at a different hospital in the country.

Therefore, further studies will be conducted to explore the relationship between stress factors and employees' job performance focus on other Hospitals in the country and other organizations.

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