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## Sources of Occupational Stress and its Effects on the Performance of Workers and the Company: A Case of Rock Chemicals Fillers (Private) Limited in Chegutu, Zimbabwe

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### ABSTRACT

*This study investigated the sources of occupational stress and its effects on the performance of workers and the company. A case study was opted for because of various reasons which include the fact that it is an intensive and in depth examination of a specific individual or event, a group or institution in a specific context. In conducting the study, the researchers relied on both the quantitative and qualitative methods to overcome biased results. The population consisted of both workers and management staff and a sample of 33 (N=33) participants and 2 key informants. The sample was identified using the convenience sampling technique. The researchers used two research instruments; namely, the questionnaire and an interview guide in gathering data and information on the sources of stress and its effects on both the workers and company. Findings revealed that low income, poor working conditions and inadequate personal protective equipment were some of the main sources of stress. It was established that there is a negative relationship between job stress and job performance and consequently both the employee and employer are bound to feel the impact of occupational stress. The effects of stress on the workers were identified as physiological, emotional, cognitive and behavioural problems. Consequently, the company will also feel the effects of stress because of increasing absenteeism and tiredness, increased personnel turnover, decreased performance and productivity, decreased quality of work and products and increased unsafe practices and accidents rates. To this end, the researchers recommend that the employer should address low remuneration, introduce counselling at the company and introduce regular workshops on safety training, among other things.*

**Keywords:** Stress, Occupational Stress, Work Environment, Job Performance.

### 1.0 INTRODUCTION

Occupational stress has become one of the leading adverse factors causing chronic health problems, injuries, accidents and even death at workplaces. WHO (2007) defines occupational stress or a work related stress as the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities, and which challenge their ability to cope. A lot of studies on occupational stress have

been conducted in different parts of the world but it would seem there is a huge gap of knowledge that exists in third world countries like Zimbabwe. Workplace stress comes in many forms and it has many effects on the health of workers justifying the need to carry out a study on the sources of workplace stress, its effects on the performance of workers and the company which will inform policies concerning stress and its management in Zimbabwe.

## 2.0 BACKGROUND TO THE STUDY

Stress is an increasing problem in the modern world and the field of stress was discovered by Hans Selye in 1936. Since then, several authors have defined stress in various ways over a number of years. However, the literature on stress emphasizes that stress cannot be defined in a single way since it is not a nervous tension, an emergency discharge of hormones from the adrenal medulla or a reaction to a specific thing (Selye, 1996). The current general accepted definition of stress today is that it is an interaction between the situation and the individual. Generally, stress has a positive effect on employees of any organization but up to a certain extent which an employee can cope with. Mostly, it exceeds the bearable limits and has a negative result on employees. Stress emanates from a variety of factors which can be good or bad. It would seem the only time that we are completely free from stress is at death. The need to balance the internal events with the external events makes every human being vulnerable to stress, for instance workers.

Robbins (2001) observes that stress is a vigorous state in which a person is confronted with an opportunity, demand, or resource related to what the individual wishes and for which the outcome is perceived to be both vague and vital. Workers suffer from occupational stress and react to it in different ways. Some workers can effectively cope with stress than others. If stress becomes too excessive and prolonged, mental and physical illness may develop among workers, or even the employer.

Some people confuse stress with pressure. Pressure is regarded as something positive that actually helps in improving our performance. For instance, in many cases when employers advertise for vacancies, they clearly state that they need someone who can work under pressure. Most workers need a certain amount of pressure to perform well. However, it would appear that problems arise when the sources of pressure become too frequent without time to recover, or when just one source of pressure is too great for workers to cope. As such, if pressure becomes too excessive, it may lead to stress. It would also appear that stress emanates from what the environment offers and what it demands from us. To this extend, work related stress may result from the interactions of the worker and the environment of the work they execute their duties. Cite [www.business.dictionary.com/definition/occupational-stress.html](http://www.business.dictionary.com/definition/occupational-stress.html) says that occupational stress entails 'physical or psychological disorder associated with an occupational environment and manifested in symptoms such as extreme anxiety, tension, cramps, headaches or digestion problems. It is quite important to note that the environment contains stressors, known as 'external stressors' or strains and some environments are more stressful than others. These strains can be mental, physical or emotional.

According to ILO (2012), stress at work has now been widely acknowledged as a very common problem and has high costs in terms of workers' health, absenteeism, and lower performance. In order for workers to perform to their maximum, they need to be in their sound physical and mental health. Therefore, the study focused on

sources of work related stress because occupational stress has become a global issue. The World Health Organisation (WHO) (2007) has cited occupational stress as a “health epidemic for the 21<sup>st</sup> century, “whilst the International Labour Organisation (ILO) has defined occupational stress as a “global epidemic “. Work related stress, is an issue which is still far from being resolved even in developed and industrialized countries. It has become a problem of growing concern due to the changing nature of work.

Arguably, work related stress is a field that has not received adequate attention in developing countries as most industries have been focusing and battling to control commonly known occupational risks due to lack of resources and other related problems. Amid such challenges, there has been lack of awareness of work related stress as well as resources to address it. Hence, finding out the causes of job stress in order to deal with the phenomenon is important as this has been neglected in developing countries like Zimbabwe.

Zimbabwe is a developing country in Southern Africa that has been facing economic hardships and as such, has not been spared from occupational stress, which some authorities have described as a ‘workplace epidemic’. Generally, consumers are cash strapped and their spending is lower, and as a result of the low demand, companies are downsizing their manpower in line with the declining business activity. Consequently, most industries in the country face liquidation and it would seem employers are taking advantage of the economy and cheap market of human resources and workers are left with no choice but to accept sub- standards working conditions. There is also a high rate of unemployment, and employers also seem to be taking advantage of the situation as evidenced by their non-committal to address pertinent issues and concerns of their employees. For instance, you will hardly see an employee who specifically deals with stress related problems of employees in Zimbabwe unlike in other countries like her neighbour, South Africa.

The current economic crisis and the Economic Empowerment and the Indigenization Act have threatened the existence of quite a number of industries and employees now worry about their future career prospects. Employees are experiencing pressure from investors who are now withdrawing their money from Zimbabwean industries. Most industries are also failing to meet the demands of the worker both on and off duty. Consequently, a good number of employees earn wages and salaries which are far much below the poverty datum line. This has negatively affected workers’ level and sense of job security leading to stress as they cannot set solid sights on their employment and career options.

Furthermore, most industries in the country have no effective stress management systems at workplaces as stress is not recognized as a health threatening issue to workers. There are no mechanisms in place to monitor stress levels at workplaces. Most symptoms of stress are regarded as illness. Thus, the issue of occupational stress has not received adequate attention at all. This is evidenced by the lack of stress prevention policies by the Government. There are no statistics on record in respect of stress related incidences and stress management at the workplace.

Thus, workplace stress has become a costly epidemic. WHO (2007) cites that work related stress is still an evasive concept to many, although the topic is covered in hundreds of papers published every year. It is against this background that the study was centred on the causes and effects of occupational stress on the worker and the company’s performance in Zimbabwe.

### 3.0 ABOUT THE STUDY

The work environment contains stressors and some environments are more stressful than others. The workplace is an example of an environment that causes occupational stress. Occupational stress has an effect on the performance of workers. As such, the principal objective of this study was to find out the sources of occupational stress and its effects on workers and the company. The study also sought to establish the relationship between occupational stress and worker's performance as well as to find out techniques for effective management of occupational stress in developing countries like Zimbabwe.

### 4.0 METHODOLOGY

#### 4.1 Research Setting

The researchers identified Rock Chemicals Fillers, a (Private) Limited Company, located in Chegutu industrial area of Zimbabwe. It is a chemical manufacturing industry which manufactures chemicals used for various purposes such as agriculture and industrial purposes. Amongst the heavy machinery operated by the company, are ball mills, which are used to crush raw materials during the production process. It employs fifty (50) people of which forty eight (48) are males and two (2) are females. Most of them are married and live in the local townships. Like any other industrial company in Zimbabwe, Rock Chemicals is not an exception to the various challenges of stress which is under the current study. Thus, the workers are exposed to many stress-related problems which need to be attended to for their good as well as the benefit of the company.

#### 4.2 Research design

Research design is a set of logical procedures which when followed, enables a researcher to obtain evidence (Burns, 2000). In this research, the researchers used a case study. According to Choga and Njaya (2011:10), "a case study is an intensive and in depth examination of a specific individual or event, a group or institution in a specific context." It is further stated that "there is no fixed criteria and way of conducting case studies and it is done with a combination of other methods of qualitative research." In agreement, Anastas (1999) pointed out that a case study is an in depth study of a particular research problem rather than just a sweeping statistical survey. Furthermore, it is often used to narrow down a very broad field of research into one or a few easily researchable examples. Robson (1993) defines it as a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence. It is also known as a case report.

A case study has its own strengths and weaknesses. The advantages are that in a case study, the researcher intensively studies a case or a phenomenon on the assumption that it is typical of other cases (Borg, 2011). It gives researchers a deeper insight into the phenomenon and enables extensive data collection. The disadvantage is that data collection cannot necessarily be generalized to the wider population. This leads to data collected over longitudinal case studies not always being relevant or particularly useful. They are subject to bias as they tend to be only one experimenter collecting data. This can lead to bias data collection which can influence results more



than in different designs (Baker, Pisstrang and Elliot, 1995). Bias can be encountered in sampling. Although several researchers have found out that it also occurs in the conduct of other research studies, Rosenthal (1966), Sudman & Bradman (1982) argues that it is more frequently encountered in case studies. The researchers relied on both quantitative and qualitative methods when conducting the study to overcome biased results.

A quantitative research design is a method where data is often collected using questionnaires. Such quantitative data are known as the statistics of variables and are classified on the basis of class –intervals. In the work environment, where exposure to external stressors is generally the rule, one usually encounters a cluster of stress related problems. There is a need for evolving reliable quantitative approaches to assess the outcome and trace the cause-effect relationship in such clusters (Baumgarten and Osehorn, 1990). A qualitative research design is a systematic approach used to describe life experiences and give them a meaning and to make sense of their experience and guide their actions (McLeod, 1994).

There are few restrictions on the data and the underlying theoretical models involving qualitative research. Issues that cannot be quantified can be explored, for example empathy is not easy to quantify. Thus, the qualitative case study design was used as a research design in this study, as the concept of stress is a scientific research with an approach to describe life experiences and come out with a meaning. A case study research was also considered because the investigators found it appropriate in exploring a bounded system (a case) through detailed, in-depth data collection involving multiple sources of information (Creswell, 2007).

Stress is a social phenomenon, thus, a qualitative case study enables us to study the intricacy and the particularity of the social phenomena. You can generate hypotheses easily and conduct exploratory, discovery-oriented research. The data is freely defined by the participant rather than structured in advance by the researcher (Barker et al, 1995). The disadvantage is that if respondents are given open ended questions, the data analysis process is time consuming and interpretation can be a problem in a qualitative research (McCleod, 1994).

#### **4.3 Population, sample, instruments and data collection procedure**

There are a total number of 50 employees at the Rock Chemical Fillers Company of which two are females. As such, the target population was 50 employees at the company site. In sampling, the researcher used convenience sampling method. The convenience sampling is a non-probability sampling, or as it is sometimes known; grab or opportunity or accidental sampling. Convenience sampling, it is sometimes called, accidental or opportunity sampling involves choosing the nearest individuals to serve as respondents and continuing that process until the required sample size has been obtained or those who happen to be available and accessible at the time (Cohen et al, 2007). It was ideal to use a convenient sample taking into consideration the size of the population under study. Samples were drawn from that part of the population which was readily available and convenient. Accordingly, a sample of 35 employees comprised factory workers, administration officials and managers was used to accomplish the study.

Self-administered questionnaires were used in the study as a research instrument. A questionnaire consists of a set of questions presented to a respondent for answers. The respondents can go through the questions, interpret them and then write down the answers themselves. The researcher chose the use of a questionnaire because it was a quicker method of collecting information among other advantages. As Leedy (2007) observed, it is a relatively

quicker method to collect information and that the responses, are gathered in a standardized way which means that they are more objective and information can be gathered from a large portion of a group. .

In order to extract more information, the researchers also conducted interviews from selected administration officials. This was made easier by making appointments with the company Manager. The advantages of interviews were that they were very flexible and large amounts of information were quickly collected.

#### 4.4 Study Limitations

The study suffered from methodological limitations particularly in the sample size. The study focused on only one company, Rock Chemicals (Pvt) Ltd. However, the number of respondents for the study was large enough to ensure a representative distribution of the population and to be considered representative of groups of people to whom results will be generalized or transferred.

#### 4.5 Data Analysis and Presentation

Logical content analysis of data was used. As such, the content of data was simplified. Data or research findings were presented in graphs, tables and charts to simplify the findings and for easy analysis as well as evaluation.

### 5.0 FINDINGS AND DISCUSSION

The researchers started by looking at the respondents’ bio data. The sample consisted of 33 male participants and 2 key informants. The researchers also tried to answer the objectives by establishing the causes of occupational stress and its effects on both the employee and the company.

#### 5.1 Respondents’ Bio data

**Table 5.1 Gender distribution of respondents (n=33)**

<b>Respondents</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Factory workers	30	0	30
Admin. officials	2	0	2
Managers	1	0	1
<b>Total</b>	<b>33</b>	<b>0</b>	<b>33</b>

The total number of respondents was 33 and all the participants were males. Of the participants, 11 respondents were aged between 21 –30 years, 13 respondents were aged between 31–40 years whilst the remaining 9 were in the 41–50 years age group. The researchers also discovered that 42% of the workers were holders of ZJC certificates and 55% were holders of either ‘O’ level or A’ level certificates. Only one had an industrial certificate and two were holders of Diplomas. No one had a counselling certificate among the employees. The researchers



also observed that 30 respondents were married whilst 3 were single. This signifies the importance of stress management at the factory because if the workers are stressed, this may as well affect their families back home.

### 5.2 Causes of stress

The study looked at the causes of stress among the employees. Does stress emanate from the home or at work? What are the main causes of stress? The respondents who were workers, from both the shop floor and the management, tried to give answers to these questions.

**Table 5.2: What the workers felt stress emanated from (n = 33)**

What workers felt are the main contributors of stress	Factory workers	Admin	Total	%
Problems at work	22	3	25	76
Problems at home	8	0	8	24
<b>Total</b>	<b>30</b>	<b>3</b>	<b>33</b>	<b>100</b>

*Source: Study Results 2015*

Table 5.2 shows that 76 % of the respondents believe that stress emanates from problems at work. The remaining 24 % of the respondents indicated that stress is mainly contributed by problems at home. In an interview, a key informant indicated that causes of stress can be identified both at home and at the workplace. Another key informant had this to say,

*“Problems from the home maybe carried over to work. For instance, you may see the boss wearing a sad face even before he has interacted with the workers and consequently ends up shouting at workers for no apparent reason. Similarly, the employee who has been harassed at work may carry over the problem to his home explaining the rise of domestic violence cases in the town.”*

The other key informant also made another interesting observation when he stated that the discrepancy between the demands of a work environment and a worker’s capability to carry out and complete such demands often leads to stress. This perception agrees with Borg and Riding’s (2011) observation that occupational or work stress occurs when there is discrepancy between the demands of workplace and an individual’s ability to carry out and complete those demands. There are many types of events and tensions that may generate occupational stress. Kivimaki et al (2002) identify these as psychosocial work environment, job strain and social structures. What it shows then is that the majority of stressors emanate from the workplace. Thus, occupational stress is that which derives specifically from conditions in the work place. Ashfields (2010) emphasizes that where we work has a significant impact on our stress. Stress emanates from what the environment offers and what it demands from us

and people in some workplaces experience more stress than others do. What then are the main causes of occupational stress?

**Table 5.3: Main causes of occupational stress (N=33)**

<b>Stressor Ranking</b>	<b>Stressor Description</b>	<b>Frequency</b>	<b>Percentage</b>
01	Low income levels	26	79
02	Poor working conditions	13	39
03	Inadequate personal protective equipment	11	33
04	Lack of training in safety	04	12
05	Lack of job stability and security	04	12
06	Increasing workload	04	12
07	Job rotation	02	6
	<b>Total</b>	<b>33</b>	<b>100</b>

*Source: Study results 2015*

From Table 5.3 above, the majority of the employees (79%) believe that the main cause of occupational stress is low income, followed by poor working conditions (39%). As for some, they think that inadequate personal protective equipment is contributing towards stress (33%). The other causes, identified with a low stress ranking, however, were lack of training in safety (12%), lack of job stability and security (12%) and increasing workload (12%). The least number of employees (6%) showed that job rotation can also cause stress. All these were the identified causes of occupational stress at the study site and they are arranged in order of ranking, at least from the workers perceptions.

Asked to comment on the given causes of stress, key informants indicated that like any other company in Zimbabwe, the company under study is also facing some economic challenges. The salary of the workers is below the poverty datum line, which points at low income. These findings also appear to be in agreement with WHO (2007) which compiles a comprehensive list of causes of workplace stress. The list includes:

- i. too high or too low job demands
- ii. a fast work pace or time pressure
- iii. a lack of control over work load and processes
- iv. lack of social support from colleagues and/or supervisors
- v. discrimination
- vi. isolation
- vii. psychological harassment
- viii. lack of participation in decision making
- ix. poor communication or information flow
- x. job insecurity

- xi. lack of opportunity for growth
- xii. lack of advancement or promotion
- xiii. irregular working hours (especially shift work)
- xiv. being exposed to unpleasant or dangerous physical conditions and not being able to control them.

What then are the effects of stress?

### 5.3 Effects of stress

The causes of stress have been identified above. It has been noted that more stress emanates from the workplace. Consequently, stress has its effects, at least for both the employee and the employer.

**Table 5.4 Workers’ concentration is reduced when stressed and tasks are delayed?**

(n = 33)

<b>Workers concentration is reduced when stressed and tasks are delayed</b>	<b>Factory workers</b>	<b>Administration officers</b>	<b>Total</b>	<b>%</b>
Strongly Agree	20	0	20	61
Agree	4	3	7	21
Disagree	2	0	2	6
Not sure	2	0	2	6
Strongly disagree	2	0	2	6
Total	30	3	33	100

Source: Study Results 2016

From table 5.4 above, a total of 61% (20) of the respondents strongly agreed with the view that workers concentration is reduced when stressed and when tasks are delayed. All of these were factory workers and no administration officers. From the results, it can also be seen that 21% (7) agreed that workers concentration is affected such that execution of tasks is delayed when under stress, and of these, 4 were factory workers while 3 were administration officers. Only 6% (2) respondents in each case were not sure, disagreed and strongly disagreed that workers’ concentration is reduced when stressed and tasks are delayed.

A key informant also noted that the effects are also felt at the company level. Stress also affects the level of production at the company and the moral of the workers. What it shows is that stress has a negative effect on both the worker and the employer. According to Hartman and Harris (2002) there are four categories of consequences of stress; physical, mental, behavioural and organizational. Hence, the consequences can be divided into two main categories such as effects on workers and effects on companies since the first three (physical, mental, behavioural) pertain to the worker and the last one to the (organisational) company or organization. As posited by WHO (2007), when stress persists or occurs repeatedly, it can have various negative effects on workers and the companies they work for.

### 5.3.1 Effects of Stress on the Worker

A key informant had this to say on the effects of stress on the worker:

*Stress has some positive effects on employees of any organization. However, mostly it exceeds the bearable limits and has negative results on employees.*

This condition can lead to headaches, stomach upsets, sleeping problems, chest pains and high blood pressure among other things. This is supported by Harris and Hartman (2002, 407) who established physical manifestations of stress on workers which include cardiovascular and gastro-intestinal disorders, headaches and physiological fatigues, and psychological consequences that include anger, depression, anxiety, low self-esteem and inability to concentrate.

A key informant also claimed that psychological disorders and emotional problems often results as the highest proportion of the effects of stress. She said:

*The way our bodies respond to stressful situations is determined by individual differences and coping mechanisms.*

What it means is that individuals react differently to stressful situations as stress can be pleasant or unpleasant depending on an individual's ability to cope. Similarly, Hans Selye (1996) observed that there is a difference between eustress (pleasant stress) and distress (unpleasant stress). Eustress is that positive stress which results from a challenge, which is a positive situation, for example being honoured. Distress is that negative stress that results from extreme suffering or pressure. As Tenant (2001) puts it, one level of eustress, namely, depression has been linked to occupational stress.

A key informant also identified the following as negative effects of occupational stress on the worker:

*irritability, anger, fatigue, anxiety, depression, headaches, loss of concentration, sleep disturbances, persistent negative thoughts, low appetite, gastro intestinal problems, musculoskeletal problems, blood pressure, heart disease, stroke, cancer, suicide and many others.*

Similarly, Reddy (1989) claims that there are numerous physical effects of stress. In their study, Vakola & Nikolaou, (2005) discovered that stress at work is a well-known factor for low motivation and morale, decrease in performance, high turnover and sick-leave, accidents, low job satisfaction, low quality products and services, poor internal communication and conflicts. NIOSH (2009) posits that job stress is associated with physiological and biological reactions that may lead ultimately to compromised health.

In summary, workers experiencing work-related stress usually suffer from a variety of reactions which can be categorized as; physiological, emotional, cognitive and behavioural reactions. Behavioural reactions which include drug and/or alcohol abuse, over-eating or under-eating, aggression, vandalism and poor interpersonal relationships have also been associated with stress (Harris and Hartman, 2002). Stress, if unchecked and allowed to go on for a long time, may eventually cause chronic conditions such as mental and physical disorders and impair the immune system, resulting in sickness and absence from work and work disability.

### 5.3.2 Effects of Stress on the Employer

With regards stress on the worker, a key informant clearly indicated that:

*The levels of stress employees are subjected to, can affect organisations directly or indirectly in a number of ways.*

Similarly, according to WHO (2007), work-related stress may affect corporate performance due to costs associated with increased absenteeism and staff turnover, reduced performance and productivity, increased unsafe working practices and accident rates, increased complaints from clients/customers, replacement of absent workers, training of substitute workers among other things. Harris and Hartman (2002) also add that organizational effects of stress include tiredness, absenteeism, missing deadlines, forgetting appointments and making unnecessary mistakes. Another key informant added that burnout, absenteeism and turnover are some of the negative outcomes of the perceived occupational stress. This is in agreement with Podsakoff and LePine (2007) who have identified a clear and casual relationship between occupational stress and these outcomes.

A key informant also observed that almost each and every factor that affects employee stress is closely related to the intention to quit. Staff turnover occurs when employees leave an organization and have to be replaced. The literature regarding turnover intention suggests that, pertaining to work related factors, particularly conditions of employment (e.g. salary, career opportunities) are important causes of turnover intention (Houkes, Janssen, Jonge, & Bakker, 2003). 'The process of recruiting and training a new employee, as well as absenteeism attracts certain costs to the organization', remarked a key informant. This will often lead to reduced productivity and increased overhead costs as there is inconsistency in the level of delivery and task execution. Thus, stressed workers are a liability to the organization due to frequent absenteeism from work under the guise of sick leave.

The negative consequences of stress on employers and companies were summarized by WHO (2007) as;

- i. increasing absenteeism
- ii. increasing tiredness
- iii. increasing personnel turnover
- iv. decreasing performance and productivity
- v. decreasing growth rates and profit
- vi. decreasing quality of work and products
- vii. increasing unsafe working practices and accident rates
- viii. increasing complaints from clients/customers
- ix. increasing violent events
- x. increasing occupational diseases, and
- xi. increasing costs through all of the above.

## 6.0 CONCLUSION AND RECOMMENDATIONS

Basing on the above findings, the researchers concluded that most of the stress was due to environmental factors. This implies that stress emanates from problems at the workplace and this may explain the subsequent increase in the number of domestic violence cases in the community. The main causes of stress identified by the researchers were low income, poor working conditions and inadequate personal protective equipment at the company. The following were also noted as some of the causes of stress as discovered by the researchers; lack of training in safety, lack of job stability and security, increasing workload and job rotation. In essence, it has been observed that workers' concentration is reduced when they are stressed and tasks are delayed, and consequently, stress has negative effects on both the worker and the company.

Effects of stress on the worker are physiological, emotional, cognitive and behavioural reactions. In turn the company is bound to suffer the consequences because there is an increased level of absenteeism, decreased performance and productivity, decreased quality of work and products and increased unsafe practices and accidents rates. The researchers also concluded that workplace stress is more than stress developed elsewhere, perhaps essentially because workers spend most of their time at work, and stress has negative consequences on both the employee and the employer.

Basing on the above findings and conclusions, the researchers recommend that since stressed workers are more likely to be unhealthy, poorly motivated, less productive and less safe at work, the following techniques may be used to help both the workers and the company;

- Counselling to provide solutions and to improve the coping capacity of affected workers. With counselling, feelings of anxiety and panic attacks are addressed and therapists assist clients to learn social and coping skills.
- Companies must ensure provision of adequate remuneration and recognition for workers.
- Companies should introduce regular workshops and training on safety and health issues.
- Companies should ensure that workers have adequate protective clothing, and the government must monitor companies on this aspect.
- Sport and recreation are other techniques which can help to reduce stressful conditions particularly depression among the employees.
- Workers should have time to rest and they are also encouraged to read a lot (e.g. novels and magazines) in order to break depressive swings.
- Organisations must increase their assistance towards the general welfare of their employees. Workers need to be supported and their working conditions improved in order to decrease work related stress.
- Organisations should detect signs of work related stress and take precautionary and proactive actions.
- Organisational management should also analyse stress risk factors and design an action plan which should then be implemented in order to curtail potential employee's stress.



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