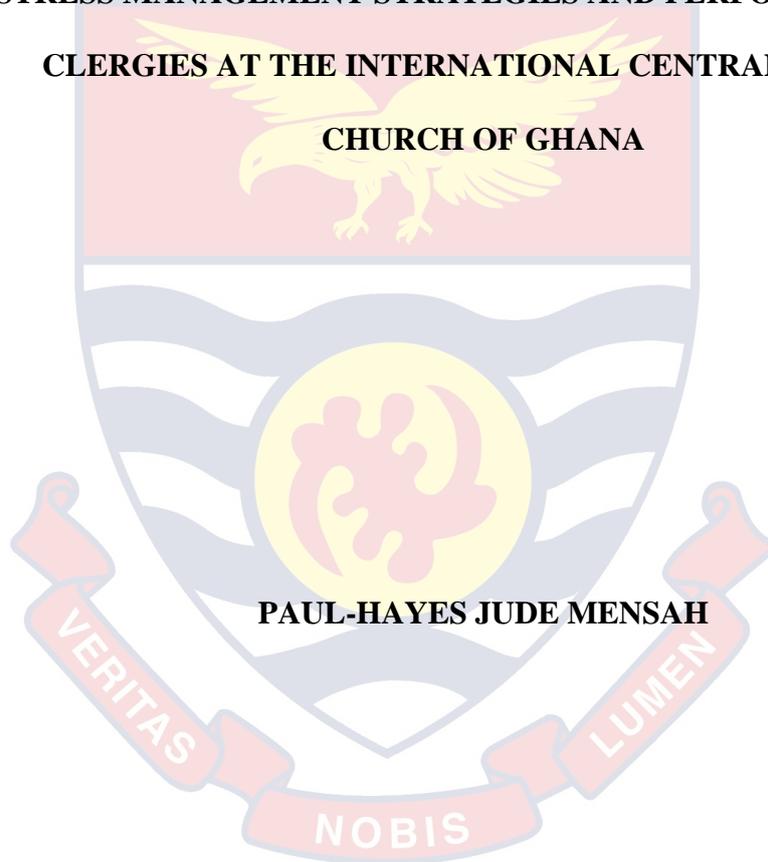


UNIVERSITY OF CAPE COAST

STRESS MANAGEMENT STRATEGIES AND PERFORMANCE OF

CLERGIES AT THE INTERNATIONAL CENTRAL GOSPEL

CHURCH OF GHANA

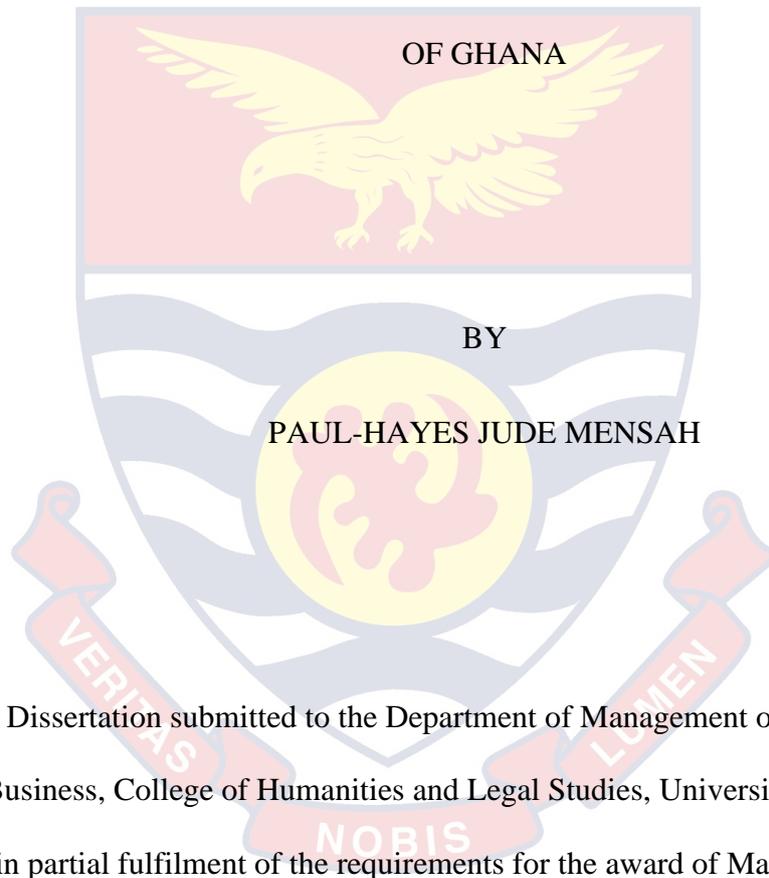


PAUL-HAYES JUDE MENSAH

2020

UNIVERSITY OF CAPE COAST

STRESS MANAGEMENT STRATEGIES AND PERFORMANCE OF
CLERGIES AT THE INTERNATIONAL CENTRAL GOSPEL CHURCH



Dissertation submitted to the Department of Management of the School of
Business, College of Humanities and Legal Studies, University of Cape Coast
in partial fulfilment of the requirements for the award of Master of Business
Administration degree in General Management.

AUGUST 2020

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature..... Date.....

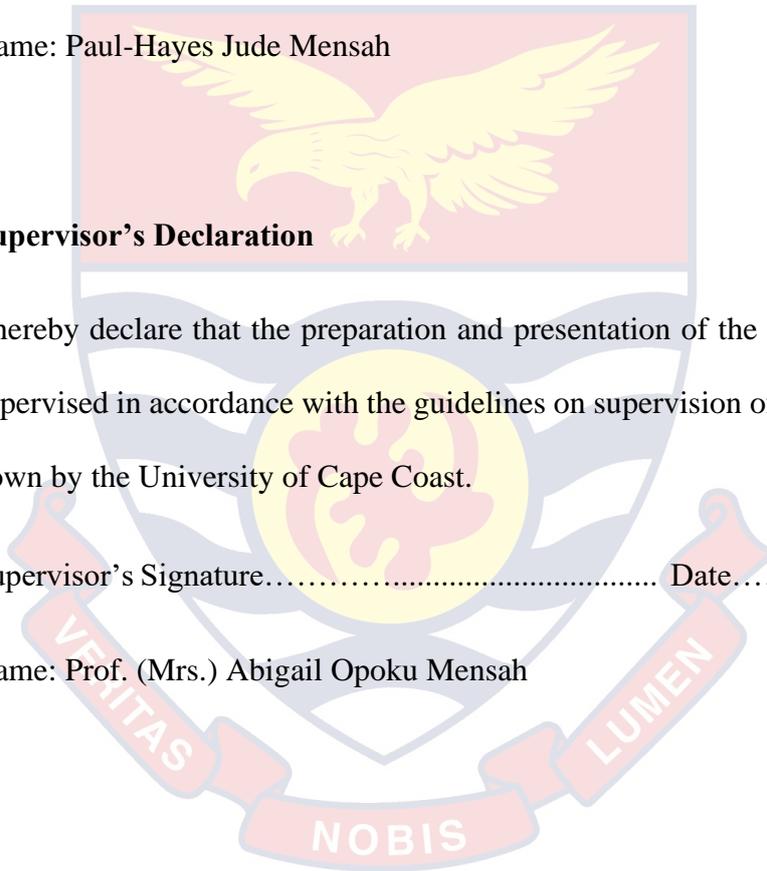
Name: Paul-Hayes Jude Mensah

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature..... Date.....

Name: Prof. (Mrs.) Abigail Opoku Mensah



ABSTRACT

The study specifically assessed the causes of job stress, the stress management strategies adopted and it also examined the effect of stress management strategies on the performance of clergies at the International Central Gospel Church of Ghana, specifically those in the Central/Western Region. The study was underpinned by the person-environment fit theory and the quantitative approach and descriptive research design were adopted. Using the census technique, valid data was obtained from 103 clergies out of 110 clergies in the study area. Structured questionnaires were administered to gather data from the respondents which was then processed using the IBM SPSS Statistics version 24. Analysis was then carried out using the mean, standard deviation scores and regression analytical tools. The study found work life imbalance as the major job stressor, whereas the stress management strategies were found to have significant positive effect on the performance levels of the clergies. It was concluded that, stress management strategies play significant roles in improving the performance levels of the clergies at the church. The study recommended that management of ICGC should implement strict measures and practices aimed at constantly improving their stress management strategies.

KEYWORDS

Job stress

Stress management strategies

Employee performance

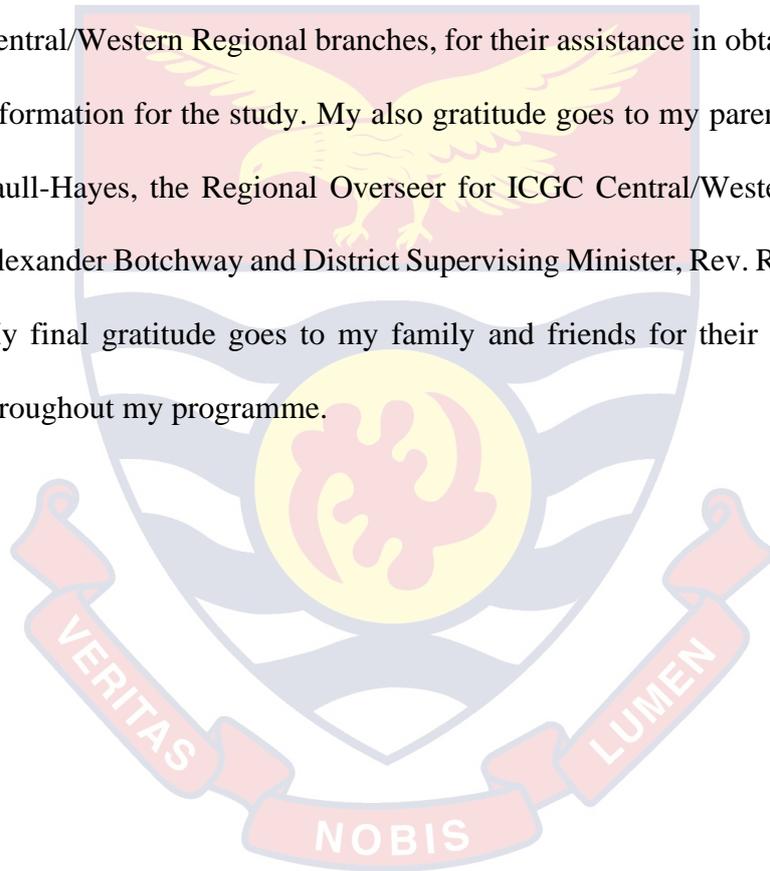
International Central Gospel Church



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DEDICATION

To my family, Emefa and the International Central Gospel Church.

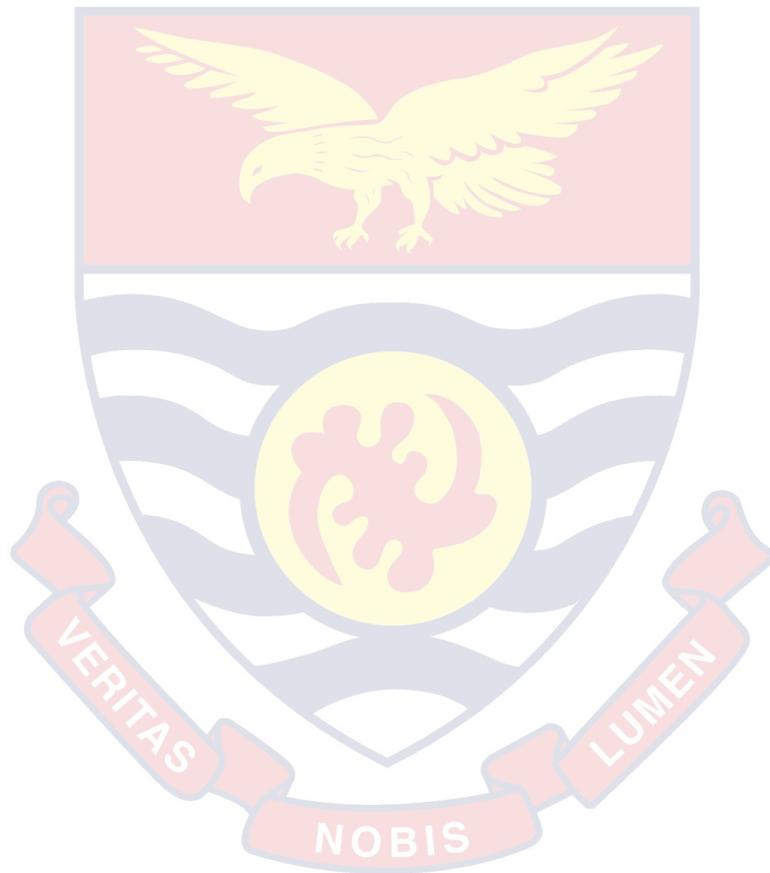
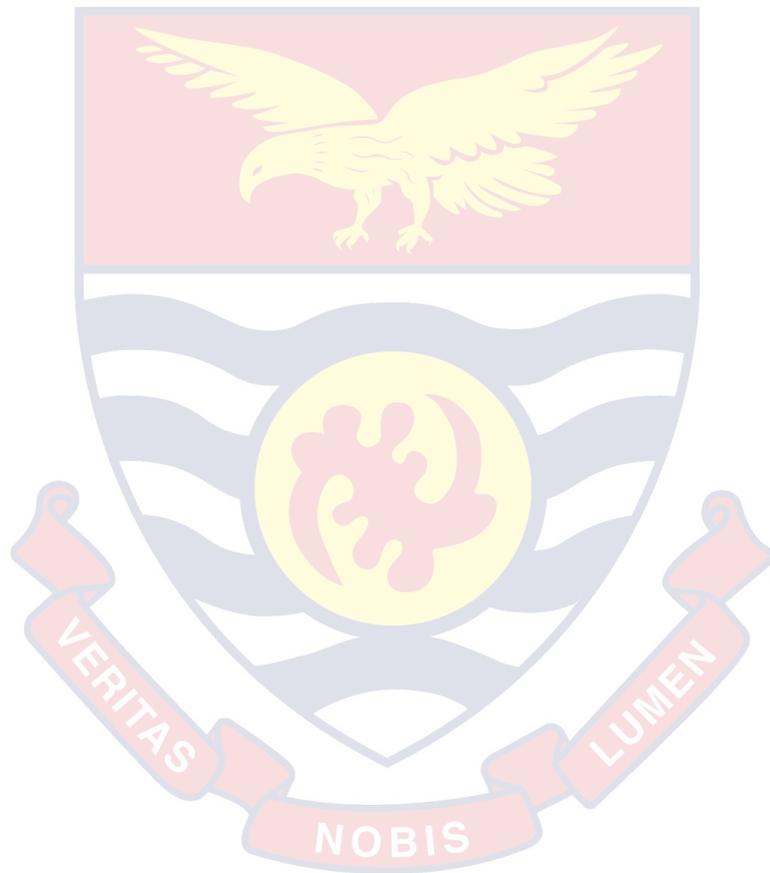


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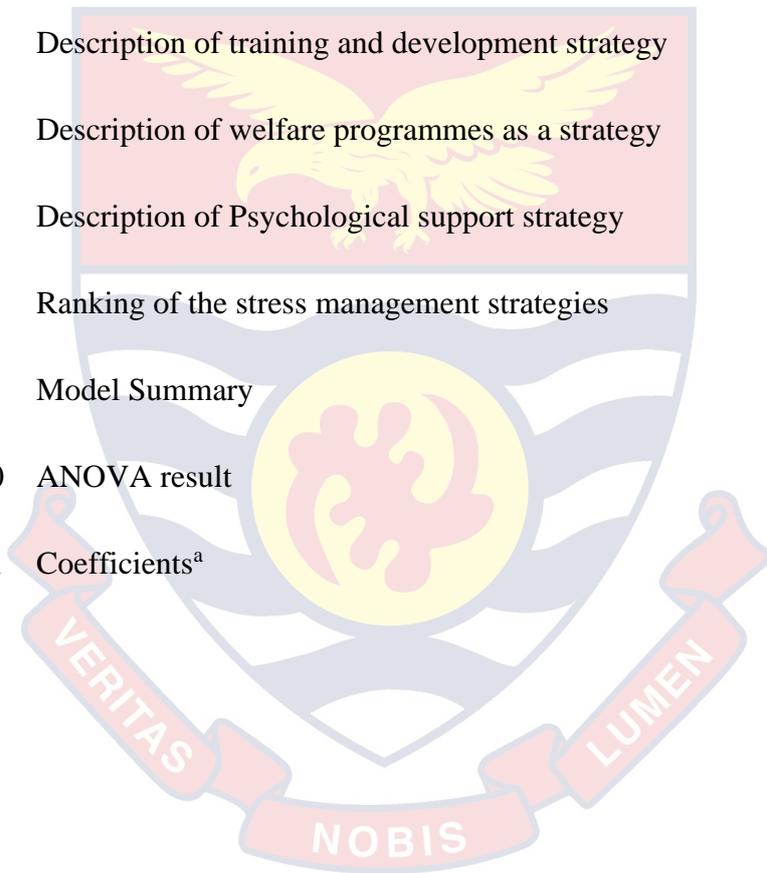
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LIST OF ACRONYMS

ICGC	International Central Gospel Church
SMS	Stress management strategies
PE	Person-environment



CHAPTER ONE

INTRODUCTION

The concept of job stress has become a complex menace to human resource globally (Carnall, 2018). It is noted as a key factor which affects employee performance if proper strategies are not established to manage it (Kihara, 2018). Stress management is the process of planning, organising, controlling and monitoring stress-related issues in bid to eradicate or minimise them (Kihara, 2018). Common strategies for managing stress have been found to include psychological support, job redesign, training and development, welfare programmes, counselling services, work-life balance, workplace flexibility, time management and relaxation techniques (Soegoto & Narimawati, 2017). However, the impact of the strategies employed by International Central Gospel Church (ICGC) Ghana to on the performances of its clergies appear very scanty. It is on this note that this study examines stress management strategies and performance of clergies at ICGC.

Background to the Study

Stress is continuously becoming a very complex menace to humans mostly in the working class across the globe (Ekianabor, 2016; Karanja, 2014). Today, stress is seen as a major factor affecting employees' performance in organisations (Awadh, Gichinga & Ahmed, 2015). According to Okeke, Echo and Obereh (2016), stress is an occupational hazard which has adverse physical and psychological reactions on an individual. It occurs in situations where the well-being of an individual is detrimentally affected by his/her failure to cope with the demands of the environment (Bamba, 2016; Williams, 2011). Work-

related stress is viewed as the product of an imbalance between environmental demands and individual capabilities (Jaret, 2017; Vanishree, 2014).

According to Gharib, Ghouse and Ahmad (2016), the contributions of human resource (employees) to any organisation can never be overemphasised. Employee performances are critical to accomplishing organisational performances and thus have direct impacts on the latter (Wang, Yen & Liu, 2015). Zafar, Ali, Hameed, Ilya and Younas (2015) viewed job performance as an employee's ability to meet expectations, achieve work aims/goals and/or achieve organisational goals. As such, most organisations are in recent times constantly seeking for unique ways of obtaining best performances from employees (Supriyanto, 2013; Soran, Balkan & Serin, 2014). However, job stress has been found as a major distractor of employee performance (Rizwan, Waseem & Bukhari, 2014; Soran et al., 2014).

Stress is regarded as an inevitable component of human life and when effectively controlled, can promote individual growth (Jaret, 2017; Kotteeswari & Sharief, 2014). Jaret (2017) pointed out that, stress can be very advantageous as it guides people and organisations on how to tackle stressful activities in a healthy manner. However, other studies have found that, most organisational stressors have severe adverse impacts on employees' physical and mental health (Dwamena, 2012; Soran et al., 2014). Stress is a leading cause of poor workers performances in organisations and it is commonly caused by immense work pressures, changing demands, long working hours, inadequate managerial skills, poor working conditions and lack of cooperation. In recent times, poor stress management has also been found as a major cause of job stress (Soegoto & Narimawati, 2017; Kihara, 2018).

Stress management refers to the process of planning, organising, controlling and monitoring stress-related issues in bid to eradicate or minimise them (Esia-Donkoh & Yelkperri, 2011; Kihara, 2018). In a workplace setting, managing stress is a responsibility of both superiors and subordinates. As superiors want the best from their subordinates, they are expected to constantly assist the latter in managing any stress-related challenges. Stress management can never be achieved without adopting the necessary strategies. These strategies are seen as interventions, tactics designed to curb or reduce the impact of stressors at work (Karanja, 2014). Common strategies for managing stress include psychological support, job redesign, training and development, welfare programmes, counselling services, work-life balance, workplace flexibility, time management and relaxation techniques (Karanja, 2014; Kihara, 2018).

Studies have found that adopting the appropriate strategies to manage stress is a key stepping stone to improving individual and organisational performances (Kihara, 2018). This is because, these strategies help employees to identify and determine the signs of stress and develop relevant solutions for each sign. Well managed stress can stimulate, energise, improve health conditions and enhance the growth and performance. However, despite the numerous strategies for managing stress, the causes of stress differ from one workplace to the other (Banerjee & Mehta, 2016; Soegoto & Narimawati, 2017). This study therefore assesses the causes of stress among clergies at the International Central Gospel Church (ICGC), Ghana. It also seeks to identify the various stress management strategies of the church and documents the effect of these strategies on the performance of the clergies.

Statement of the Problem

Excessive job stress has been found to continuously jeopardise the health of organisations (Awadh et al., 2015; Mwanza, 2017). Studies have revealed that, job stress emanates from several factors including unfavourable working conditions, heavy workload, limited promotion opportunities, unfavourable salaries, poor environmental conditions, organisational politics, poor leadership skills and lack of employees' involvement in decision making (Aftab & Javeed, 2012; Bewell, Yakubu, Owotunse & Ojih, 2014; Awadh et al., 2015). Work stress has been proven to adversely influence employees' physical and mental health, their performances which leads unhealthy organisational climates. Such unhealthy organisational climates in turn reduce employee commitment, increase dissatisfaction and negatively affect employees' job performances (Halkos & Bousinakis, 2010; Mwanza, 2017).

The experience of excessive job stress is certainly not new in Ghana (Dwamena, 2012). Dwamena (2012) stressed that, Ghanaian workers continue to experience stress as a result of poor environmental and working conditions, inadequate incentives and demanding nature of their jobs. He further points out that workers in Ghana have to contend with low salaries, poor involvement in decision making and heavy workload. Similarly, the numerous roles of clergies in the International Central Gospel Church of Ghana equally exposes them to job stress. Clergies need to combine their personal work roles with church related activities making their work very demanding and highly stressful.

Members of ICGC primarily look up to the clergies in times of spiritual assistance, physiological needs and even assistance during difficult situations. In such instances, management of ICGC need to be able to effectively manage

the job stress of their clergies in bid to assist them perform their roles well. In various organisational settings, job stress has been attributed to various factors indicated earlier (Aftab & Javeed, 2012; Awadh et al., 2015; Bewell, Yakubu, Owotunse & Ojih, 2014), however, scanty literature exists on the causes of job stress among clergies in ICGC. Also, existing literature has provided little information on the influence that job stress management strategies have on performance of clergies in ICGC of Ghana.

More specifically, a study by Karanja (2014) examined the effect of stress management strategies on employee commitment and focused on family bank branches in Kenya. Amadi (2014) focused on training, a stress management strategy, and employee performance at Safaricom Limited Call Centre. Jamil, Ahmad and Ghouse (2016) focused on academic staff of Dhofar University, Sultanate of Oman. A study by Bamba (2016) looked at stress management and its effect on employees in industries sector of Bamako, Mali. Kihara (2018) concentrated on public service workers in Kenya, whereas Wafula and Nyaboga's (2019) study targeted academic staff in selected schools in Kenya. It could, therefore, be deduced that none of the studies focused on clergies of ICGC despite their exposure to job stress. It is on this note that, the study examines stress management strategies and their influence on performance of clergies focusing on ICGC in Central/Western Region.

Purpose of the Study

The purpose of the study was to examine the influence of stress management on the job performances of clergies at the International Central Gospel Church focusing on Central/Western Region of Ghana.

Research Objectives

The following specific objectives were developed to:

1. investigate the causes of job stress among clergies at the International Central Gospel Church;
2. examine the stress management strategies of the International Central Gospel Church;
3. examine the effect of stress management strategies on the performance of clergies at the International Central Gospel Church.

Research Questions

The following research questions guided the study:

1. What are the causes of job stress among clergies of the International Central Gospel Church?
2. What are the stress management strategies of the International Central Gospel Church?

Research Hypothesis

The following hypothesis were formulated and tested:

H₀: There is no significant positive relationship between stress management strategies and performance of clergies at International Central Gospel Church.

H₁: There is a significant positive relationship between stress management strategies and performance of clergies at International Central Gospel Church.

Significance of the Study

The study examines stress management strategies and performance of clergies at the International Central Gospel Church (ICGC) in Ghana. The drive for the study was to determine whether the stress management strategies of the

church have any effect on the performance of their clergies. As such, results from the study would provide guidelines to management in relation to formulating appropriate policies and strategies for their clergies in bid to help them perform their duties as expected.

Further, the study would assist policy makers such as Christian Church Council of Ghana and Ghana Pentecostal and Charismatic Council to establish policies that would guide their clergies' on how to manage stress-related issues to improve quality of work and life. Also, the study would provide important information and insight that will help management of ICGC and policy makers diagnose and solve problems, plan and assess effective stress management strategies for the ultimate benefit of both the clergies and their organisations. Finally, the study's outcome would expand existing literature on stress management strategies and workers' performance hence, provide deeper understanding of these variables within the context of church institutions.

Delimitations of the Study

The study was carried out within the scope of the International Central Gospel Church (ICGC) in Ghana. The study also focused on clergies within this church. As such, clergies in churches other than ICGC were ignored. Finally, the study relied on only clergies (Pastors) of the ICGC church, Ghana, as such, the study excluded non-clergies such as administrative officers, choristers, among others of the church.

Limitations of the Study

Based on scanty research on stress management strategies and employee performance within the context of church institutions, it was difficult to adequately rely on directly related literatures to either support or disapprove

findings of the study. This limitation was addressed by reviewing other related literature to support or disapprove the study's findings. Also, the study's findings could be affected by the views and opinions of the respondents. This is because, the views and opinions of the respondents cannot be controlled in the study. This was addressed by encouraging the respondents to provide relevant and objective responses to each question item. The respondents were also assured that their information would remain confidential and these measures helped in addressing possible false or biased information from the respondents.

Also, during data collection exercise, the study was faced with some major challenges such as unwillingness of some clergies to partake in the exercise due to various reasons such as confidentiality issues and inflexible schedules. Also, most of the respondents had other jobs and thus were difficult to locate. However, these difficulties were minimised by providing assurances of confidentiality of data. They were also allowed to fill the questionnaires during their limited free periods and in their own convenience within a given time frame. These measures helped minimise the limitations and improved the accuracy of the study's findings.

Definition of Terms

Job Stress: It is an occupational hazard which has adverse physical and psychological reactions on an individual.

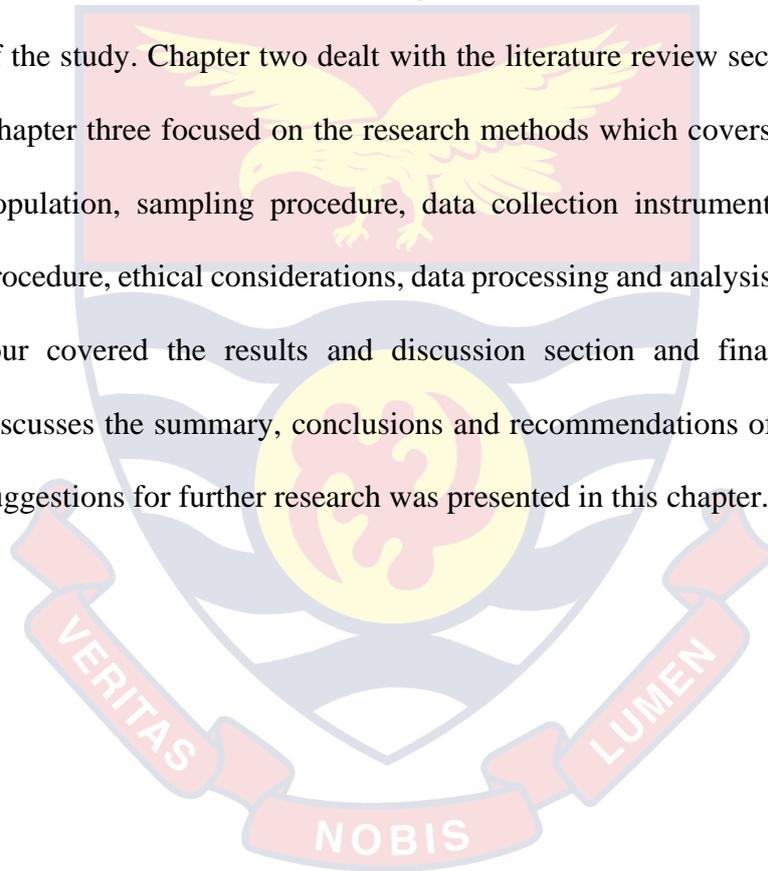
Stress management: It refers to the process of planning, organising, controlling and monitoring stress-related issues in bid to eradicate or minimise them.

Stress management strategies: They are referred to as interventions, tactics and methods designed to curb or reduce the impact of stressors at work.

Employee performance: It is an employee's ability to meet expectations, achieve work aims/goals and/or achieve organisational goals.

Organisation of the Study

The study was composed of five chapters of which, chapter one presented the background to the study, statement of the problem, purpose, objectives of the study, research questions, significance of the study, delimitation, limitation of the study, definition of terms as well as organisation of the study. Chapter two dealt with the literature review section of the study. Chapter three focused on the research methods which covers research design, population, sampling procedure, data collection instrument, data collection procedure, ethical considerations, data processing and analysis. Further, chapter four covered the results and discussion section and finally, chapter five discusses the summary, conclusions and recommendations of the study. Also, suggestions for further research was presented in this chapter.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter discusses the literature and theories that were considered relevant for the study. It focuses on theoretical review, overview of stress management and performance, empirical review and conceptual framework.

Theoretical Review

The study was underpinned by the person-environment fit theory with the support of the transactional model of stress.

Person-Environment Fit Theory

The person-environment (PE) fit theory was initially proposed by French, Rodgers and Cobb (1974) to explain the process of adjustment between an individual and his/her work environment. The Person-environment fit is described as the extent to which individual characteristics match with environmental features (Morley, 2007; Yang, Levine, Smith, Ispas & Rossi, 2008). An individual's characteristics may consist of his/her personal psychological needs, goals, abilities or personality whereas the environmental characteristics could consist of intrinsic and extrinsic incentives/rewards, job demands, cultural values and characteristics of other individuals in the workplace (Yang et al., 2008). According to Edwards and Bilsberry (2010), PE fit is mostly explained as a specific type of person-situation interaction involving person and environment characteristics.

Edwards and Bilsberry (2010) further explained that there should, therefore, be a positive relationship between these two elements (individual and

environment characteristics). According to Edwards and Shipp (2007) and Oh et al. (2014), a positive person-environment fit could lead to positive outcomes such as high level of satisfaction, performance and overall well-being of an individual. It can also lead to minimised turnover and improve organisational citizenship behaviours of the employees. On the other hand, a negative PE fit could lead to negative outcomes such as high job stress, disengagement and poor performance (Boon, Den Hartog, Boselie & Paauwe, 2011). Negative PE fit occurs if there is no accurate fit between an individual and his/her work environment.

This theory has been used to underpin studies relating to job stress across various organisations (Boon, Den Hartog, Searle & Skinner, 2011; Mafini & Dlodlo, 2012). This is because, the theory views stress a negative person-environment fit which is different from person to person and organisation to organisation. Thus, stressors of an individual could be different from another. This implies that, the strategies one person may adopt to eradicate or minimise stress may be different from that of another person. However, organisations can only tackle job stress of their employees by first identifying and assessing stressors in relation to each employee (Clergy). They then need to establish strategies that which could handle job stress among all employees in the organisation. These strategies such as job redesign, training and development, psychological support and employee welfare programs should be geared towards providing accurate PE fit in the organisation.

Transactional Model of Stress

In addition to the first theory, this model further explains stress. This model examines and considers stress and coping as a continuing relationship existing between an individual and his environment in a manner that allows his perception and interpretations of the immediate environment to influence and create psychological stress (Kihara, 2018). In this regard, the stress arises when the expected demands from the individual's work environment exceeds the amount of resources at the individual's disposal (Avey, Luthans & Jensen, 2009). According to the transactional model theory, the consequences of stressors at work, which are mediated by appraisal and coping, mostly tend to vary among individuals due to the differences in how individuals respond to occurrences and changes in their environment.

In the first place, each and every individual has his own way of making evaluations and interpreting the results thereof, and this, they believe, may be largely influenced by their own values and beliefs (Karanja, 2014). Whereas some may appraise and interpret the work environment as negative and demanding, others may perceive it to be fulfilling, but challenging. Proponents of this theory (Edwards & Bilberry, 2010) indicated that this theory works with the central assumption that the process is recursive in a manner that allows the coping activities and the resulting psychological stress to feed back into the appraisal process that would alter the perceptions of both the individual and the environmental resources.

In relation to the study, this model suggests that the impact of stress can be alleviated by providing the victims of stress (clergies) with strategies that would help alter their perceptions and improve their confidence levels as well

as enabling them to cope the stressful situation (Evans & John, 2013). To this end, management of ICGC may employ strategies like training and development, job redesigning as well as employee welfare as a way of offering both psychological and physical support to the employees. The transactional model of stress also may be applied to explore how stress can be managed since it helps understand how people differently perceive stress and how they appraise and cope with it. With this knowledge, a management program can be developed taking into account different approaches to manage stress in a work place (Karanja, 2014).

Overview of Stress

The issue of stress is a concept that has attracted widespread attention of scholars in recent years (Bloisi, Cook & Hunsaker, 2016; Rumbold, Fletcher & Daniels, 2012). This is as a result of the implications it stands to have on the performance of individuals, particularly workers and their ability to generate productive results. From a general point of view, stress is considered as an occupational hazard, which has the potential of inhibiting the performance of workers when not managed properly. Scholars, however, have attempted to provide an elaborate definition of stress (Rumbol et al., 2012).

Rumbol et al. (2012, p.15), for instance, defined job stress as, “a feeling or a condition a person experience when that person perceives that demands exceed the personal and social resources the individual is able to mobilise”. Fonkeng (2018) also defined the concept of stress as a situation that subjects a person under pressure in a manner that restricts his/her ability to cope with issues that occur around him/her. They also observed that stress can be analysed from the emotional perspective in which case emotions refers to the moods and

subjective feelings of people and pertain to a state of complex changes in the cognitive state of an individual which eventually affects the overall behaviour of the person.

Kumari, Joshi and Pandey (2015) added that, job stress occurs when employees are overloaded with work basically due to insufficient staff and extra work delegated by supervisors. Employees easily become stressed up and should this carry out for a long time, they eventually intend to quit especially during critical incidents. According to Shukla and Srivastava (2016), job stress occurs when resources are threatened by high demands, when resources are lost or when resources invested yield unexpected returns. The kind of evaluation individuals make in respect of stressful situation goes a long way to determine and influence their behaviour.

In the views of Getie, Betre and Hareri (2015), job stress is an important factor that contributes to poor performances among employees in most organisations. This is because, stress exists in every organisation and it expresses itself in different dimensions likewise it also affects employees differently in different working environments. From the discussion, it could be concluded that, stress is inevitable in any organisation and though its occurrence could be positive, its negative outcomes are mostly severe and devastating. They are likely to come about when employees find themselves in situations that place excessive demand and pressures on them to the extent that their level of satisfaction, commitment and invariably performances are immensely affected.

Types of Stress

Attempting to manage and control stress, authors have made efforts to categorise stress so as to gain a better understanding of the concept. According to American Psychological Association (2018), there are three distinct types of stress; chronic, traumatic and acute stress. Whereas others have simply grouped them as constructive and destructive stress.

Acute Stress

This is the most common form of stress which is often short-lived and temporary. It normally comes about when an individual experience a busy day that require him to exert a great deal of pressure on both his body and mind, eventually wearing him out. This kind of stress may also be experienced when an individual is about to undertake a major upcoming event, like a competition or even going for an interview. Acute stress may also come about when a person is faced with an upcoming work deadline such that he/she comes under pressure to deliver and meet those timelines (Glendon & Clarke, 2015).

Traumatic Stress

According to Getie et al. (2015), traumatic stress mostly results from traumatic events and experiences that are so shocking and emotionally overwhelming. Such situations may involve an actual or perceived threat of death or near-death experience, a serious injury, or a threat to one's integrity. Fonkeng (2018) observed that traumatic stress may be the result of natural disasters, catastrophic experiences or events. Whereas some victims of traumatic stress may recover quickly, others may take a while to attain a restoration.

Chronic Stress

Chronic stress has been observed to be the most harmful type of stress due to the severe nature of the effects it tends to have on its victims (Glendon & Clarke, 2015). It is a type of stress that is of a recurrent nature and can be observed to occur at intermediate periods and wears a person down so much down he virtually cannot seem to find a means of breaking away from it. Such stress has been observed by authors to spring from extended periods of prolonged exposure to such stressors as unhappy marriage, wrong career, unwarranted job, poverty, conflicting relationship, traumatic experience and many others (Fonkeng, 2018).

Chronic stress may also be the effect of undesirable experiences encountered at the early stages of a person's life, especially during childhood. Such stress, if left untreated for a long time, can cause irreversible damage to the mental state and health of individual (Glendon & Clarke, 2015). This could also affect employees' level of satisfaction and invariably performance at the workplace.

Causes of Job Stress

Considering the magnitude of the effect stress has on organisations, studies have sought to identify the possible causes of stress (Kafeel & Alvi, 2015; Fonkeng, 2018). The findings of these studies are much in line with the finding of Ayalew et al. (2015). Their findings revealed that, the causes of stress can be grouped into four categories; career development, relationship at work, role in organisation, intrinsic to job and finally, organisational structure and climate.

Poor Career Development

The onset of the twenty first century has brought about a paradigm shift in the work industry. Technology has virtually taken over everything. Robots and drones can be remotely controlled to perform much complex and even more dangerous activities with much ease and less harm (Ayalew et al., 2015). Consequently, the labour force has been constantly subjected under the pressure of doing something to remain relevant. This has made the pursuit of a meaningful and successful career the dire need of every employee. This is because the aspiration to achieve higher feats and rise through the ranks within one's field and career causes a lot of stress since individuals keep finding themselves in positions that opportunities that require a wide range of skills from them so they can remain competitive and survive in the industry. This thirst has been fuelled by the absence of job security and coupled with the fear of redundancy that stress out employees (Fonkeng, 2018).

Poor Relationship at Work

Day in day out, organisations are constantly looking for people who can team up with others to achieve a united purpose. As a result, employees are constantly admonished to build and maintain healthy relationships at the workplace. In as much as working together in a team with a united purpose can be a great source of assert to organisations, it can also pose a great threat by being a key source of stress among employees (Ayalew et al., 2015). Employers recruit and attract employees from different backgrounds with different skills and bring them together with the hope of making them work together to achieve a common objective that would serve the purpose and interest of the organisation. However, sometimes, employees tend to find a hard time getting

along with each other because of their individual differences, and this often leads to poor working relationships which can engender stress at the workplace.

Role Conflict

Every employee has a duty to perform towards the successful achievement of the overall goal of an organisation. However, there are occasions where these roles and duties may not be clearly defined such that they result in conflict of expectation and tasks at the organisation. This particularly becomes the case for employees whose nature of work require that they report to more than one superior, in which they may find themselves between incompatible demands from supervisors. Role conflict have been linked to strains which put employees under undue psychological pressure and stress at the workplace (Ganster & Rosen, 2013). Kamel (2015) added that, role conflict could occur when employees are instructed to perform a task from two or more managers; when employees are expected to achieve many roles at one time even though they are incongruent and incompatible; when employees' capabilities and resources conflict with the roles to create work stress.

Other Causes of Job Stress

Under this category, Ganster and Rosen (2013) identified the causes of stress to include, among other things, poor working conditions at the workplace, poor infrastructure (poor ventilation), negative or bad odour at the workplace, poor physical arrangement or layout that makes work uncomfortable for employees. Also, with the working environment, particularly the business environment is growing increasingly competitive, employees may be required to work beyond their regular schedule and go extra hours to meet the demands of the organisations' clients (Sonnetag & Fritz, 2015; Kafeel & Alvi, 2015).

Role ambiguity has been found as another cause of job stress and it occurs when people face uncertain and unclear expectations within a given role in their workplace (Gormley & Kennerly, 2010). Similarly, Demerouti and Bakker (2011) argued that role ambiguities result from ill-defined or unclear work roles.

Such situations take a toll on the health of employees as they are subjected under long periods of stress that wears them down. Although organisations may try to compensate them with higher wages and bonuses, the employees may still be susceptible to long-term health challenges (Gibreath, 2014). Alhamwan, Mat and Al Muala (2015) and Goh, Ilies and Wilson (2015) found other factors such as poor working conditions, excessive working hours, work-life imbalance, role conflict, role ambiguity and inadequate or lack of management support could lead to job stress and invariably affect employee performance. Similarly, Mwangi, Boinett and Bowen (2017) revealed that, work life balance is a positive relationship between work and other equally vital activities in life comprising leisure, family, personal and community development issues. Thus, work life imbalance creates negative relationships with these key elements leading to job stress.

Job Stress Management Strategies

Studies have revealed various strategies used for managing stress in various organisations (Feng, Su, Yang, Xia & Su, 2017). These strategies are mostly unique to the type of activities carried out by the organization. For instance, the strategies employed by business or health organizations may be different from those employed by churches. The reason is that, organizations operate under different organizational culture and environment thus their

employees are exposed to different stressors. This section discusses some of the key strategies employed by organisations regardless of its sector.

Job Redesign

Among the numerous studies on stress, it has been observed that the demands from one's job is a contributing factor to the stressors that continuously affect the psychological behaviour of people, eventually stress (Feng et al., 2017). Stress at the workplace has, over the years, been observed to be a major environmental problem most institutions and organisations encounter (Vaamonde, Omar & Salessi, 2018). Conceptually, job design is mostly perceived as work overload which leads to stress. For instance, an individual who is constantly faced with strict and tight deadlines will find himself in a position of stress (Cooper et al., 2015).

Job redesign has been explained as the conscious and intentional efforts made at planning and organising the job and the work environment in a manner that would allow employees to work conveniently and comfortably (Wales, 2013). Workers have indicated that, the nature of their work has been a prominent source of stress in their life, however, increased employee involvement in the decision-making process, improved management, enhanced benefits and increased vacation go a long way to alleviate the plight of employees with regards to stress (Lu, Wang, Lu, Du & Bakker, 2014). According to Wales (2013), job redesign helps to reduce stress in the working environment by way of helping to reorganise the work environment in order to reduce the degree of stress associated with the work.

Again, job redesign helps to ensure enhancement of responsibilities, authority and its associated accountability among employees. This provides

employees with the opportunity to enlarge their skills and improve their competencies (Jung & Yoon, 2013). A key aspect of job redesign is job enrichment, which seeks to arouse employees' interest and challenges of work by offering employees with a job that possesses these characteristics (Armstrong & Taylor, 2014). With job enrichment, employees are offered with a variety of work that helps to reverse the stress associated with repetition which breeds monotony (George, 2015). Also, management ensures that clear rules, regulations and standards are improved in bid to ensure proper stress management.

Another important aspect of job redesign is the concept of job rotation. Job rotation is a way of encouraging employees to achieve higher performance by allowing them to experience a continuous growth in their work such that they experience an expansion in their level of skills and knowledge which eventually affect the quality of their work (Schneider, Davis & Jorgensen, 2015). According to Pinder (2014), job rotation is also known as cross-training and involves the process of offering employees the opportunity of learning diversified job skills during a specified period of time. It is a very convenient and effective way of expanding employees' job assignment and helping them to increase their skills and competencies. Murphy and Sauter (2014) observed that, by trying different things, employees are able to break away from their usual way of life which, sometimes, tends to be monotonous and stressful.

Training and Development

The main rationale behind training and development is to prepare and equip managers and employees with the requisite knowledge and skills that will help them to stay relevant. Through training, employees enhance their

competencies as they are offered a powerful blend of cognitive training and clinically-proven relaxation techniques to manage stress and enhance resiliency in the most challenging circumstances (Fried, Shiron, Gilboa & Cooper, 2013). Through training and development, managers, as well as employees develop new values and principles such as self-management and empowerment which increases personal freedom and decentralization. Thus, stressful work environments together with increased demands for self-management on employees may promote a stronger need for individual self- management.

Workplace training is a method for learning and development that may respond to these needs. The prime motive of training at the workplace is to help employees to set for themselves, job- related goals, identify and implement adequate behavioural strategies to accomplish these goals, and provide feedback and evaluation of the progress towards the goals (George, 2015). This may include the development of skills to respond adequately to stressful work environments, and to reduce work- related stress. Rees and Redfern (2014) revealed that, staff development entails programs and activities that are geared towards enhancing the talents and innate potential of employees, and building their human capital in other to help them realise and make their dreams become a reality. Fried et al. (2013) emphasized that through development, employees are able to gain a better control over their ability to reason clearly so they can act appropriately.

Employees' Welfare Programmes

Welfare programs play a recognisable role in contributing to stress reduction. The sole purpose of employee welfare programmes is meant to improve the working conditions of employees. Employees who work under

good working conditions are able to reduce the amount of stress related to work (Cooper & Cartwright, 2013). Welfare programmes are mostly designed to help employees to handle personal problems that poses a great deal of threat to their well-being, health and sometimes their jobs as well (Wang, Lu & Siu, 2015). Studies have observed that when the management practices of individuals are improved, particularly, the work time and work location flexibility, as well as the development of supportive managers, contribute to increased work-life balance.

Welfare programs including adequate remuneration, conducive working environment and availability of health services have been demonstrated to have an impact on employees in terms of recruitment, retention/turnover, commitment and satisfaction, absenteeism, productivity and accident rates as this aid in lowering level of stress (Wang et al., 2015). Employees' assistance programs are examples of employees' welfare programs. An employee can go through a confidential referral service to get help with personal problems that may affect work performance. Examples of services include counselling for legal problems, substance abuse, family problems, grief and stress. Some employees also require assistance because they are exposed to stressful situations in the workplace.

Psychological Support

According to Vanishere (2014), psychological support remains one of the most important and effective remedies to combating stress among workers. Psychological support involves offering cognitive interventions that are aimed at enlightening employees to make them appreciate the fact that their minds, emotions and the kind of thoughts they entertain go a long way to influence how

they adapt and cope with stressful situations. Psychological interventions are meant to bring about an alteration in how individuals perceive, analyse and respond to situation that stress them out (Bliese, Edwards & Sonnentang, 2017).

Interventions like relaxation and meditation techniques, as well as breathing exercises have been observed to be effective ways of helping reduce stress among employees (Bliese et al., 2017). Such techniques are designed in a manner that allows employees to react positively to stress so as to reduce the adverse effect of stress on their lives. Meditation techniques teaches employees to control what they pay attention to, by enabling them to focus on one idea at a time. This helps to reduce the amount of pressure they allow into their cognitive system at a time. Meditation allows employees proper time to ponder over issues in their lives pertaining to their work, family and environment. This makes them aware and conscious of the kind of thoughts they have been having and differentiate between the negative ones as well the positives.

Other interventions include exercise programs and specialised support such as psychological first aid in times of emergency, soliciting the support of psychiatric professionals, recreational activities and use of non-specialised psychosocial support activities like life skills activities. These interventions help to provide continuing muscle relaxation; employed in managing and dealing with stress among employees. Exercises, for instance, aim at providing a physical release from the tension that builds up in stressful situations, although some have the goal of focusing the employees' attention on physical activity (rather than on the stressors) or providing an outlet for anger or hostility (Bliese et al., 2017). The underlying rationale is that, since relaxation and muscle

tension are incompatible, reducing muscle tension is coupled with the reduction of autonomic activity, and consequently anxiety and stress levels.

Overview of Employee Performance

In an organisational setting, performance of employees has been a major concern to management across the globe. This is because, it is seen as ability of an employee to use his/her skills and knowledge to efficiently and effectively achieve organisational goals (Bodla, Afza & Danish, 2014). Organisational performance has been found to be highly dependent on performance of its employees (Hashmi & Akhtar, 2016). As such, literature has supported the concept of performance and Aguinis (2013), for instance, viewed employee performance as behaviour or things employees exhibit and not what they produce or the work outcomes. Omuya (2016) revealed that, employee performance is a behaviour exhibited or something done by the employee for to enhance organisational performance and is evaluated based on the results of operations, turnover and efficiency as well as the effectiveness of services.

Agarwal, Datta, Blake-Beard and Bhargava (2012) stressed that, employees are generally able to improve their performances when they actively partake in decision making and thus are allowed to contribute in the implementation of change that affect them. They explained that, employees are able to quickly implement changes that they actively participate in. As such, employee performance is matter not only of what employees do, neither is it only about what they attain but how they achieve it as well (Armstrong & Taylor, 2014). They further explained that, performance is an accomplishment, execution or working out of anything and is highly influenced by several factors including leadership style.

In view of this, employee performance is seen as an on-going process and thus, has been measured in several ways with different indicators (Boxall & Purcell, 2011). In a study by Njanja, Maina, Kibet and Njagi (2013), for instance, staff performance was measured using indicators such as quality, quantity, cost-effectiveness and timeliness. Also, Gomes and Yasin (2011) developed indicators for measuring staff performance and they included work output, punctuality to work, quality of work, loyalty, responsiveness and work efficiency. These indicators have been adapted in other studies with great success (Kinsambwe, 2016; Irimu et al., 2014).

The performance of staff (clergies) is vital for successful development of people. Poor performances of clergies in both spiritual and physical aspects could be very dangerous to their followers. Murphy (2015) attributed poor performance to other factors such as lack of motivation, poor parental care, among others. As such, measuring staff performance in church institutions is as important as improving both physical and spiritual performances of church members. In view of this, the study adapted the performance measurement indicators developed by (Gomes & Yasin, 2011). It also adapted performance measurement indicators used studies by (Maduekwe & Kamala, 2016; Mabhungu, 2017). The indicators adapted include speed (respond time), flexibility, response and dependability.

Empirical Review

This section presents the empirical review of the study in relation to stress management strategies and employee performance. The discussion was based on extensive review of related literature.

Karanja (2014) did a study on the effect of stress management strategies on employee commitment focusing on family bank branches in Nairobi County, Kenya. Specifically, the study established the effect of psychological support, job redesign, training and development and employee welfare programs on employees' commitment. This study employed the descriptive research design. The target population was employees in the three levels of management; top level management, middle level management and low-level management in the bank. The study took a sample of 20 percent of the population using stratified random sampling. This study collected primary data using self-administered questionnaires. using multivariate regression model, the study found that all the stress management strategies had positive significant impact on employee performance.

Amadi (2014) conducted to focus on training and employee performance at Safaricom Limited Call Centre. The study adopted a case study approach where data was collected across a population through sampling of 340 employees at the Call Centre which forms the Customer Care Division of Safaricom. Primary data was collected by use of both structured and unstructured questions across the strata. Responses were analysed using both descriptive and graphical techniques. It was observed that training and development, a key stress management strategy, has a positive impact on both motivations of employees as well as performance. The study concluded that there is need for continuous training and development taking into consideration the competition, market dynamics, customer satisfaction, among others.

A study on the impact of job stress on job performance was conducted on academic staff at Dhofar University by Gharib, Jamil, Ahmad and Ghouse

(2016). The purpose of this study was to examine the impact of the job stress factors on job performance. For this purpose, the study employed structured questionnaires to gather data from 102 academic staff of Dhofar University, Sultanate of Oman. The data obtained were analysed using multiple regression analysis. The study found that, job stress has negative statistical effect on job performance. The study, therefore, concluded that there is an urgent need for an extensive stress management strategy in bid to assist the academic staff overcome their stress-related issues and invariably improve their performance.

Also, Bamba (2016), did a study on stress management and job performance in the industries sector of Bamako, Mali. The study carried out an exploratory research and employed face-to-face interview to gather the needed information from key personnel in the study area. Microsoft Excel was employed to process the data. The process of data analysis involves making sense out of text and image data. The study found that, stress management has a positive impact on job performance. The study concluded that, stress management is significant to the development of performances in the industries sector of Bamako, Mali.

Kihara (2018), evaluated the influence of stress management strategies on employees' performance and employed the descriptive research design. Using random sampling technique, a sample size of 21 ministries, comprising of 400 respondents from the target population of 700,000 were chosen. Questionnaires method was used as data collection instrument which was self-administered. The results revealed that all variables studied indicated a significant effect on employees' performance of Public Service, explained by a 91.1% variation. The regression model also indicated that there was a positive

relationship between employees' performance and the factor variables studies of relaxation techniques and counselling services.

Wafula and Nyaboga (2019) similarly conducted a study on stress management and employee performance among selected schools in Kenya/ the study employed the quantitative approach and survey research design. However, the use of census, purposive and convenient sampling techniques for this study were inappropriate and confusing. Despite this flaw, the study analysed data obtained from questionnaires using both descriptive and inferential statistical tools. The study's result found stress coping strategies to positively correlate with employee performance. The result implies that, stress management strategies positively affect the performance levels of the employees studied.

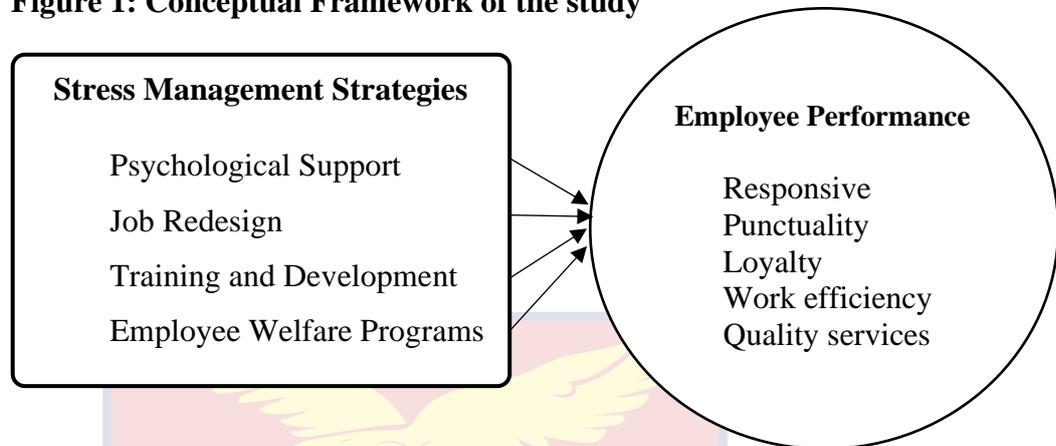
It could be deduced from the reviews that stress management strategies have significant impact or effects on job performance of employees across the globe. As such, organisations which have the interest of their employees at heart mostly adopt a stress management strategy(ies) in bid to improve employee performance. Also, most of the studies employed descriptive research design but their reasons for its adoption was scanty. Further, none of the current studies centred on clergies of International Central Gospel Church, Ghana creating a gap which requires attention. The study fulfils this gap by examining stress management strategies and performance of clergies at the church.

Conceptual Framework

Figure 1 presented the conceptual framework that shows the relationship between the strategies for managing stress and employee performance. In the figure, employee performance is presented as the dependent variable at the

centre and has been surrounded by the stress strategies which are the independent variables.

Figure 1: Conceptual Framework of the study



Source: Author's Own Construct, Paul-Hayes (2020)

Figure 1 revealed a relationship between stress management strategies and employee performance based on empirical literature. This implies that, the magnitude and strength of a particular stress strategy could have the same influence on the performance of clergies at the church. It is to note that, this section provides a pictorial view of the relationship between the study's variables and thus further explains the study's research objectives. From Figure 1, stress management stress (independent variable) was represented by job redesign, training and development, psychological support and employee welfare programs. On the other hand, the dependent variable was represented by employee performance. This is an indication that a unit change in employee performance results from a unit change in any of the stress management strategies. This is because, employee performance depends on the various strategies that ICGC adopts to manage the stress levels of their clergies.

CHAPTER THREE

RESEARCH METHODS

Introduction

The study sought to examine the influence of stress management on the job performances of clergies at the International Central Gospel Church of Ghana. This chapter therefore presented the research methods of the study in relation to research design, study area, population, sampling procedure, data collection instruments, data collection procedures, pre-test and data processing and analysis. Also, ethical considerations were discussed in this chapter.

Research Design

The study design was mainly the explanatory research design, as it sought to examine the causes of job stress and stress management strategies. The design is also suitable for testing relationships between variables (stress management strategies and employee performance) as it allows the use of statistical analytical tools (Creswell, 2014). Also, an explanatory design is effective for providing factual information about a situation. The design collects and analyses large amounts of data from a sizeable target population using both descriptive and inferential statistical tools in the most economic manner (Creswell, 2014). It specifically collects primary data through structured questionnaires, as in this particular case. It is relevant for generalising findings across a given population.

Study Area

The International Central Gospel Church (ICGC) is an Evangelical Charismatic Christian Church which was officially inaugurated in Accra, Ghana

on the 26th of February 1984. The vision statement of the church is to, “establish the house of God through the development of Model New Testament Christians and churches”, while its mission statement is to raise leaders, shape vision and influence societies through Christ (ICGC, 2017). Church activities were initially held in a small classroom with membership of about twenty people. In 1986, the membership grew to about one hundred and eighty adults and during this period, church activities were held in several facilities including a private residence, classrooms, mechanical workshop, science laboratory and cinema theatre. In 1988, the church established a ministerial institute to train new crop of leaders to carry out the church’s vision.

During the late 1990, the membership of the church rose to over 4000 across several major towns and cities in Ghana. The church also began to build other church premises across Europe and the United States. The church currently has a premier privately-owned University in Ghana known as the Central University College. The church has provided scholarships and other basic social amenities to numerous Ghanaians and other beneficiaries across the globe. It currently engages in promoting and organising events geared toward bringing Christ to the doorsteps of people. This activity among others involve the contributions of key members including clergies.

Clergies, also known as pastors, are ordained to perform pastoral functions. They are seen as Christian leaders and as such perform several roles to benefit people. As clergies combine church-related activities with their personal roles, they are exposed to job stressors which could affect their performances. However, existing literature has not clearly documented the

effect of stress management strategies on the performance of the clergies of the church. It is on this note that, the study was carried out in this church.

Population

Population of a study is the elements or people to be studied and from whom data will be obtained (Kothari, 2008). The study's population consisted of all the Clergies in all the branches of the International Central Gospel Church (ICGC) in Ghana. Out of this, the study targeted clergies within the Central/Western Region of Ghana. According to ICGC report (2018), the total number of clergies in the Central/Western Region, a branch of the church, was 110, thus representing the target population size of the study. Due to the relatively reasonable target population size, the study employed the census technique wherein information was obtained from every unit (clergy) of the target population.

The census technique provides a higher degree of accuracy and reliability of a study's findings (Creswell, 2014). It also provides adequate information and rich data for better generalisation of findings across an entire population. The census technique is an easier way of collecting information from some representative group of a given population. Simply put, every clergy in the Central/Western Region branches of ICGC participated in the exercise. Thus, primary data was obtained from all the 110 clergies of ICGC in the Central/Western Region.

Data Collection Instrument

A structured questionnaire was considered appropriate for data gathering due to the quantitative nature of the study. According to Creswell (2014), a questionnaire is a type of survey method that utilises a standardised

set of questions distributed to respondents, the results of which can be consistently compared and contrasted. The questionnaire is useful in reaching a large number of respondents, lower costs than interviewing, reduces biases by interviewers, among others. It is also suitable for obtaining primary data for a quantitative study of this nature. In spite of the numerous benefits in the usage of questionnaires; low response rates, clarity issues, possible literacy issues are some of the drawbacks associated with it. In summary, the use of questionnaire ensured economy, efficiency and effectiveness in collecting data

Moreover, the structured questionnaire was made up of four (4) sections which was geared towards achieving the study's research objectives. The first section contained the socio-demography of respondents. Section B contained question 10 items on the first research objective in relation to causes of job stress among clergies. Items for this variable were obtained from existing literature (Cooper et al., 2015; Banerjee & Mehta, 2016). Section C also contained question 16 items on the second research objective in relation to stress management strategies of the church. Items in this section were gathered from current studies (Beehr, 2014; Bamba, 2016; Fried et al., 2015; Ganster & Rosen, 2013; Bliese et al., 2017).

Further, Section D contained question items to measure performance of clergies. Also, 8 items in Section D was geared towards measuring employee performance in bid to test the study's research hypothesis. Items were obtained from Armstrong and Taylor (2014) and Kotteeswari and Sharief (2014). It is to note that, question items in Sections B-D were put on a five-point rating scale with 1-weak agreement and 5-high agreement. This scale enabled the use of descriptive and inferential statistical tools for data analysis. The Likert scale

assumes that variables can be measured on a continuum scale. It can also measure other variations including likelihood, agreement, quality, frequency, importance, among others. Also, Likert scales do not take simple yes or no responses and allow varying degrees of opinions. It is, therefore, suitable for obtaining data for quantitative analysis.

Data Collection Procedure

Before undertaking the data collection exercise, permission letter signed by the Head of Department of the Department of Human Resource Management, University of Cape Coast, was submitted to the management of the church at the headquarters in Accra. Copies were also sent to management in the various Central/Western Regional branches. After obtaining approval, copies of the letters were attached to all the questionnaires. This was done to prevent respondents from having doubts about the credibility of the whole data collection exercise. The questionnaires, with the assistance of two well trained and equipped staff, were then randomly distributed to the respondents. To ensure maximum and timely response rate, a period of ten (10) working days was allocated for the data collection exercise and this was basically due to the busy schedules and difficulties associated with locating the clergies.

Validity and Reliability

Validity in data collection means that one's finding is true representation of the phenomenon under study (Creswell, 2014). It explains how well the data collection instrument measures what it is intended to measure. As such, validity of this study's instrument was ensured by giving the drafted questionnaire peers, experts and academic supervisor who had in-depth knowledge in the research field in the University. These parties painstakingly read and assisted with all the

necessary corrections of the questionnaire before undertaking the pre-testing exercise.

Reliability is the extent to which a research instrument produces consistent results if repeated regardless of changing place and time (Sekaran & Bougie, 2016). In relation to the study, internal consistency was tested using Cronbach alpha (α) in bid to obtain the reliability of the questionnaire items. Existing studies have found that, the closer the value of Cronbach alpha (α) to 1, the more reliable its research instrument (Saunders et al., 2012; Creswell, 2014; Best & Khan, 2016). However, an α with threshold of 0.7 or more is generally acceptable. Table 1 presented the result of the reliability test based on the pre-test result.

More precisely, the study conducted the pre-test at the Greater Accra Region, headquarters of the church. The study obtained primary data through the drafted questionnaires from 30 clergies at the church in that region. This was done to ensure the validity and reliability of the drafted questionnaire prior to the actual data collection exercise. The result was presented in Table 1. From Table 1, it could be deduced that, all the question items for each construct or research objective passed the reliability test. This is because, all the items were higher than the acceptable criteria of 0.70. Specifically, Section B which focused on the causes of job stress had 10 items with an α threshold of $0.761 > 0.7$. This indicates that all the 10 question items could measure what it is supposed to measure thus reliable for the actual study.

Also, in terms of stress management strategies (16 items), an α threshold of $0.888 > 0.7$ was achieved indicating acceptable reliability of the its indicators. Specifically, four (4) constructs comprising job redesign (4 items),

training and development (4 items), employees' welfare program (4 items) and Psychological Support (4 items) had acceptable α thresholds of 0.905, 0.746, 0.770 and 0.866 respectively. The result implies that all the indicators (question items) used to measure each of the 4 variables to achieve research objective 2 met the reliability criteria thus >0.70 .

Table 1: Reliability results

Construct/objective	Cronbach's Alpha
Job stress (10 items)	0.761
Job stress strategies (16 items)	0.888
Job Redesign	0.905
Training and Development	0.746
Employees' welfare program	0.770
Psychological Support	0.866
Employee performance	0.816
All items (34 items)	0.774

Source: Field survey, Paul-Hayes (2020)

Also, the reliability test on employee performance with 8 items was also carried out. This result had an α threshold of 0.816. This means that all the measurement items can be used to achieve the stated purpose. Finally, the reliability test was done on all the items (34) and an α of 0.774 was obtained indicating reliability. The study concluded that all the items which were used to measure the research objectives are reliable and as such can be relied upon in the actual study.

Data Processing and Analysis

The data gathered from the field was first edited to check or examine the consistencies and discrepancies in the responses. It was then coded by using numbers to represent words and then processed using the Statistical Package for Social Sciences (SPSS) version 22. The processed data was then analysed using both descriptive (frequencies, percentages, means and standard deviations) and inferential (linear regression) statistical tools. These tools were prompted by the research objectives and for instance, the descriptive tools comprising means and standard deviations were used to analyse the first and second research objectives whereas the linear regression was used to test the study's research hypothesis.

The mean score is widely used as a standard measure of central tendency of a distribution (Creswell, 2014). It is suitable for ranking purposes and it was reported using a mean scale of 1 to 5 with mean scores of 1 to 2.9 indicating 'low', while 3 to 5 indicate high (Cohen, 1988). This means that, in terms of research objective one, mean scores of 1 to 2.9 indicate low causes of job stress while items with mean scores between 3 and 5 indicate high causes of job stress. However, the higher the mean score of a variable, the higher it causes job stress among clergies. Similarly, in terms of stress management strategies (objective two), the higher the mean score of a particular strategy, the more it is preferred by the clergies of the church. Finally, the regression was employed to examine the extent to which the existing stress management strategies influence the performance of the clergies at the church. This is because, linear regression is used to analyse cause and effect relationships between variables of interest.

Ethical Considerations

As this study required the participation of human respondents, specifically, clergies of International Central Gospel Church of Ghana, certain ethical issues were addressed. It was necessary to consider some basic ethical issues as ensuring the privacy and safety of the selected respondents and the information they provided. Considered among the significant ethical issues was in relation to data collection procedures which first seeks respondent's consent and assure them of them of utmost confidentiality to the information they provide.

To ensure successful data collection, the respondents were kept in the know of all the purpose of the study, including aim and the reasons for selecting particular respondents. Providing such background information positions respondents to understand the importance of their role in concluding the research. This was to ensure that respondents committed themselves willingly to the research and provided accurate and unbiased responses. Respondents were therefore not coerced into participating in the research.

Chapter Summary

This chapter mainly dealt with the appropriateness of the research methods employed in the study. It basically dealt with the research approach (quantitative), research design (descriptive), study area (International Central Gospel Church), population, sampling procedure, data collection instrument and procedure, ethical considerations and data processing and analysis. The chapter revealed that both descriptive and inferential tools were employed to analyse data in order to achieve the research objectives of the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter discussed the results and presented the study's findings. These results were guided by data collected through questionnaires. The chapter specifically entailed sections in relation to: socio-demographic characteristics of respondents, causes of job stress among clergies, stress management strategies implemented by the church and the effect of the various stress management strategies on the performance of the clergies of the church

Socio-Demographic Characteristics of Respondents

This section presented the specific personal characteristics of the respondents in relation to sex, age, marital status, highest level of education, employment status and number of years worked with the church. The results were then presented in Table 2. It is to note that, the study achieved a response rate of 93.64% since 103 out of the 110 responses obtained were accurate and appropriate for analysis. From Table 2, in relation to sex, majority (83) (80.6%) of the respondents (clergies) are male clergies with (20) (19.4%) of them being female clergies. This implies that, more than two third of the clergies at the church are males, thus more females need to be promoted or trained as clergies to bridge the high gender inequality gap in the church. This could in turn encourage more females to join, participate and fully commit themselves into various church activities, thereby increasing the church's congregants.

Table 2: Socio-Demographic Characteristics of Respondents

Items	Frequency	Percent
Sex		
Male	83	80.6
Female	20	19.4
Age Group		
18-30 years	24	23.3
31-40 years	36	35.0
41-50 years	25	24.3
51-60 years	5	4.9
Over 60 years	13	12.6
Marital status		
Single	24	23.3
Married	42	40.8
Divorced	24	23.3
Widow/widower	13	12.6
Level of Education		
Certificate	36	35.0
Diploma	24	23.3
Degree	28	27.2
Professional degree	6	5.8
Pastoral degree	9	8.7
Employment status		
Full time	74	71.8
Bi-vocational (part-time)	29	28.2
Years Worked in this position		
Below 10 years	68	39.9
10 - 20 years	45	38.7
21 – 30 years	6	21.4
Total	103	100.0

Source: Field survey, Paul-Hayes (2020)

In terms of age, majority (36) (35.0%) of the respondents are within the ages of 31 - 40 years. This was followed by (25) (24.3%) of the respondents within the ages of 41 - 50 years, 24 (23.3%) within the ages of 18 - 30 years, 13 (12.6%) were over 60 years and finally, (5) (4.9%) are within the ages of 51-60 years. This means that, majority of the church's clergies are currently within their active working periods and thus may require more motivational and training incentives to continuously help them enrich their capabilities.

In reference to the descriptive statistics, 42 (40.8%) were married, 24 (23.3%) and 24 (23.3%) were single and divorced respectively, while 13 (12.6%) were widows/widowers. This means that, majority of the clergies could be actively involved in both family and work activities which could expose them excessive job stress if they struggle to properly manage these individually demanding roles. Also, in terms of highest educational qualification, majority (36) (35.0%) of the respondents had certificates. This was followed by 28 (27.2%) of them with degrees, (24) (23.3%) of them with diploma, (9) (8.7%) had pastoral degrees and finally, (6) (5.8%) had professional degrees. This means that, all of the respondents are academically inclined and thus could provide relevant information needed to inform policies related to stress management.

In terms of current job positions, majority (74) (71.8%) of the respondents were full time clergies at the church, while 29 (28.2%) were bi-vocational (part-time) clergies. This means that, majority of the clergies could be exposed to excessive job stress as they work on a permanent basis. Finally, in terms of number of years worked at as clergies, Table 2 revealed that, (68) (39.9%) of the respondents have worked for less than 10 years, 45 (38.7%) of

them have worked for between 10 - 20 years, while 6 (21.4%) of them have worked for between 21 - 30 years. This implies that, majority of the clergies are relatively new in their job positions, thus could struggle to appropriately handle associated stress-related issues. They may, therefore, require more stress management support systems to help them overcome their stress-related issues.

Causes of Job Stress Among Clergies at the Church

The section discussed the first research objective in relation to assessing the causes of job stress among clergies at the International Central Gospel Church (ICGC). To achieve this objective, the data obtained was analysed using mean and standard deviation scores. The result was presented in Table 3.

Table 3: Causes of Job Stress Among Clergies at the Church

Items	N	Mean	Std. Dev.
Work life imbalance	103	3.37	1.237
Role conflict	103	3.24	1.159
Excessive working hours	103	3.17	1.307
Inadequate management support	103	2.95	1.294
Poor relationships with colleagues	103	2.91	1.351
Role ambiguities	102	2.67	1.323
Inadequate monetary incentives	103	2.57	1.185
Job insecurity	103	2.47	1.211
Poor infrastructure	103	1.49	.884
Poor career development	103	1.45	1.017

Source: Field survey, Paul-Hayes (2020)

From Table 3, the clergies of ICGC agreed that there were some factors causing job stress, however, work life imbalance was the highest and major

among them. The result had the highest mean score of 3.37 with standard deviation of 1.237. This means that, the clergies' abilities to effectively balance their work with personal life roles expose them to excessive job stress. Work life balance has largely been found among the key sources of job stress facing employees in most organisations including churches. In recent times, organisations are increasingly becoming extremely competitive and these invariably have rippling effects on their employees. On the other hand, these same employees are largely expected to achieve both family and personal roles. Thus, most employees including clergies arguably struggle to balance their extreme demands invariably exposing them to very high levels of job stress.

This finding has largely been supported by previous studies such as Alhamwan et al. (2015), Kafeel and Alvi (2015), Mwangi et al. (2017) and Fonkeng (2018). Alhamwan et al. (2015), for instance, found work life imbalance as a major cause of job stress as employees largely struggle to balance excessive work demands with personal life roles. Mwangi et al. (2017) also revealed that, work life balance is a positive relationship between work and other equally important activities in life such as leisure, family, personal development and community development issues. Thus, work life imbalance creates negative relationships with these key elements leading to job stress.

Role conflict was found as the next major and key cause of job stress among clergies of ICGC, Ghana ($M=3.24$; $SD=1.159$). The result indicates that the clergies are predominantly exposed to job stress due to incompatibility of work demands placed upon them. Arguably, clergies are mostly pulled in various directions as they try to address numerous demands of their congregants, family, work and church activities. Thus, placing unsuited

demands upon clergies expose them to immense pressures invariably contributing to job stress. Ganster and Rosen (2013) viewed role conflict as a major source of job stress because employees are forced to perform numerous conflicting and unclear roles at a given time. According to Kamel (2015), role conflict occurs when employees are forced to perform several roles at a time with inadequate resources exposing them to stress.

Excessive working hours was found as the next major cause of job stress ($M=3.17$; $S.D.=1.307$). This means that, exposing clergies to excessive working hours could contribute to job stress. It could be argued that, clergies are mostly exposed to excessive workloads at church which push them to work beyond their normal working hours. Clergies are usually assigned several tasks; accomplishment with limited time periods. These assignments invariably induce the clergies to work for long hours to meet deadlines. Goh et al. (2015) argued that individuals who are predominantly exposed to work overloads and invariably excessive working hours are mostly susceptible to high job stress. Similarly, Alhamwan et al. (2015) found excessive working hours as a key contributor of job stress.

From Table 3, other factors causing job stress were found to include inadequate management support ($M=2.95$; $S.D.=1.294$), poor relationships with colleagues ($M=2.91$; $S.D.=1.351$), role ambiguity ($M=2.67$; $S.D.=1.323$) and inadequate monetary incentives ($M=2.57$; $S.D.=1.185$) respectively. These findings mean that, the clergies at ICGC are exposed to job stress because they do not receive maximum management support when performing their activities; have poor relationships with their colleagues and role ambiguity. They also agreed that the financial incentives available to them in terms of salaries,

allowances and bonuses are currently inadequate. This could result from recent increases in taxes of tax payers including clergies; making the financial incentives given to them increasingly inadequate. These findings are supported by Ganster and Rosen (2013), Kafeel and Alvi (2015) and Goh et al. (2015).

Role ambiguity as a cause of job stress results from the clergy's exposure to confusing situations emerging because of vague job descriptions where boundaries and responsibilities are unclear. Arguably, the responsibilities of clergies are largely undefined as the needs of their clients or congregants are highly dynamic and unclear. Clearly, the need for clergies to constantly achieve vague job descriptions could increase the levels of their job stress. This finding has been supported by Gormley and Kennerly (2010) who stressed that role ambiguity occurs when people face uncertain and unclear expectations within a given role in their workplace. Similarly, Demerouti and Bakker (2011) argued that role ambiguities result from ill-defined or unclear work roles.

However, the clergies also agreed that they are exposed to other minor factors leading to job stress. These factors were found to include job insecurity (M=2.47; S.D.=1.211), poor infrastructure (M=1.49; S.D.=0.884) and poor career development (M=1.45; S.D.=1.017). The results mean that, majority of the clergies agree that they feel secured with their current work; have adequate infrastructure and the church gives them room for career development. As such, these factors do not expose them to excessive job stress. Feeling secured with one's job makes him or her feel less stressed as they spend less time searching for other opportunities; thus, focus on their current work roles and stay committed to achieving them. ICGC is arguably among the few churches in

Ghana with adequate modern facilities thus, its clergies are not exposed to poor infrastructure.

These findings are consistent with previous studies by Ayalew et al. (2015), Kafeel and Alvi (2015) and Fonkeng (2018). Ayalew et al. (2015), for instance, stressed that employees who are exposed to poor infrastructure or facilities struggle to work effectively; increasing their job stress levels. Working under poor ventilation, poor layout and inadequate materials, for instance, make meeting target difficult and invariably expose employees to increased job stress. Kafeel and Alvi (2015) argued that, organisations including ICGC which emphasise on adequate infrastructure create conducive avenues for their employees making them feel engaged and satisfied. Also, Fonkeng (2018) found that organisations that give limited career development opportunities to employees create avenues for job stress. This is because, the employee may feel unappreciated for their efforts, thus exposing them to unnecessary job stress.

It could be deduced that, the clergies of ICGC argued that there are various causes of job stress in their organisation. However, major causes of job stress included work life imbalance, role conflict and excessive working hours. These factors have largely been supported by previous studies that indicated that working for long hours amid work life imbalances and role conflicts create avenues for job stress. On the other hand, job insecurity, poor infrastructure and poor career development were found among the least causes of job stress. This implies that, the presence of these factors does not expose employees to job stress. This could be because, the clergies perceive that their jobs are highly secured, work with adequate modern facilities and they are given room to develop their careers.

Stress Management Strategies

This section discussed the results of the study’s research objective two in relation to assessing the various strategies adopted by ICGC in managing the job stress of its clergies. Key stress management strategies included job redesign, training and development, welfare programmes and psychological support given to clergies. The results were presented in tables and discussed per their mean scores. Table 4 specifically presented the result on job redesign as a strategy ICGC adopt in managing job stress.

Table 4: Description of Job Redesign

	N	Mean	Std. Deviation
Redefined rules, regulations and standards	103	3.53	1.227
Improved management style	103	3.35	1.370
Participation in decision making processes	103	3.04	1.290
Job rotation	103	2.45	1.558
Overall mean score	103	3.09	1.361

Source: Field survey, Paul-Hayes (2020)

From Table 4, the clergies agreed that ICGC has clearly established code of conducts, regulations and standards to help them manage their job stress. This is because, the result had the highest mean score (M=3.53) with standard deviation (S.D.=1.2227). Redesigning jobs in order to constantly review existing code of conducts and standards is key to managing the stress levels of their clergies. Job redesign basically deals with restructuring jobs, existing rules, regulations and standards to make it more encouraging, inspiring and interesting in a bid to minimise job stress. Also, constantly improving management style (M=3.35; S.D.=1.370) was the next major strategy ICGC adopts in managing job stress. Arguably, management style plays a key role in

job stress management, thus it is appropriate for management of ICGC to constantly improve upon it to help their clergies minimise job stress levels.

The result was followed by redesigning jobs whereby clergies are allowed to fully participate in decision making processes (M=3.04; S.D.=1.290). Involving clergies in decision making processes, for instance, enable them to play active roles in redesigning their jobs and this help them to properly manage their job stress levels. Making decisions with the full involvement of clergies allow authorities of ICGC to clearly identify the causes of job stress and in turn establish relevant rules and regulations to address them. Finally, job rotation (M=2.45; S.D.=1.558) was the least strategy under the job redesign strategy adopted by management of ICGC in managing the stress levels of their clergies. This means that, in managing job stress, ICGC irregularly rotate the work roles of their clergies. This helps them to improve upon their skills and competencies and also build their experience levels in doing specific jobs coupled with the stress levels associated with them.

It could be deduced that management of ICGC has adopted job redesign as a strategy in addressing the job stress levels of their clergies. In using this strategy, ICGC ensures constant review of existing rules and codes of conducts. Management of ICGC also ensures continuous review of their management styles to meet the expectations of their clergies while involving them in decision making processes. However, management of ICGC rarely rotate the work roles of their clergies to enable them develop the needed skills and experience in managing the stress levels associated with executing those specific work roles. The study's finding has been supported by Cooper et al. (2015), Feng et al. (2017) and Vaamonde et al. (2018). They argued that job redesign reduce stress

in the working environment by way of helping to reorganise the work environment in order to reduce the degree of stress associated with the work.

Table 5 presented the description of training and development as a strategy in managing job stress. Training and development play crucial roles in managing job stress by preparing and equipping managers and employees with the requisite knowledge and skills that will help them to stay relevant. This section discussed this strategy under self-management development, improving employee competencies, having better control over stress-related issues and providing employees with the requisite skills to managing their stress levels.

Table 5: Description of Training and Development Strategy

	N	Mean	Std. Deviation
Develop self-management	103	3.52	1.074
Improve competencies	103	3.46	1.083
Better control over stress-related issues	103	3.44	1.045
Requisite skills and knowledge	103	3.12	1.255
Overall mean score	103	3.39	1.114

Source: Field survey, Paul-Hayes (2020)

Among the various training and development strategies used by management of ICGC, it was revealed that self-management development was the most used. This is because, it had the highest mean score of 3.52 with standard deviation of 1.074. this means that, ICGC constantly develop their clergies to enable them individually manage themselves properly with no or minimal management interferences. Self-management development enables clergies to develop new values and principles which invariably increase personal freedom and satisfaction. Management of ICGC also ensured that the training and development strategy help their clergies to continuously improve upon their competencies or capabilities (M=3.46; S.D.=1.083). Training

clergies to grow their capabilities in areas of problem solving, self-confidence, critical and analytical thinking and high-level of integrity enable them to effectively manage their work roles and associated job stress.

Also, management of ICGC train and develop their clergies to help them have better control over stress-related issues ($M=3.44$; $S.D.=1.045$). Job stress is inevitable at ICGC due to the challenging nature of its work environment. As such, developing clergies in order to have better control over possible stress-related issues is appropriate. Finally, the result revealed that clergies are regularly trained and developed to equip them with the requisite skills and knowledge to properly manage job stress issues. Having the requisite skills and knowledge enables clergies to set for themselves, job-related goals, identify and implement adequate behavioural strategies to accomplish these goals, and provide feedback and evaluation of the progress towards the goals.

Table 6 presented the description of welfare programmes as a strategy for stress management among clergies at ICGC. From the table, clergies of ICGC agreed that their management has clearly established some welfare programmes including conducive working environment, adequate remuneration health services and counselling which have improved their working conditions, work flexibility and ability to handle personal problems while reducing their job stress levels. This section discussed these strategies using their associated mean scores.

Table 6: Description of Welfare Programmes as a Strategy

	N	Mean	Std. Deviation
Adequate remuneration	103	3.60	0.844
Conducive working environment	103	3.53	1.267
Availability of health services	103	3.52	1.203
Regular counselling	103	3.37	1.196
Overall mean score	103	3.51	1.128

Source: Field survey, Paul-Hayes (2020)

From Table 6, it could be deduced that, provision of adequate remuneration in terms of salaries, allowances and bonuses was the most used welfare programme as a strategy for managing job stress. The result had the highest mean score with standard deviation (M=3.60; S.D.=0.844). This means that, management of ICGC constantly ensures that their clergies receive remunerations which are adequate to meet their needs. Adequate remunerations arguably improve employee satisfaction while reducing job stress. Having a conducive working environment (M=3.53; S.D.=1.267) was another strategy used by ICGC to manage the job stress levels of their clergies. Conducive working environment includes safety measures, adequate working facilities and tools, proper organisational structure and working in clean environment. These conditions have been found to create positive work environment which could help minimise job stress.

Table 6 further revealed that, under the use of welfare programmes as a stress management strategy, provision of health services was considered. This result had a mean score of 3.52 with standard deviation of 1.203. The health services come in the forms of first aid and treatment centre, free medical care and receipt of discounts for obtaining medical care from private hospitals. These health services safeguard the safety and health of the clergies which in turn help

them to properly manage job stress. Finally, the clergies receive counselling regularly to help them overcome their stress-related issues. With counselling, clergies are given professional support, advice and guidance in overcoming possible challenges which could expose them to stress. With this strategy, qualified and experienced counsellors spend time to address the emotional and stressful situations of the clergies at ICGC.

From the discussion, the study found the existence of welfare programmes as a stress management strategy. Based on the mean scores, it was found that, welfare programmes such as adequate remuneration, conducive working environment, availability of health services and regular counselling services were made available to the clergies to help them manage their stress. The finding was supported by Cooper and Cartwright (2013) and Wang et al. (2015) who similarly argued in their similar studies that welfare programmes including health services and counselling are mostly designed to help employees overcome personal problems that poses a great deal of threat to their well-being, health and sometimes their jobs as well.

Table 7 presented the description of psychological support as a strategy for managing stress among clergies of ICGC. According to Vanishere (2014), psychological support remains one of the most important and effective remedies to combating stress among workers. As such, key elements discussed included undergoing breathing exercises, regular exercises and the use of relaxation and meditation techniques.

Table 7: Description of Psychological Support Strategy

	N	Mean	Std. Deviation
Regular exercises	103	3.30	1.170
Meditation strategy	103	2.98	1.508
Relaxation technique	103	2.80	1.294
Specialised support	103	2.38	1.337
Overall mean score	103	2.87	1.327

Source: Field survey, Paul-Hayes (2020)

From Table 7, the study found various psychological support strategies adopted by management of ICGC to manage the job stress levels of their clergies. Among these strategies, the clergies agreed that they primarily undergo regular exercises (M=3.30; S.D.=1.170) including health walks in order to help minimise the stresses associated with their work roles. Exercises are activities that require physical efforts to improve the fitness and health conditions of an individual. It is considered among the best strategies to reducing job stress, thus appropriate for minimising the psychological issues associated with jobs. Also, management of ICGC uses meditation (M=2.98; S.D.=1.294) as a strategy to manage job stress of clergies. With this strategy, clergies are allowed proper time to ponder over issues in their lives pertaining to their work, family and environment which help them to overcome possible stress-related issues.

The finding also revealed that, management of ICGC uses the relaxation strategy (M=2.80; S.D.=1.294) to manage job stress. The relaxation strategy is used to reduce anxiety, symptoms of panic disorders and invariably stress. With this strategy, clergies learn to control their anxiety by using techniques including repetitive prayers, body scan and breath focus. Arguably, the nature of work of the clergies expose them to severe stress thus using this strategy helps in reducing possible stressors. Finally, the least used stress management

strategy was provision of specialised services (M=2.38; S.D.=1.337). These specialised services include psychological first aid in times of emergency, soliciting the support of psychiatric professionals, recreational activities and use of non-specialised psychosocial support activities like life skills activities.

From the discussion, it could be deduced that, management of ICGC adopts psychological support strategies in managing the stress levels of their clergies. Regular exercises, meditation strategy and relaxation technique were the most used strategies, whereas specialised support was the least used. This is because, the specialised support services especially seeking assistance of psychiatric professionals are used to handle extremely stressed out clients; rare occurrence. According to Vanishere (2014) and Bliese et al. (2017), psychological support remains one of the most important and effective remedies to combating stress among workers. It involves offering cognitive interventions that are aimed at enlightening employees to make them appreciate the fact that their minds, emotions and the kind of thoughts they entertain go a long way to influence how they adapt and cope with stressful situations.

Table 8 finally presented the ranking of the stress management strategies used by management of ICGC. This was done to identify the most used stress management strategy. This was achieved based on the overall mean scores of the various stress management strategies.

Table 8: Ranking of the Stress Management Strategies

Stress management strategies	N	Mean	Std. Deviation	Rank
Welfare programme	103	3.51	1.128	1
Training and development	103	3.39	1.114	2
Job redesign	103	3.09	1.361	3
Psychological support	103	2.87	1.327	4

Source: Field survey, Paul-Hayes (2020)

From Table 8, it could be deduced that welfare programme was the most used strategy for managing job stress among clergies of ICGC. This is because, the result had the highest mean with standard deviation ($M=3.51$; $S.D.=1.128$). This means that, management of ICGC provide adequate remuneration, conducive working environment, health support services and regular counselling services to help their clergies manage job stress. The result was supported by Cooper and Cartwright (2013) and Wang et al. (2015) who posited that welfare programmes are primarily designed to assist employees in addressing personal problems that could threaten their well-being, health while exposing them to unnecessary job stress.

The next highly ranked stress management strategy was training and development ($M=3.39$; $S.D.=1.114$). This means that, management of ICGC regularly trains and develop their clergies in order to help them overcome possible stress related issues. Job redesign was the next used strategy for managing job stress levels of clergies of ICGC. The result had a mean score of 3.09 with standard deviation of 1.361. This means that, management of ICGC regularly redesigns the work roles of their clergies by redefining existing rules, regulations and standards, improve management style and encouraging them to participate in decision making processes. However, psychological support ($M=2.87$; $S.D.=1.327$) was the least used stress management strategy. This means that, management of ICGC provide minimal exercises, meditation and relaxation services to their clergies during stress management.

Stress Management Strategies and Performance of Clergies

The section presented the third research objective on the effect of the various stress management strategies on the performance of the clergies of

ICGC. Data was analysed using multiple linear regression in a bid to establish cause and effect relationships between the variables under study. The independent variable was presented by stress management strategies including welfare programme, training and development, job redesign and psychological support, while the dependent variable was presented by employee performance. The regression analysis was discussed using three tables comprising model summary, ANOVA and coefficients.

The model was evaluated by the coefficient of determination denoted by R-square (R^2). This represented the proportion of variance in the dependent variable which is linearly accounted for by the independent variable (Cohen, 1992). Table 9 gave the model summary of the output.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.527 ^a	.278	.248	5.283

a. Predictors: (Constant), JR, PS, EWP, TD
Source: Field survey, Paul-Hayes (2020)

Table 9 displayed R, R squared, adjusted R squared, and the standard error. R was the Pearson product moment correlation coefficient which indicated the strength and direction of the linear relationship between the dependent variable (employee performance) and the independent variables (welfare programme, training and development, job redesign and psychological support). From the result, the R squared which represented the coefficient of determination is the proportion of variation in the dependent variable explained by the regression model. Thus, about 27.8% of the variation in employee performance was explained by the stress management strategies. The result

implies that, the management’s ability to properly manage stress could contribute about 27.8% of change in the performance levels of their clergies.

In relation to the Adjusted R square result, that is 24.8%, explains variation in employee performance explained by an adjustment in stress management strategies in the regression model or equation. This implies that, any adjustment made in these stress management strategies cause about 24.8% change in employee performance. Thus, continuous improvement in the strategies could improve employee performance 24.8 percent. Table 10 also presented the ANOVA result to test the significance for R and R² using the F-statistic. The F-statistic represents the regression mean square (MSR) divided by the residual mean square (MSE). Table 10 explained whether variation in the dependent variable can be explained by the regression model. The rule of thumb is that, if the significance value of the F-statistic is small (<0.01) then the independent variable (stress management strategies) does a good job explaining the variation in the dependent variable (employee performance).

Table 10: ANOVA Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1052.735	4	263.184	9.429	.000 ^b
	Residual	2735.246	98	27.911		
	Total	3787.981	102			

a. Dependent Variable: EP

b. Predictors: (Constant), JR, PS, EWP, TD

Source: Field survey, Paul-Hayes (2020)

From Table 10, the sig (p) value of the F-stat of 9.429 was 0.000<0.01. This implies that, the R and R² between stress management strategies and employee performance was statistically significant, and therefore adopting strategies to managing stress can significantly influence performance of

clergies. Thus, variation in the dependent variable (employee performance) can be explained by the linear regression model. This finding was supported by Kihara (2018) who evaluated the influence of stress management strategies on employees' performance. The study found stress management strategies to positively influence the performance of civil servants.

Finally, Table 11 presented the SPSS output labelled coefficients to discuss the extent to which the stress management strategies individually predict and forecast employee performance.

Table 11: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.281	2.448		7.876	.000
	EWP	.558	.183	.316	3.049	.003
	PS	.364	.136	.264	2.680	.009
	TD	.831	.354	.244	2.349	.021
	JR	.411	.132	.325	3.110	.002

a. Dependent Variable: EP
Source: Field survey, Paul-Hayes (2020)

From Table 11, the constant term was 19.281 with standard error of 2.448. Using the standardized beta coefficients for prediction purposes, the result revealed that all the stress management strategies specifically job redesign, welfare programmes, psychological support and training and development with p-values of 0.02, 0.03, 0.09 and 0.021 respectively had significant positive effect on employee performance. This implies that, stress management strategies have significant positive affect on the performance of clergies at ICGC. Based on the beta coefficients, the result revealed that job redesign ($\rho=0.325$), welfare programme ($\rho=0.316$), psychological support

($p=0.264$) and training and development ($p=0.244$) respectively had medium, medium, weak and weak effects respectively on employee performance.

The results imply that, for every increase in job redesign, performance of clergies increase by 32.5%. This is true if the effects of welfare programme, psychological support and training and development are held constant. This means that, job redesign plays a medium role in reducing levels of job stress among the clergies without compromising performance levels. The implementation of welfare programme as a stress management strategy also improves performance of church's clergies by 31.6%. This is true if the effects of job redesign, psychological support and training and development remain constant. The result means that, providing clergies with lucrative welfare programmes or packages help in minimising their job stress levels while increasing performance levels

Also, the study found psychological support, as a stress management strategy, to increase performance of clergies by about 26.4%. This result is true if job redesign, welfare programmes and training and development are held constant. Thus, management of ICGC can minimise their employees' stress levels while improving their performance levels by providing the needed psychological support to them. Finally, a change in training and development strategy was found to improve performance levels of clergies by 24.4%. This result is true if strategies such as job redesign, welfare programme and psychological support remain constant. This means that, frequent training and development of clergies can help them to overcome their stress-related challenges and in turn improve their performance levels.

It could, therefore, be deduced that stress management strategies play vital roles in improving the performance levels of clergies, thus, require keen attention and invariably, constant monitoring and evaluation for continuous improvement. These findings are in support of previous studies by Karanja (2014), Amadi (2014), Bamba (2016), Kihara (2018) and Wafula and Nyaboga (2019). These studies found stress management strategies to positively influence the performance levels of employees in their respective study areas.

Chapter Summary

The chapter presented and discussed the study's results in relation to the stated research objectives. In relation to research objective one, the study found major causes of job stress to include work life imbalance, role conflict and excessive working hours. The study also found implementation of favourable welfare programmes as the most used stress management strategy. Finally, all the strategies used by management of ICGC were found to significantly influence the performance levels of their clergies. The next chapter presented the summary of key findings, conclusions and recommendations of the study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The chapter discussed the summary of the study's key findings, conclusions drawn and relevant recommendations for policy consideration. The chapter concluded with relevant suggestions for further research.

Summary

The purpose of the study was to examine the influence of stress management on the job performances of clergies at the International Central Gospel Church of Ghana. The following specific objectives were developed to:

1. investigate the causes of job stress among clergies at the International Central Gospel Church;
2. examine the stress management strategies of the International Central Gospel Church;
3. examine the effect of stress management strategies on performance of the clergies at the International Central Gospel Church.

To achieve these research objectives, the study adopted the quantitative research approach and descriptive design. The study obtained primary data through structured questionnaires from 110 clergies of International Central Gospel Church (ICGC) in the Central/Western Region using the census technique. The study obtained valid responses of 103 from the 110 respondents in the population, thus had a response rate of 93.6%. The data was then processed using the IBM SPSS Statistics version 22 software and analysed using both descriptive and inferential statistical tools. More precisely,

objectives one and two were analysed using descriptive tools specifically mean and standard deviation scores, whereas objective three was analysed using multiple linear regression. The study discussed the results in chapter four and below were the key findings:

In respect to the causes of job stress among the clergies of ICGC (research objective one), the study found work life imbalance, role conflict and excessive working hours as the highest and major causes of job stress. The result means that, these factors were identified as the major stressors at the institution. The results imply that, constant exposure of clergies to conflicting work roles, excessive working hours as well as work life imbalances could lead to high stress levels. These factors could invariably affect their overall performance levels of the clergies are frequently exposed to them.

In relation to research objective two on the various stress management strategies adopted by the management of the church, the study found welfare programmes as the most used. This means that, among the stress management strategies including training and development, psychological support and job redesign adopted by management, welfare programmes comprising adequate remuneration, conducive working environment and availability of healthcare services were the most preferred. This implies that, clergies could overcome their stress related challenges if they are regularly given these lucrative welfare programmes.

Finally, research objective three centred on examining the effect of stress management strategies on the performance of clergies of ICGC. The study found all the various stress management strategies including welfare programme, training and development, psychological support and job redesign

to positively influence performance levels of the clergies. The result means that, stress management strategies play vital roles in improving the performance levels of the clergies. This implies that, continuous adoption and improvement in stress management strategies could lead to significant improvement in the performance levels of the clergies of ICGC.

Conclusions

The study gave an interesting insight into the concept of job stress, stress management strategies and employee performance within the empirical studies. Arguably, the study has revealed vital information that could inform policies and practices to address one of the major issues in working environments. i.e. job stress. Based on the key findings identified, the study drew the following conclusions:

In relation to the causes of job stress among clergies of ICGC, the study found the highest and major factors to include work life imbalance, role conflict and excessive working hours. These results have clearly been supported by previous studies on causes of job stress. These studies have revealed that, allowing employees to work excessively coupled with exposing them to role conflicts increase their stress levels. Similarly, employees who find it difficult to adequately balance their work with life roles predominantly struggle to overcome excessive job stress. The study, therefore, concluded that work life imbalance, role conflict and excessive working hours are the highest and major causes of job stress, thus requiring keen management attention.

The study also found the welfare programme given to the clergies as the major and key strategy for managing their job stress levels. Previous empirical studies have supported this finding by suggesting that, employees who are

constantly exposed to appropriate welfare packages including adequate salaries, wages, bonuses, allowances, healthcare services, study leave with pay, among others are predominantly able to overcome their job stress levels and even put them into productive use. The research objective was achieved and as such, it was concluded that, welfare programmes play tremendous roles in helping management address the stress related issues of their employees.

Finally, the study found stress management strategies to significantly and positively affect the performances of the clergies' understudy. The study was largely supported by academic literature which indicates that, stress management strategies are strategies which are primarily used to overcome the stress related issues of employees, while improving upon their performance levels. The study, therefore, concluded that job stress exists in religious institutions including International Central Gospel Church, however, adopting relevant stress management strategies would enable employees specifically clergies improve their performance levels.

Recommendations

The following recommendations were provided based on the study's conclusions:

In terms of research objective one, the study recommended that management of ICGC should frequently review the roles and or work loads of their clergies in order to help them overcome role conflict, excessive working hours and invariably reduce work life imbalances. This can be done through participative decision-making processes where the clergies would be allowed to prepare their own conducive work roles and schedules. An independent committee could then be established to review these work roles and schedules

of the clergies and finetune them for policy purpose. Clearly, engaging the clergies would enable them define work roles within their core competencies and appropriately allocated time periods to accomplish those work roles.

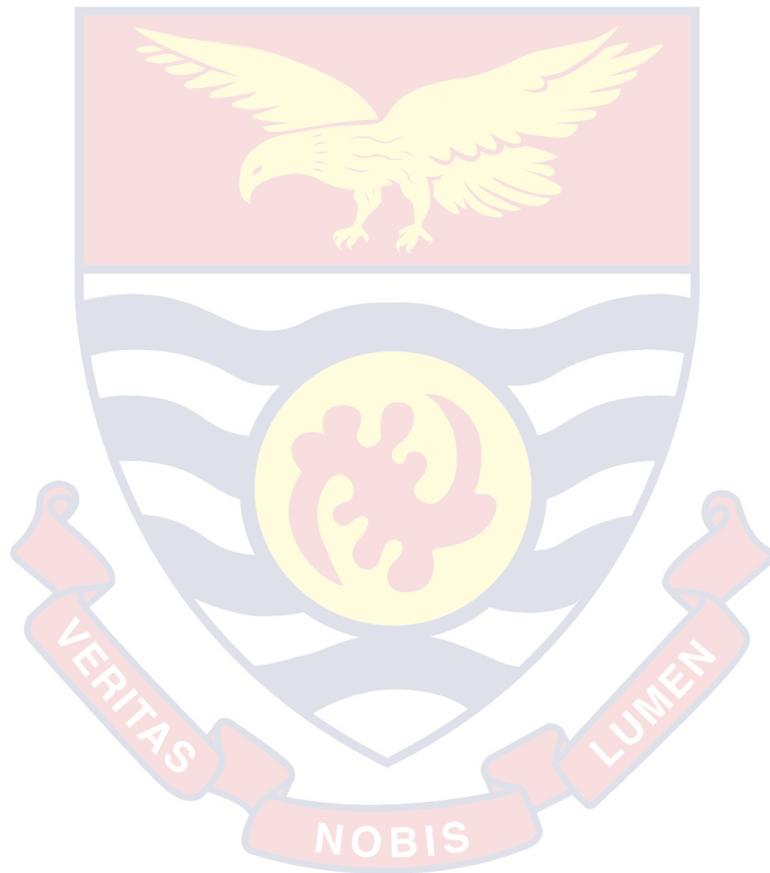
In relation to research objective two, the study recommended that management should ensure that lucrative and innovative welfare programmes and or packages are constantly made available to the clergies. These packages including remuneration, counselling and free medical care services should be properly defined and constantly improved in order to continuously meet economic uncertainties. This is because, failure to constantly provide welfare packages could make it difficult for management to properly manage the stress levels of their employees notably clergies of ICGC.

Finally, with respect to research objective three, the study recommended that management of ICGC should implement strict measures and practices aimed at constantly improving their stress management strategies. Some of these measures could include regular training and development packages, lucrative socialisation packages such as compulsory health walks, picnics, fun fare, among others. These measures, for instance, if strictly implemented would enable clergies to have some time off their jobs to relax and invariably manage their stress levels.

Suggestions for Further Research

The study provided useful insight into job stress management strategies and employee performance. However, the study's results cannot be generalised to the entire religious institutions in Ghana. This is because, the study primarily focused on the opinions and suggestions of only clergies of International Central Gospel Church, specifically those in Central/Western Region. The study,

therefore, suggested that further research should focus on a broader based research by including other religious institutions in the country. This would help strengthen generalisation of findings. Also, further research can investigate stress management strategies and how they affect at least two employees' performance sub-variables. This could help improve current literature on this subject matter.



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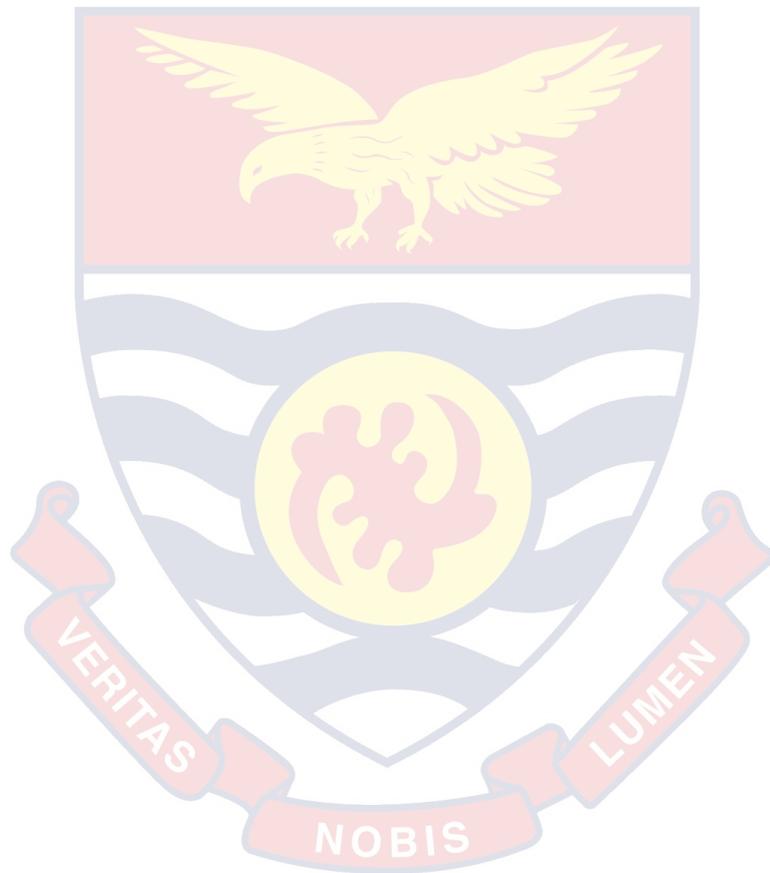
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APPENDICES

SURVEY QUESTIONNAIRE

This survey is designed to gather information on **stress management strategies and performance of clergies at the International Central Gospel Church of Ghana**. Your views are very much important to the study. Every information you provide would be 100% confidential. Thanks for accepting to participate in the study.

Please indicate your response by ticking (✓) in the applicable box for each question.

SECTION A: DEMOGRAPHIC INFORMATION OF RESPONDENTS

1. Sex: Male Female
2. Age:
18-30 31-40 41-50
51-60 Over 60
3. Marital Status:
Single Married Divorced
Widow/Widower Other , Please specify.....
4. Highest Level of Education:
Certificate Diploma Degree
Professional Pastoral Degree
Others (specify)
5. Kindly indicate your employment status.
Full time Bi-vocational (part time)
6. Kindly indicate your working experience (years)
Below 10 10 – 20 21-30
31 – 40 Over 40

SECTION B: CAUSES OF JOB STRESS

On a scale of 1 – 5, please rate your level of agreement to each statement. Please tick (√) appropriately, from **1 (least agreement) to 5 (Highest agreement)**.

Statements		1	2	3	4	5
JB1	Poor career development opportunities at the church exposes me to job stress					
JB2	Poor relationships with colleagues and church leaders lead me to job stress					
JB3	I am exposed to job stress when my roles or responsibilities are not clearly defined in the church					
JB4	Poor or inadequate motivational incentives at the church					
JB5	Poor working conditions at the church is a cause of job stress					
JB6	Inadequate or lack of management support at the church					
JB7	Working for long hours beyond my usual working period stresses me out					
JB8	Having conflicting roles in the church causes job stress					
JB9	Difficulties balancing work with life roles could lead to job stress					
JB10	I feel stressed out when I work in some church branches with poor infrastructure including poor ventilation.					

SECTION C: STRESS MANAGEMENT STRATEGIES

On a scale of 1 – 5, please rate your level of agreement to each statement. Please tick (√) appropriately, from **1 (least agreement) to 5 (Highest agreement)**.

Statements		1	2	3	4	5
Job Redesign						
JR1	Job stress is better managed through job enrichment					
JR2	Management handles job stress by allowing clergies to participate in decision making processes					

JR3	Management has improved their style of management to help clergies manage stress					
JR4	Management has established clear rules, regulations and standards which every clergy is expected to follow					
Training and Development						
TD1	I have been given the requisite skills and knowledge that helps me manage stress related issues					
TD2	I have developed new values, ideas and principles such as self-management and empowerment					
TD3	Management has developed behavioural strategies that help me overcome job stress					
TD4	I have better control over stress-related issues					
Employees' welfare program						
EW P1	My working conditions have improved which has enabled me to manage stress					
EW P2	Welfare programmes like work life balance programmes enable me to handle personal problems with ease					
EW P3	Welfare programmes allow me to work with flexibility					
EW P4	Regular counselling allows me to overcome stress related issues at the church					
Psychological Support						
PS1	I undergo breathing exercises designed to help me manage stress					
PS2	Interventions like relaxation technique helps me to manage stress better					
PS3	Exercises such as health walks are regularly organised for us					
PS4	Meditation technique gives me proper time to think through issues pertaining my work, family and environment which helps me to manage stress better					

SECTION D: MEASUREMENT OF EMPLOYEE PERFORMANCE

On a scale of 1 – 5, please rate your level of agreement to each statement. Please tick (✓) appropriately, from **1 (least agreement) to 5 (Highest agreement)**.

Statements		1	2	3	4	5
EP1	I am responsive to calls from colleagues, management and church members					
EP2	My performance is measured by my punctuality to church meetings and services					
EP3	I am loyal and dedicated to the church					
EP4	My performance is measured by my work efficiency					
EP5	I deliver quality services to the church					
EP6	I work within the stipulated time frame with speed					
EP7	I can be depended upon whenever the need be					
EP8	My overall work output in the church measures my performance					

