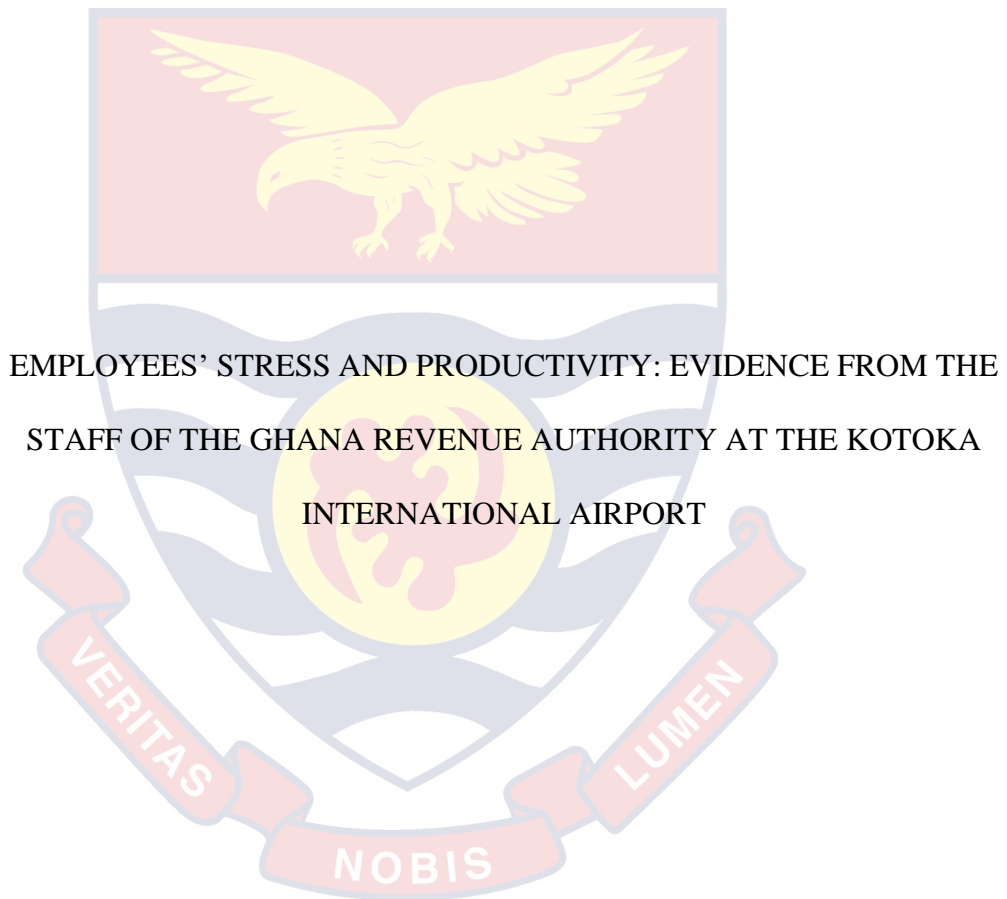


UNIVERSITY OF CAPE COAST

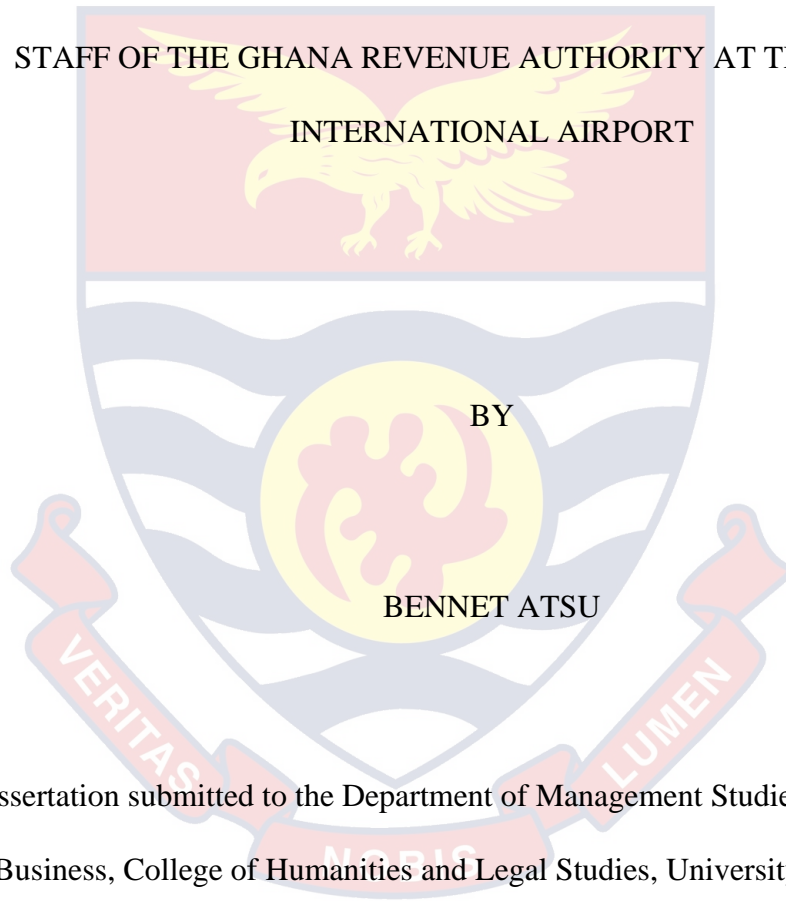


EMPLOYEES' STRESS AND PRODUCTIVITY: EVIDENCE FROM THE  
STAFF OF THE GHANA REVENUE AUTHORITY AT THE KOTOKA  
INTERNATIONAL AIRPORT

2021

UNIVERSITY OF CAPE COAST

EMPLOYEES' STRESS AND PRODUCTIVITY: EVIDENCE FROM THE  
STAFF OF THE GHANA REVENUE AUTHORITY AT THE KOTOKA  
INTERNATIONAL AIRPORT



BY

BENNET ATSU

Dissertation submitted to the Department of Management Studies 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.

OCTOBER, 2021

## DECLARATION

### Candidate's Declaration

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

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

Name: Bennet Atsu

### Supervisor's Declaration

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

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

Name: Dr Dominic Owusu

## ABSTRACT

The concept of work stress and productivity has been a venerable phenomenon in organisations around the world. This research study aims at investigating employee stress and determines its impact on employee's productivity among the Ghana Revenue Authority (GRA) at the Kotoka International Airport (KIA). Data for the study were drawn from both interviews and documents obtained from the GRA office at the KIA. The study respondents were purposively sampled to help obtain data from GRA officials who have worked in KIA for two years and above. Findings gathered from the research revealed that GRA officials at KIA are faced with both chronic and acute stress. Some effects of stress on employees include psychological and emotional stress, dizziness, lateness to work, sickness, weakness, and tiredness which affected productivity. The study finally revealed that management has put in no effort to help reduce stress among employees.

## KEYWORDS

Ghana Revenue Authority

Impact

Kotoka International Airport

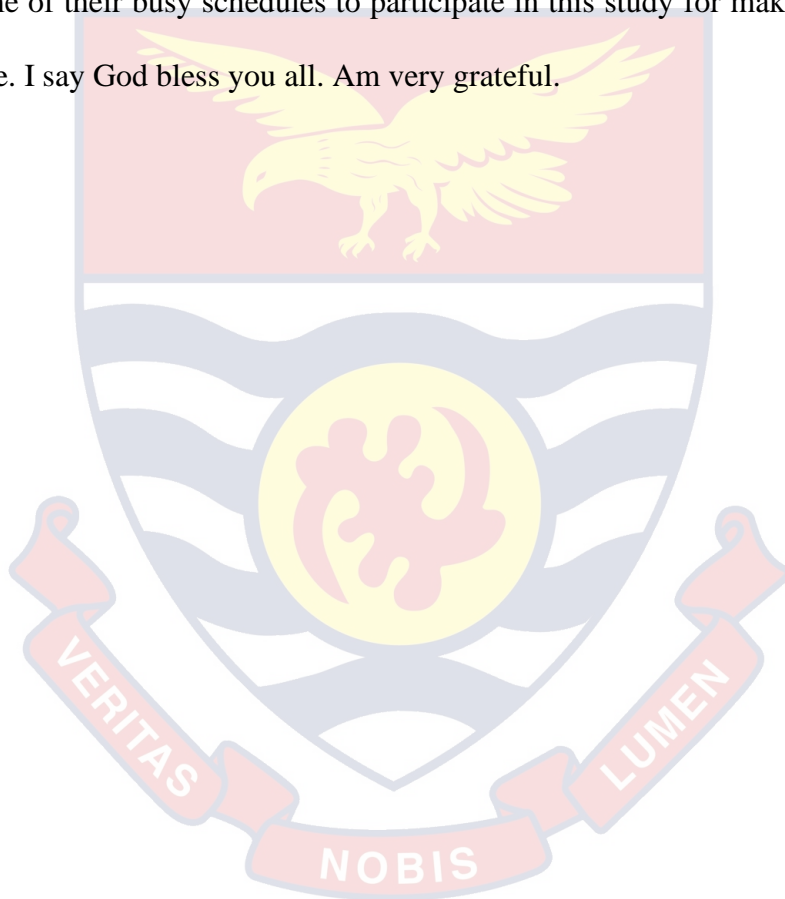
Stress

Productivity



## ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to my supervisor, Dr. Dominic Owusu of the department of Management Studies for your advice, time, patience, and goodwill through which you guided my studies. God Bless you. A very big thank you to all staff of the GRA at the Kotoka International Airport who took the time of their busy schedules to participate in this study for making it a successful one. I say God bless you all. Am very grateful.



## DEDICATION

To God and my family



## TABLE OF CONTENT

<b>Content</b>	<b>Page</b>
DECLARATION	i
ABSTRACT	ii
KEYWORDS	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ACRONYMS	xi
CHAPTER ONE	1
INTRODUCTION	1
Background of the Study	1
Statement of the Problem	5
Purpose of the Study	7
Research Objectives	8
Research Questions	8
Significance of the Study	9
Delimitation of the Study	9
Limitations of the Study	9
Definition of Terms	10
Organization of the Study	11
Chapter Summary	11
CHAPTER TWO	13
LITERATURE REVIEW	13
Theoretical Review	13
The Concept of Work Stress	15
Types of Stress	17
Causes of Work or Job Stress	18
Stress Management	21
Impact of Work Stress on Employee Productivity	22



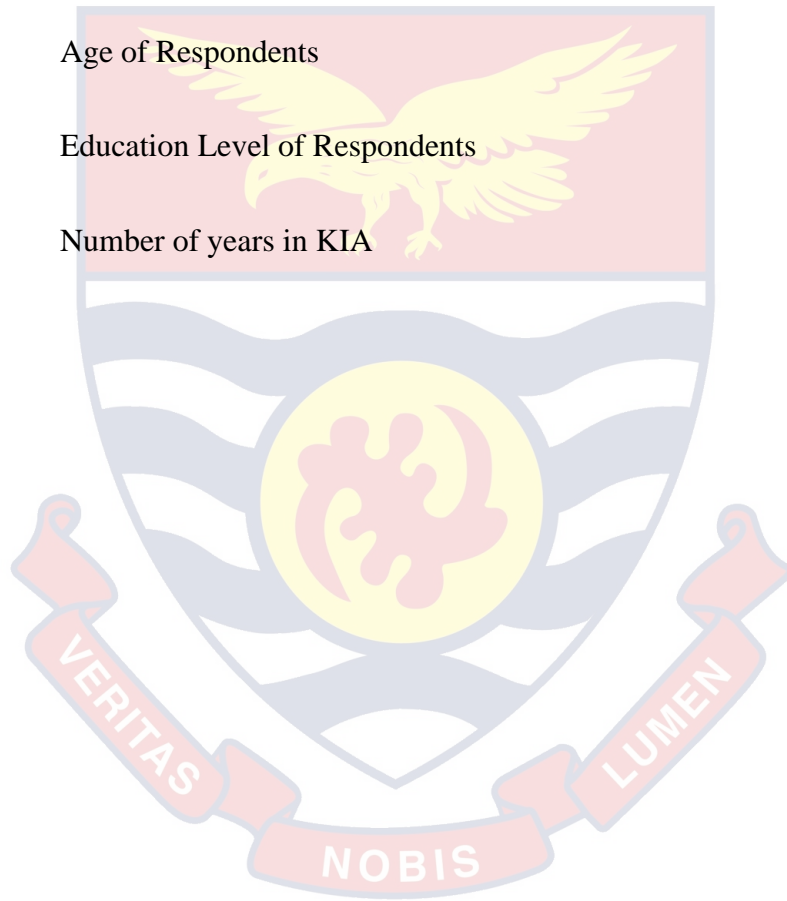
Empirical Review	23
Chapter Summary	25
CHAPTER THREE	26
RESEARCH METHODS	26
Research Design	26
Research Design	28
Study Area	29
Study Population	30
Sampling Procedure	30
Collecting Data Instruments	32
Data Collection Procedure	33
Data Processing and Analysis	33
Ethical Consideration	34
Chapter Summary	34
CHAPTER FOUR	35
RESULTS AND DISCUSSION	35
Introduction	35
Demographic Data of Respondents	35
Gender of Respondents	36
Age of Respondents	37
Level of Education	38
Tenure	40
Causes of Stress Among Ghana Revenue Authority Officials at the KIA	42
Impact of Employee Stress on the Productivity of the GRA officials at KIA	44
Measures by Management to Reduce Work Stress among GRA Officials	46
Chapter Summary	47
CHAPTER FIVE	48
SUMMARY, CONCLUSION, AND RECOMMENDATION	48
Introduction	48
Summary of the Study	48
Key Findings	49
Conclusion	50

Recommendations	51
Suggestion for further studies	52
REFERENCES	53
APPENDIX	64



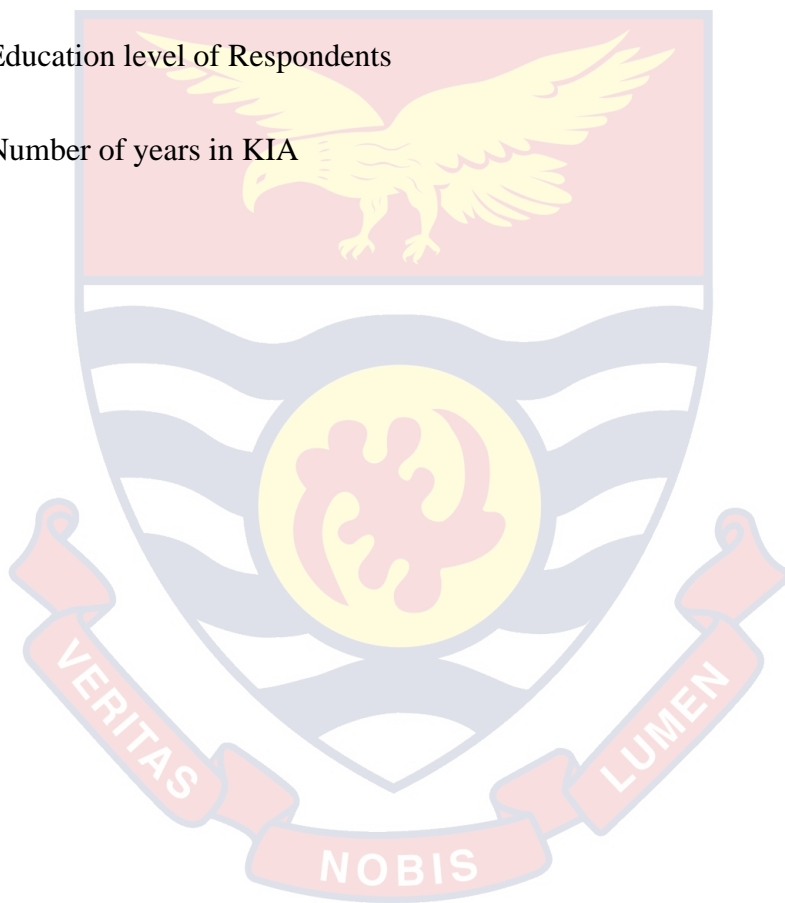
## LIST OF TABLES

Table		Page
1	Study Population	30
2	Gender of Respondents	36
3	Age of Respondents	38
4	Education Level of Respondents	39
5	Number of years in KIA	41



## LIST OF FIGURES

Figure	Page
1 Gender of Respondents	37
2 Age of Respondents	38
3 Education level of Respondents	40
4 Number of years in KIA	41



## LIST OF ACRONYMS

APO Assistant Preventive Officer

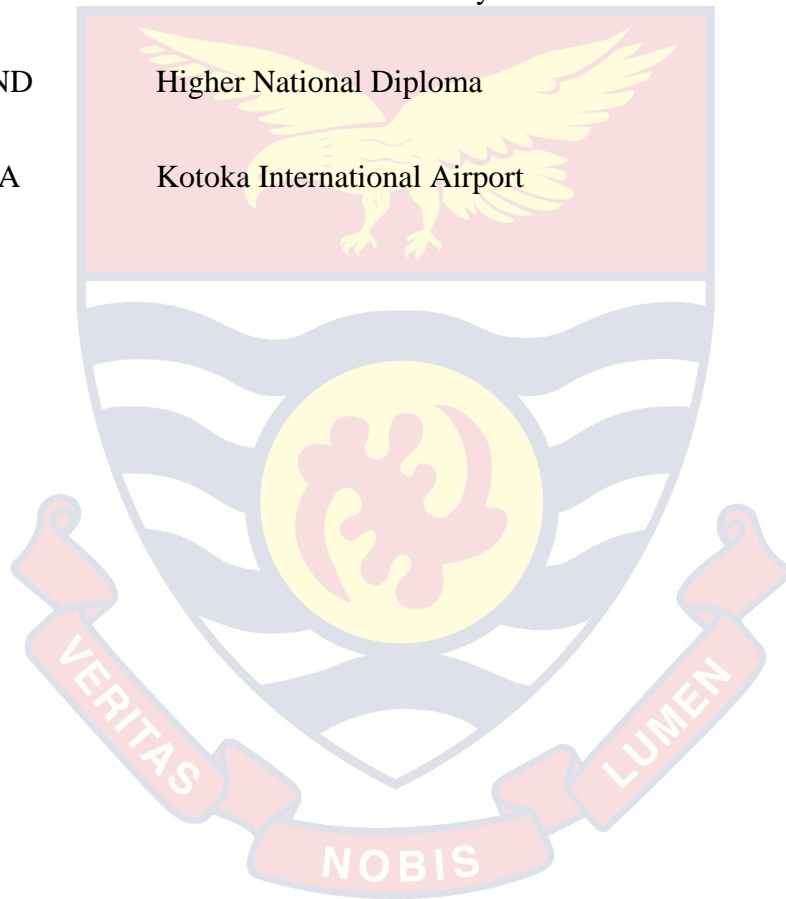
ARO Assistant Revenue Officer

EO Examination Officer

GRA Ghana Revenue Authority

HND Higher National Diploma

KIA Kotoka International Airport



## CHAPTER ONE

### INTRODUCTION

This chapter presents a general overview of the study on employee stress in an organisation. Chapter one of the study comprises the study background, problem statement, objectives, and questions of the research and the final part of this chapter discusses how the study is outlined.

#### **Background of the Study**

In the present years, work stress or occupational stress is seen as a serious problem in most establishments (Donaldson-Feilder Emma; Yarker Jo & Lewis, Rachel, 2011). Occupational or work stress can be defined as the experience of unpleasant negative emotions such as tension, anxiety, frustration, anger, and depression resulting from aspects of work (Affum-Osei Emmanuel; Agyekum Bismark; Addo Yaw Van Joseph & Asante Eric, 2014). The contemporary nature of modern-day work practices, Organizations suffer due to the outcome of among employees. This work stress may be due to the working environment or nature of work and thus affect both the individuals as well as the organization (Netemeyer Richard G; Maxham III James G & Pullig Chris, 2005). Current studies have revealed the performance and service delivery of employees are hindered by work stress (Molpus, 2003).

Also, stress is perceived as a common effect that affects people from all walks of life who perform one job or the other. Stress affects the overall

performance of the employees, work quality, stress causes an increase in job turnovers because of health-related issues such as depression, headaches, and anxiety (Robbins & Sanghi 2006). Stress is also conceived by the International Labour Organization (1986) “as a major challenge to an individual’s mental and physical health, and organizational health.” The challenges of stress are argued to be negative as well as positive. The negative aspect of stress is the harmful impact it has on employees and the positive aspect of stress is when it presents a positive outcome to both the employee and the organization.

Human resources are the driving force of an organization achieving its goals (Armstrong, 2009). Organizations without an effective and efficient human resource capacities are likely to become unsuccessful. Hence, there is a need for managers to ensure the effectiveness of human capital within their organizations to improve productivity (Mathis & Jackson, 2009). According to Chou et al., (2014), identified stress to be a major factor hindering effective productivity among employees within an organization. Armstrong (2009) and Chou et al (2014) argue that relationship exists between stressed employees and work output. Casey (2012) is one of the scholars who contributed to the literature on work stress and stipulated that modern-day organizations in recent years place a high demand on employees in an organization such as complex or increased workloads, time deadlines and task demands which can cause job stress thereby affecting their output.

Further, studies have found that employee stress within organizations is caused by factors such as task-related stressors and operational environment.

However, Sonnentag and Fritz (2014) found that most employee stress is caused by the type of task they performed in the organization such as overloads of work, interruptions, time constraints and the complexity of work being performed. In the long run, employees suffer psychological effects of stress which affects the organization's output level. Factors contributing to the negative results of stress include their inability to cope with the workload or operational environment (Mead, 2000).

Further studies show that employee stress leads to low turnout, employee turnovers, job dissatisfaction, absenteeism, anxiety, health-related issues, and the decline in work performance within the organization (Elovainio et al., 2002). These negative results of stress on employees also affects their behaviour in the organization. Organizations are interrelated units created to achieve certain objectives and goals thus employee stress would affect the performance as well as the wellbeing of the employees as well as the organization. Again, studies show that organizational environment (pay structure, rigid rules, effective communication, job security, lack of promotional opportunities and leadership styles) and personal factors (family issues, aggressiveness, impatient, rigidity) contributes to employee stress in an organization (Widerszal-Bazyl & Cieślak, 2000). Therefore, in studying employee stress in organizations there is the need to consider the personal character and organizational environment within which work is performed.

Although stressors are perceived to harm the psychological wealth of employees and on the level of productivity. Besides, stressors at work can also



produce positive outcomes by increasing productivity among employees, inducing employees to be innovative and creative in the performance of their duties (Mathis & Jackson, 2009). Though stress on employees has both positive and negative results, studies conducted by Widerszal-Bazyl et al., (2000) found that most managers do not concentrate on finding solutions to address the negative impacts of stress on employees' but rather than concentrate more on monitoring employee performance to ensure effective and increased output (Mathis & Jackson, 2009). Productivity is one of the core mandates of most organization and to ensure employees mobilize more revenue to meet the targets set by their employees, employees wellbeing should be taken into consideration by ensuring employees are less stress in the performance of their assigned duties to bring about increased output (Armstrong, 2009; Mathis & Jackson, 2009).

The justification for basing this study on the staff of GRA is due to the crucial role they in governance by way of collecting revenues which are used for implementing the developmental goals of the country. Established in 2009 through the Ghana Revenue Act 2009, (Act 791), GRA is a merger of three revenue agencies namely; Customs, Excise and Preventive Service (CEPS), the Internal Revenue Service (IRS), the Value Added Tax Service (VATS). The agency ensures that the government of Ghana has access to a sustainable revenue stream. Others functions includes ensuring that there is safe and controlled flow of goods across the country's borders and administering international agreements that govern tax jurisdictions such as the World Customs Organization Protocols and the World Trade Organization Protocols. Thus, to a large extent, the ability of

government to deliver on its set objectives hinges on how well the staff of GRA who execute the mandate of GRA to function.

While several studies have been on work-related staff, the majority have focused health workers such as nurses (Alenezi et al., 2018; Sharma et al., 2014; Singh, 2013), dialysis staff (Uvais et al., 2020), or other hospital staff (Beresford et al., 2018). Others also focused on those who work in correctional facilities (e.g. Wells et al., 2009) and employees who work in academia (e.g. bin Othman & Wahab, 2010; Petek, 2018). In the Ghanaian context, studies have similarly focused on health workers (Ampofo et al., 2020; Kaburi et al., 2019; Yeboah et al., 2014) and employees in academia (Essiam et al., 2015; Kodua-Ntim et al., 2021). Thus, while the subject of work-related stress itself has abundant literature, there is a gap in terms how stress affects employees who work in the revenue mobilization space.

### **Statement of the Problem**

Stress among employees is inevitable and studies have found that stress is a major defect in organizational psychology and a severe injury in contemporary organizations (Chen-Sheng Chen; Cheng-Kung; Chien-Lin Liu & Wai-Hee Lo., 2001). Literature has established that the causes of stress at the workplace range from work overload, personal problems such as the loss of a loved one, conflicts among colleagues and line managers (Tekeste & Nekzada, 2014), working under dangerous conditions, unclear work expectations, among others (Vasantha & Reddy, 2017).

There exist several kinds of literature on employee's stress or work stress in an organization and its impacts. However, little is known of what managers are doing to help reduce stressors in an organization. Studies have found that there are negative and positive effects associated with employee stress within an organization (Beehr et al., 2001). These two stresses can be grouped into good stress that leads to innovation and bad stress that affective the wellbeing of individuals and the organisation. Also, the concept of work stress on employees lacks clarification as the concept is generalized to mean different things thereby making it unclear (Saks & Gruman, 2014).

According to Ployhart and Moliterno (2011) for employees in an organization to work effectively towards the achievement of the organizational goal they need more than skills, expertise, and abilities. Rather they also need stable psychological and physical wellbeing to ensure the achievements of the organization's goals. A psychological and physical consequence of stress due to the pressure at work is likely to cause undesirable effects like anger and anxiety and other negative actions at work (Ilies et al., 2010). This negative effect causes employees to detach themselves from work. However, employees detaching themselves from work is not only due to work stress but also leisure experiences as well as family pressures. According to Thompson (2006) organization has done little to help reduce work stress by establishing the unavailability of funds in the organization to manage stress among employees.

Also, Kompier and Cooper (1999) mentioned that researchers in the field of stress only focus on the "soft outcome" of stress such as "motivation and

satisfaction” but also to focus on the “hard outcome” of stress on productivity. Taxes are revenue collected by governments for a country’s development. however, these revenues are imposed by the government and are collected by government authorized institutions and individuals (tax collectors, agents, and tax examiners) (Bofah, 2003; McCarron, 2001). These institutions collect taxes payable by business, review, audit as well as report tax evaders. Workers in government revenue collection institutions collect revenues from individuals, businesses, and organizations.

The revenue collectors are also called revenue officers. They examine the taxes paid by taxpayers to ensure they are legitimate such as tax credit and deduction. However, these revenue collectors are faced with the challenge of stress in the performance of their duties due to deadlines set in performing their duties and the need to work accurately and timely (McCarron, 2001). It is based on this backdrop that this study on stress sought to explore the effect of stress on the productivity of revenue officers at the Ghana Revenue Authority located in the Kotoka International Airport.

### **Purpose of the Study**

The purpose of the study is to explore the various types of work stress and its impact on productivity among GRA officials at the Kotoka International Airport.

## Research Objectives

The study sought to examine the types of work stress that affects individuals in an organisation and its effects on productivity among GRA revenue officials at the KIA. The main research objectives of the study are:

1. To explore the causes of stress among Ghana Revenue Authority officials at the Kotoka International Airport.
2. To investigate the effects of employee stress on the productivity of the Ghana Revenue Authority officials at the Kotoka International Airport.
3. To investigate the measures put in place by management help reduce physical and psychological stress among employees.

## Research Questions

To achieve the objectives of the study the following questions would be asked

1. What are the causes of stress among Ghana Revenue Authority officials at the Kotoka International Airport?
2. How has stress affected the productivity of Ghana Revenue Authority officials at the Kotoka International Airport?
3. Are there measures put in place by management to help reduces work stress among employees?

### **Significance of the Study**

A study on employee stress and productivity would contribute to the existing literature on the causes and effects of employee stress on productivity. Also, the study would contribute to the policy by providing information to Human Resource Managers as well as policy formulators at employee stress on productivity at the Airports. Finally, the study would contribute to practice by providing practical knowledge to employee stress and its management in mobilizing revenue in the public service among officials of the revenue authority at the International Airports.

### **Delimitation of the Study**

The Kotoka International Airport located in the Greater Accra Region in Ghana. Which also serves as the domain of the study. Kotoka International Airport scope is selected as the scope of the study because it is the core revenue mobilization institution in Ghana. GRA is also in charge of generating revenue for development in the country. Also, the officials of the Ghana Revenue Authority are seen to have a demanding task in ensuring productivity in the mobilizing of the country's revenue.

### **Limitations of the Study**

This study on employee stress and its impact on productivity is likely to be limited by the method used. Most studies on work stress are conducted using a mixed-method approach. However, this study is limited to a qualitative approach which allows the researcher to make use of primary data such as interviews and

secondary data such as books, online journal articles, and documents from the study as compared to a mixed research method that allows the researcher to obtain data from respondents through a survey. This study is limited to a single institution in a single country which may have results that cannot be generalized to other countries and employees. In furtherance, although the transactional theory has been identified as a theory to be used in exploring the concept of stress among employees, it has been identified by Lazarus (2006) of lacking the impact that comes along with coping among individuals. This shortfall places limitations on the study outcome.

### **Definition of Terms**

**Stress:** Paula E. Anthony-McMann, Andrea D. Ellinger, Marina Astakhova and Jonathon R. B. Halbesleben (2017) mentioned that stress occurs when there are changes in the individuals working environment which either affect the individual immediately, slowly, or after working for some duration. This study defines stress as is defined as any activity or exercise that an individual engages in that affect his or her output due to the individual's inability to deal with the work demands of the organization.

**Work Stress:** work stress can be defined as a dilemma that affects employees' psychological and physical well-being within an organization due to work demands, working environment, and structures at the workplace. Work stress is believed to impact both the individual and organization in a negative manner although. There is a positive side of it which can help to improve innovativeness and creativity among employees in performing an assigned task.

**Productivity:** “Employee productivity is an assessment of the efficiency of a worker or group of workers. In actual terms, productivity is a component that directly affects the company’s profits” (Hanaysha, 2016:63). For this study, productivity is defined as the positive impact of employee performance on work output.

### **Organization of the Study**

Chapter one of the study would discuss the introduction and background of the study, problem statement, research objectives, research questions, and significance of the study. Chapter two would discuss the literature review of the study. This would include reviews on employee stress and productivity in developed and developing countries as well as public and private sector organizations. Chapter three would discuss the research methods and these would include the research approach and design, target population, sampling and sampling procedures, the background of the study area, data collection and analysis of data findings as well as limitations to the study. Chapter four of the study would present a procedure through which data would be analysed and finally, chapter five would discuss discoveries of the study, summary, and conclusion of the study

### **Chapter Summary**

This chapter presented the background to the study, the problem under investigation, the purpose of the study, the research objectives and questions, the



significance of the research to practice, policy and literature, delimitation and limitation of the study and finally the organization of the study which outlines how each of the chapters of the research would be presented.



## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This chapter reviews the relevant literature review on stress, causes of stress among employees, and the negative effects of stress on productivity. This is followed by an empirical review of the literature on stress on employees conducted scholars in other countries. The chapter also presents the conceptual and theoretical framework of the study as well as some factors that can help reduce work stress in an organization.

#### Theoretical Review

The study will adopt the Lazarus psychological or transactional theory of stress. Lazarus and Folkman (1986, p.63) “stress refers to a relationship with the environment that a person appraises as significant for his or her wellbeing and in which the demands exceed available coping resources.” This theory by Lazarus (Lazarus, 1991) perceives stress as a transactional relationship between an individual and its immediate environment. The environment within which individual work is perceived as a contributing factor to the stress the person experiences. The transactional theory of stress argued that individuals experience some sort of stress due to their exposure to certain conditions within the work environment and the difficulty in coping with the conditions by the individual. The psychological theory is built on two concepts known as the cognitive appraisal and coping (Aspinwall & Taylor,1997) The concept of appraisal

stipulates that the emotional reactions that a person goes through are as a result of the actual expectancies that occurs as a result of an encounter at the workplace.

The transactional theory propounded by Lazarus (1991) would be considered by the researcher as the appropriate theory in studying stress among employees as it describes the emotional differences between various individuals in terms of intensity, quality, and duration from the environment which are objectively similar to different individuals (Krohne, 2002). Further, stress appraisal is determined by some situational and personal factors. An example of the situational factors includes stressful activities, controllability, and predictability while the individual stress factors are caused by expectations, goals, nature of motivation, and values of the individual.

On the other hand, Lazarus and Folkman (1984, p.141) define coping “as a constantly changing and behavioural efforts to manage specific external and internal demands that are appraised as taxing or exceeding the resources of a person.” Coping according to Lazarus and Folkman (1984, p.141) is not static but a measure implemented to help solve a situation of stress. Thus, it changes depending on the nature of the stress encountered. Lazarus (1991) identified some coping strategies in managing stress among employees as “escaping,” “self-control,” “social support,” “distancing”, “painful problem solving”, “positive reappraisal” and confrontative coping. These strategies are implemented to manage stress among employees. Moving forward, the study will develop its framework based on the field data to affirm the theory propounded by Lazarus (1984) and Lazarus and Folkman (1984, p.141) respectively.

## The Concept of Work Stress

Work stress is seen as a major topic in dealing with occupational health within the organization in recent years (Swinepoxes et al., (1998). Stress is a Latin Word “estricitia” which means sorrow, trouble, or disaster during the 17th century then later during the 18th and 19th century it was known duress, force, or pressure on individuals or groups (Balkan & Serin, 2014). In recent years, the nature of duties or tasks performed by employees in an organization places a high demand on them. This high demand includes increased productivity, demand for more time spent on the task performed as well as the nature of competition in the organization (Bamba, 2016). Occupational or work stress according to O’Meara (2008) “is the adverse psychological and physical reactions that occur in an individual as a result of their inability to cope with the demands placed made on them at the workplace”.

Stress can, however, be explained as the excessive pressure exerted on employees within the organization that are unbearable and does affect their performance and output. Sager (1994) mentioned that “job stress is a psychological state perceived by individuals when faced with demands, constraints, and opportunities that have important but uncertain outcomes.” The topic of occupational or work stress is perceived as attracting the attention of many due to the changes in work practices in the world such as an increase in product quality, competition, and innovativeness among organizations. Studies have found that a key contributing factor to occupational stress is the global recession that occurred in 2008 as most organizations adjusted their system to

maintain their competitiveness level as well as remain in the market (Bamba, 2016).

To adjust to the effects of recessions, most organization downsized their employees and only a few were maintained to take up the roles performed by their colleagues which is seen by some scholars as stressing the employees thereby affecting their output level as well as their commitment towards the attainment of the organizational goals (Bamba, 2016). Also, work or job stress is seen more as an individual reaction that is caused by the organization and the kind of task performed. Chen and Silverthorne (2008) stipulate that stress affects both the individuals as well as the organization in a negative manner. An example of the effect on stress on the organization is a low turnout, lack of motivation to perform a task, low productivity while stress on individuals affects their wellbeing and health, brings about absentee and lateness.

Again, stress occurs when there are changes in the individuals working environment which either affect the individual immediately, slowly, or after working for some duration (Anthony-McMann et al., (2017). Milutinovic et. al., (2012, p.171) mentioned that “job-related stress starts when fulfilments of the working environment overpower the capacities of workers to deal with them.” Studies have found that cases reported to the “American Academy of Family Physicians” are more of stress-related issues that affected both the employees as well as the organization. Thus, it can be observed that stress among employees is caused by both the internal and external environment in which they operate. Studies according to Weinberg et al., (2010, 54) stipulates that stress which

signifies negative reaction over an individual's health occurs in the form of "depression", "feeling like out of control", "migraine or headache", "time pressure", "panic attack", "bad temper", "excessive working" and "insomnia" and goes a long way to affect their behaviour and productive in the organization.

Moreover, scholars such as Tourigny et al., (2013) mentioned that stress on employees affects their behaviour and interpersonal relationship with others within the organization. Thus, there is the need to manage stress among employees to ensure effective delivery of service as well as maintain good health and interpersonal relationship among employees and managers to enhance work output. The lack of stress management among employees can also have a perceived negative effect on their relationship with people within the organization and personal life. Further, work or job stress is also seen as a mechanism that enhances and improves the performance of employees as well as provides employees with opportunities to innovate and upgrade to meet job or organizational targets and goals (Lazarus & Folkman, 1984).

### **Types of Stress**

Studies have found that there are various types of stress. These include acute stress, episodic acute stress, and chronic stress that may affect the performance of individuals within their working environment and the type of work performed. However, this study focuses on two main types of stress that affect individuals at work. McGonagle and Kessler (1990) identified two main types of stress among employees. This includes chronic and acute stress. Chronic stress according to McGonagle and Kessler (1990) is a type of stress that has a

continuous-time span effect on an individual such as loss of job leading to difficulties in the individual's finances and that has a longer stressful effect on the individual while acute stress is another type of stress that has a shorter time effect such as short duration and not having a longer period. An example of acute stress is the loss of family members.

Both chronic and acute stress affects the wellbeing of the individual. In the context of work stress or job stress, both acute and chronic stresses are caused by the working conditions and environment that places demand of the employees that they are unable to cope with. Also, Bowman, et al., (2003) also contributed to knowledge on stress by stipulating that acute stress is adaptive and this is because individuals can adjust quickly while chronic stress is maladaptive which takes a longer period to adjust to the effect and symptoms of the stressor.

### **Causes of Work or Job Stress**

Stress at work is caused by various factors and different scholars have contributed to the literature on the causes of work stress. A study conducted by Cavanaugh et al. (2000) identified conditions that cause stress among employees to include: "challenge and hindrance related stress". Cavanaugh et al., (2000) opined that work-related stress is caused by work demands and conditions such as workloads, time and the scope of work at the workplace while hindrance related stress occurs as a result of the conditions of work such as organizational politics, job insecurity, formalities at work, the ambiguity of roles and tall hierarchical structure. Both factors cause stress and are argued by Cavanaugh et al., (2000) to

affect the productivity among employees and do not benefit the employees as compared to challenge related stress which although stressful and seen as a benefit to the employees. Sigri (2007) also identified the “physical condition of the workplace” as a factor contributing to work stress among employees.

Sigri (2007) mentioned that heat, light, crowd, sound, and air pollution which are an element of the physical workplace conditions have psychological and physical effects on individuals working in an organization. This view by Sigri (2007) is supported by an argument made by Weinberg (2010) that, the effect of heat and sound can cause deafness due to the vibration that comes from the loud sound from machines the physical workplace environment. Also, Anthony-McMann et al., (2017) contributed to the study of stress by stating that the availability of light, its colour and distance should be taken into consideration as the intensity of light can affect wellbeing, productivity, and safety of employees in an organization. The absence of a good lighting system causes stress on employees (Weinberg, 2010).

Kaya and Keskin (2008) mentioned that work stress arises as an outcome of the organizational factors such as the nature of work, management, and organizational structure as well as role behaviours. Role behaviour such as the ambiguity and conflict of roles among employees within the organization which is due to the unclear nature of assigned roles as well as role inconsistencies (Soysal, 2008). In furtherance, Thompson, and McHugh (1995) opined that stress is also caused by the misfit between the external and internal environment that causes an individual to exceed its adaptive capacity in the performance of duty.



In addition to factors causing work stress in an organization, Balkan and Serin (2004), Deshler, (2000) and Weinberg (2010) mentioned work experience and the rate of change in terms of individual stability as one of the stressors among employees. This they argued is due to the lack of experience by some employees within the organization places stress on them in performing their assigned duties. Also, Cheng and McCarthy (2018), Miraglia and Johns, (2016) has found that the causes of work stress harm employee's job satisfaction, behavioural instability, decision making as well as low productivity.

Moreover, Rubina et al., (2008) study on stress found that the lack of communication between colleagues and supervisors, work overload, and absence of resources to perform the task as some factors contributing to stress among employees. Further, the introduction of new technological practices and the absence of internet within the working environment also place stress on some employees as their work demand accessible and reliable internet connectivity for productive service delivery (Asif, 2009). The study on stress also has its roots in a study conducted by Hobfoll et al., (1996) who mentioned that stress among employees occurs as a result of resource lost, threatened resources, and when resources invested by people yield no results or gain.

They grouped resources in the study of stress to include: "Object resource" (shelter, clothing), "Personal resource" (skills and competencies), "Conditional resource" (employment and family) and "Energy resource" Based on the factors acknowledged in the literature as stressors in the organization, this study sought to contribute to the existing literature on factors causing stress among Ghana

Revenue Authority officials in mobilizing revenue at the Kotoka International Airport in Ghana.

### **Stress Management**

In many countries, laws and legislations have been established to see to the welfare of employees in an organization, and managing stress among employees is one of the measures associated with reducing health hazards which may have physical, emotional, and psychological effects on both the employees and task performance. Stress management is defined as “any focused action taken to reduce or lessen the stress experienced by employees in their job” (Balkan & Serin, 2014). Lamontagne et al., (2007) mentioned four levels of interventions namely, primary, secondary and tertiary levels in managing stress in an organization. The primary interventions are sets of activities that help reduce stress caused by employee job demands that may lead to health effects. This is mostly best practices within the organization, the secondary are activities to reduce work stress while the tertiary interventions are interventions aimed at curing employees who have suffered from work stress.

Stress can be managed at both individual and organizational levels. Scholars have argued that stress management is one of the ways through which both individuals and organization reduces stress. Michie (2002) mentioned that some individual approaches to managing stress include training and one-to-one psychology services clinical, occupational, health, or counselling. These approaches should aim at changing the skills of the individual and providing resources that help to change the conditions of the individual. At the

organizational level, Michie (2002) mentioned that organizations are institutions that contribute to stress among employees thus organization needs to put in place measures to reduce the stress among employees. There are several ways of managing stress in the organizational. Interventions by organization in managing stress include structural interventions such as the maintenance of the physical environment, staff and psychological such as encouraging participation actively among employees, and the provision of social support by the organization to its employees.

Armstrong (2009) identified four reasons why an organization should manage stress among employees. Firstly, the organization is responsible for ensuring the quality of life of its employees through social responsibility, secondly, organizations need to manage stress because stress leads to ill health among employees. Thirdly stress can affect the performance of employees and finally, stress may lead to the employee's inability to cope with the job demands. Meanwhile, Armstrong (2009) also identified measures to managing stress such as counselling, career development, job placement, management training, performance management training, job design, and setting standards for performance and targets. When stress is not given keen attention in organizations, it may lead to low performance and productivity among employees (Jamal, 1984).

### **Impact of Work Stress on Employee Productivity**

In recent times work tasks have gone under several changes as the world's workplace development undergoes several changes. These changes in the work environment contribute to stress through downsizing, outsourcing, and delaying

(Kompier & Cooper). Also, studies have shown that adequate stress prevention is likely to negatively affect productivity (Imtiaz & Ahmad, 2009). Productivity in the workplace is measured by the ratio of the volume of work accomplished within a specified time range (Ricardo, 2001). Also, Larcker (2010) indicated that effectiveness within an organization is dependent on the efficiency, consistency, productivity, and quality of employee's output. Productivity in the worked place may be affected by a low or high level of stress (7). The level of stress in an organisation affects the productivity level among employees. In the initial stages, a considerable degree of stress increases the level of work. Then later as the degree of stress increases the productive level of employees' declines because of excessive stress on employees.

### **Empirical Review**

Syson (2019) conducted a study on revenue collectors in Kampala Capital City Authority (KCCA). The study showed that KCCA officials are faced with stress because of the inappropriate division of time among work task and as a result, stress has affected their performance as individuals. The revenue collectors at KCCA recommends the adoption of coping strategies into their organization to help reduce stress and to enhance performance. Studies have shown that revenue collectors KCCA experience stress at work either from their superiors, from the unclear assignments of work, or based on the job demands (Syson, 2019). Although Syson's (2019) study focused on stress the study did not identify the types of stress faced by the revenue collectors at the Kampala Capital

City Authority as this can go a long way to broaden the understanding of work stress among KCCA revenue collectors.

This however has created a gap in the literature and provides a limited finding of the research conducted by Syson (2019). Also, in Ghana, revenue mobilisation among judicial public officials in the Kumasi District has shown that judicial revenue collectors are hindered by stress due to the nature of their work tasks. Also, it must be noted that revenue mobilisation is not the core duty of judicial services. However, outsourcing this responsibility helps to minimize the stress, and time spent by the judicial service while creating workforce flexibility for the judicial service (Boadu, 2015).

A study conducted among employees in the banking sector in Sri Lanka showed that there is a positive relationship between satisfactions the job demands and stress in the organization due to the nature of the work performed (Siyambalapatiya & Sachitra1, 2019). This study is based on employees in the banking sector in both public and private organizations with working experience and across gender. Bankers in Sri Lanka are faced with delegated tasks, variety in work performance, unavailable time to relax, and conflicts in tasks.

Also, a similar study of work stress among employees in four private and two public universities in Pakistan showed that stress has a great impact on the performance of the employees which also affects their productivity at work (Ahmed, 2016). Also, work stress was argued to affects only those at the top level, but current studies have shown that stress occurs at all levels and for all

organizations (Beheshtifar et al, 2013). Whiles, there are several types of research on stress, the study conducted by Beheshtifar et al, (2013) provides little literature on the types of stress and coping measures put in place by both institutions in managing stress. This has however affected the comparative nature of the study on stress in both institutions.

In Furtherance, Bemana (2013) conducted a study on stress among officials in Iran in the Shiraz area municipality. The study revealed that stress affects the social and intellectual capacities of those in the educational sector. Also, in the public and private cement factory in India in Virudhunagar District, a study showed that, for there have been improved performance concerning stress, employees should be well informed on their organization's mission and vision and well as inclusion in work-related decision making. However, whiles the above studies showed a positive relationship between stress and performance. Both findings expressed that stress does not only bring about negative health-related effects but also ensure creativity and innovations among employees.

### **Chapter Summary**

This chapter reviewed relevant literature of work stress, types of stress, causes of stress, theoretical and conceptual framework as well as the definition of terms. An empirical review of the study was also discussed in this chapter as well as some measures in managing stress within the organization.

## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

This chapter presents the research methodology of the study. Research methodology offers deep insight and a systematic approach to how the study is being carried out. The study methodology is the steps through which the researcher will investigate and collect data for analysis based on the objectives of the study. For the researcher to achieve the study objectives, various procedures and methods were employed to explore the various aspects. This includes the study design, sources of data, population of the study, the sampling technique, data collection procedure, the approach used in analysing the data, and presentation.

#### Research Design

Various examples of research design are discussed by scholars in the field of research. Neuman (2014) and Stebbins (2001) Identified exploratory, explanatory, and descriptive research designs. Exploratory research design is conducted when the topic under study is less discussed and not adequate data exist on it. According to Neuman (2014), an explorative study is difficult to conduct as it has few rules and the process of conducting such a study is not well defined. The explanatory design method brings to bear the reason or “why” an action or activity occurs as compared to the exploratory research which is mostly

conducted to examine a new area or topic. Finally, the “descriptive research approach is a basic research method that examines situations, that is descriptive studies answer the who and how question by describing how an event happened or occurred as it exists in its current state” (Williams, 2007: 66; Neuman, 2014). Descriptive research involves “identifying attributes of a particular phenomenon based on observation, or the exploration of the correlation between two or more phenomena” (Williams, 2007:66).

There are three types of research approach, the qualitative, quantitative, and mixed-method research approach (Creswell, 2013, Neuman, 2014). The qualitative method is often used in obtaining the views of individuals about a social phenomenon. It also involved the building of new objectives to determine an outcome of a social phenomenon. The quantitative method is used in variable measurement and hypothesis testing of objectives to examine their relationships while the mixed method approach is the integrating of the two forms of data (qualitative and quantitative) that would offer a clear understanding of the phenomenon under study.

The research on employee stress and productivity at the Kotoka International Airport adopted qualitative research methods approach. This was because the qualitative approach will enable the researcher to obtain varied and in-depth data from respondents of the study using both the primary and secondary data collection tools. According to Creswell (2017) qualitative approach to research provides the researcher with an in-depth understanding of the problem or social phenomenon. Thus, in conducting an explorative study on employee stress



and productivity at the Kotoka International Airport, the qualitative research approach will be the appropriate approach to be used as it would enable the researcher to obtain hidden information from stress and revenue collectors through the use of an inductive process (Flick, 2018).

### **Research Design**

This study adopted the single case study design of conducting an exploratory study. The single case study design will be adopted for the study because of its features of non-numeric and unstructured data methods and also allows the researcher to interact with respondents or participants in a natural setting (Creswell, 2013; Mason, 2002). Case studies answer a how and why question and it would be appropriate to use the case study because it can be used to describe and explore the social phenomenon of a group, individual, or the sequence through which an event occurred (Stake, 2005). “A case is not simply any person, family, company, or nation; we select it as part of a “class of events” or because it belongs to a category of cases” (George et al., 2005:17). Kotoka International Airport is the main context of the study. Kotoka International Airport is an international airport located in Accra the capital of Ghana.

This Kotoka International Airport was established in 1958 by the late Dr. Kwame Nkrumah and named in honour of the late Emmanuel Kwasi Kotoka who was a member of the National Liberation Council (NLC) and was killed during a coup. The Airport is made up of two different terminals for passengers known as terminal 2 and 3. The Airport also has a military and VVIP terminals for both the

military and for diplomatic travels. The Kotoka International Airport is select for the study because officials of the Ghana Revenue Authorities work in there as revenue collectors to help in mobilising revenue for national development. Also, it is a workplace made of groups of individuals who come in as travellers and traders and can be used as a case to obtain an understanding of how stress affects their productivity.

Yin (2017) mentioned that a single case study enables the researcher to obtain in-depth rich data and knowledge of the problem being study and its context. Also, case study research enables the researcher to select few respondents on which data would be examined (Yin, 1984). The study seeks to adopt the exploratory case study approach which makes room for the researcher to pose open-ended questions to enable the researcher to obtain data on the phenomenon being studied in the study domain. Thus, a single case study design would be adopted to allow the investigator to conduct a study on employee stress and productivity at the Kotoka International Airport as a case.

### **Study Area**

Kotoka International Airport is a sole international airport located in the capital of Ghana, Accra. The airport is operated by Ghana Airports Company Limited, which has its offices on the airport property. It is the largest and the first airport in Ghana. The Kotoka International airport consists of two passenger terminals, Terminal 2 and Terminal 3. Terminal 2 serves only domestic flights, while Terminal 3 serves regional, international, and long-haul operators.

## Study Population

A study “population refers to the entire group of individuals or objects to which researchers are interested in gathering data for the study” (Denzel & Lincoln, 2011). A total of population size of twenty-five which includes all the GRA officials and KIA managers at the Kotoka International Airport were selected for the study.

**Table 1: Study Population**

Department	Section/Position	Number
Operations	Assistant Revenue officer	4
Operations	Asst. Prevention Officer	6
Operations	Examination Officer	5
Operations	Revenue collectors	7
Accounts	Finance officer	1
Accounts	Budget officer	1
Registry	Human Resource Officer	1
		<b>Total 25</b>

Source: Field survey (Atsu, 2020)

## Sampling Procedure

The procedure that was used for selecting a sample for this study was the purposive sampling procedures. Sampling is defined as the selection of units from a defined study population (Mile & Huberman, 1994) this unit of groups or individuals in data analysis into the phenomenon. ‘Purposive sampling’ is a

sampling technique used to select individuals or respondents of a study who have some level of knowledge and expertise about the study phenomenon (Boateng, 2016). Thus, the researcher adopted the purposive sampling technique to sample respondents who have in-depth knowledge, understating, and practical experience on employee stress and productivity at the Kotoka International Airport to obtain insight into the phenomenon.

### **Sample Size and Study Subjects**

The total sampling size for the study was twenty-five (25) respondents. This sample size was arrived at because after a series of interviews, the researcher reached the point of saturation. This implies that, new interviews were not necessarily bringing out new information. Also, scholars are of the view that the more useable data collected from precipitants the fewer the participants needed. This includes the Assistant Revenue Officer (ARO), the Assistant Preventive Officer (APO), Examination Officer (EO), and, in a situation, where snowballing is carried out the number of respondents may increase.

The researcher purposively selected the Human Resource Manager, Budget officer, Finance officer, and the Revenue Collectors who have worked in revenue collection for the past five years. These groups of people were sampled because they are deemed to have the experience and understanding of productivity and stress management involved in working in GRA.

In all, twenty-five (25) GRA employees and ten (10) KIA managers were interviewed. The selection of the respondents was based on the number of years

of working at the KIA— at least respondents who have worked as revenue collectors for the past two to five years were the targeted group.

### **Collecting Data Instruments**

An open-ended interview guide was employed as a source for primary data collection. Open-ended interview guides are interview guides developed to enable the respondent of the study to give a detailed explanation of the question being asked. Open-ended question guides do not take the form of a 'yes' or 'no' as an answer. The close-ended guides accepted a 'yes' or 'no' answer which will not be an appropriate guide to conduct a qualitative study.

Thus, the researcher employed an open-ended interview guide to obtain respondents' detailed views and explanations on stress among Ghana Revenue Authority revenue collectors at Kotoka International Airport. Also, the secondary data source for the study was obtained from existing and current documents from GRA, online publications as well and books as a complement to enrich the interview data gathered from the study. The open-ended interview method was employed due to the advantages it offers such as an opportunity for a one and one discussion between the researcher and the respondents, which is an avenue for formal and focused research (Creswell, 2017). Again, interviews which are a primary data source was adopted because it allows respondents to express their views and elaborates more on the study phenomenon. This helped the researcher obtain in-depth data to analyse the findings of the study.

### **Data Collection Procedure**

To enable the researcher to collect the study data, a letter of introduction was obtained from the Department of Management at the University of Cape Coast and presented to respondents in their offices to seek their permission to participate in the research. The researcher administered the interview guide by interviewing the selected participants of the study. The researcher rescheduled an appointment with respondents that were unavailable during the scheduled period for the interview. The primary and secondary data for the study was the main sources of data for the study. A semi-structured interview guide was designed to aid data collection with the use of open and closed-ended questions. The purpose of the interview was to obtain a detailed response from the respondents of the study. Interviews were conducted based on the time scheduled by respondents and at their convenience. Also, secondary data were from sources such as published articles, documents, reports, and books on stress and its effects on productivity.

### **Data Processing and Analysis**

The thematic analytical approach served as the unit of data analysis. A thematic analytical approach is an approach to analysing research data based on the theme developed from the study objectives (Braun & Clarke, 2014). The interview data was recorded using audiotapes and then later transcribed. The transcribed data was given codes and then grouped based on the objectives of the study. The transcribed data further coded into various themes and organized for analysis. The information gathered from the coded data was grouped and categorized into themes and analysed based on the research objectives (Braun &

Clarke, 2014). To minimize errors in the data processing; such as data collection and transcription error as well as data entry error (typing errors), the researcher opted for data to be stored in a file and in the researcher's mail to avoid its displacement.

### **Ethical Consideration**

Research ethics is defined as a system of moral values concerned with the degree to which research procedures adhere to professional, legal, and social obligations concerns of the participants (Padgett., 2011). The study will consider all the ethical considerations involved in the research study. Firstly, respondents of the study would be approached and requested to participate in the study. These participants' consent will be sorted before included in the study. Also, the purpose of the study will be communicated to participants and their anonymity will be taken into consideration during the data collection period. This is to ensure confidentiality among participants of the study and to assure them of the responses being requested for academic purposes only.

### **Chapter Summary**

This chapter outlined and discussed the study methodology to be employed for the studies. The chapter also provides justification for the methodology to be used for the study. The chapter further discusses a detailed step by step process by which the data will be collected and analysed to extract its findings This included research approach, design, population, sample size, sources of data for the study, data collection instruments and procedures, data analysis technique as well as the ethical considerations of the study.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter presents the results of the data collected and this is followed by the discussion of the research findings on employee stress and productivity by the Ghana revenue authority: a case study of Kotoka international airport. Subsequently, this chapter is divided into two, by which the first part discusses the respondent's demographic data (twenty-five respondents selected from the GRA officials at KIA) while the second part of the chapter discusses the results obtained from the research questions. By the purposive sampling technique used, the total number of respondents sampled for the study represents a 100% data response. The analysis was done using the content and thematic analytical techniques. This approach of analysing was used in relating the findings with existing theoretical and empirical literature and used as a basis to draw relevant inferences. The results are presented thematically and supported by the necessary quotes from interviews where necessary.

#### Demographic Data of Respondents

This section presents the demographic characteristic of the participants of the study. This includes the gender, age, educational, and tenure of respondents. The demography is represented with the use of tables and pie graphs.



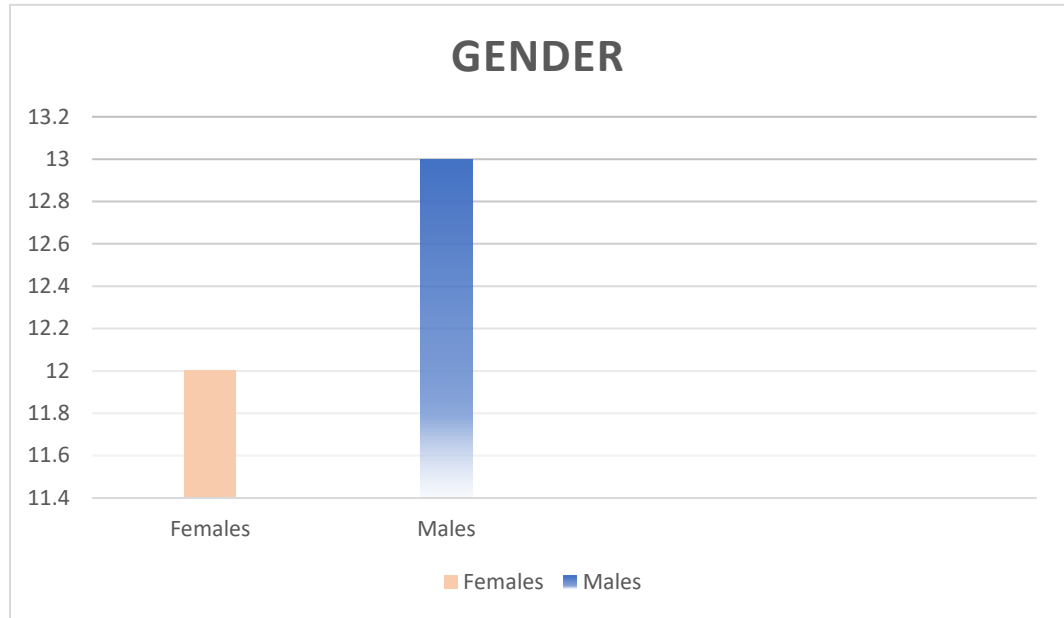
## Gender of Respondents

The study sought to find out the gender of respondents for the study. The findings of the study revealed that twelve (12) females and thirteen males (13) were the respondents of the study. The twelve females who participated in the study constituted 48% while the thirteen males represented 52%. This means most respondents for the study were males. This finding confirms the views of Ayeh-Danso (2011) about males' dominance in public institutions in Ghana. There is no doubt that there is a clear dominance of males over females at Ghana Revenue Authority officials located at the KIA in Accra.

**Table 2: Gender of Respondents**

Gender	Frequency	Percentage
Females	12	48
Males	13	52
Total	25	100

Source: Field survey (Atsu 2020)



Source: Field survey (Atsu 2020)

Figure 1: Gender of Respondents

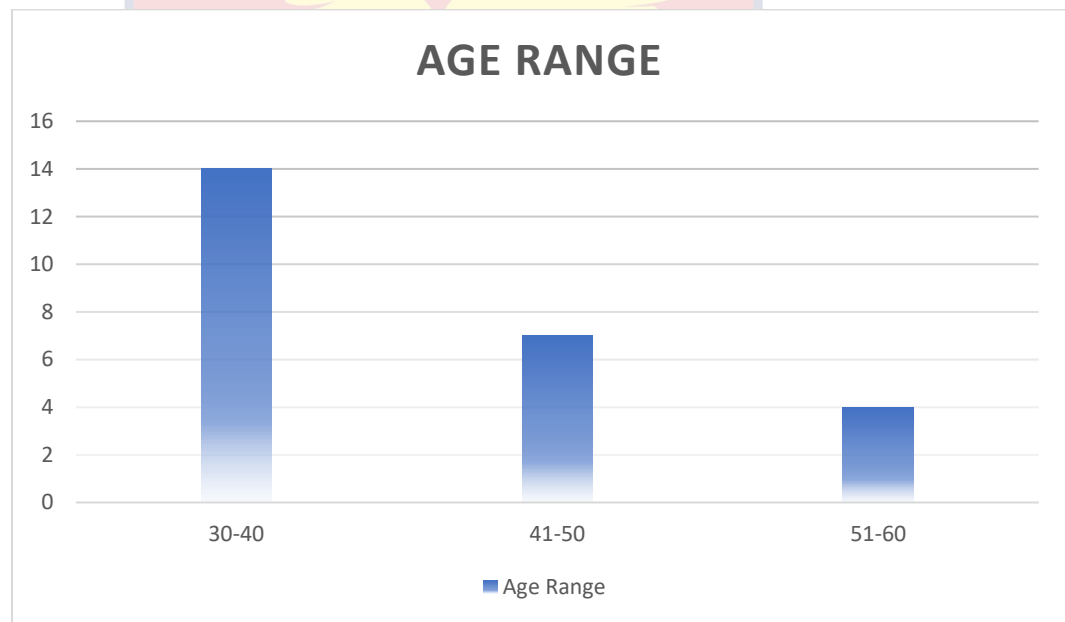
### Age of Respondents

The section presents the age of respondents for the study. The age of respondents ranges from 30 to 60 years. It was found that more than half of the respondents ranges from 30 to 60 years. It was found that more than half of the respondents were within the age range of 30-40 years with fourteen (14) respondents representing 63%, while seven (7) respondents were within the age range of 41-50 representing 31% and the remaining four (4) respondents within the range of 51-60 representing 6%. It can be argued that most of the respondents are young and more energetic. This representation confirms the assertion that organisation with more employees can achieve higher productivity. Based on these findings one can conclude that respondents are in the best position to provide their views on the level of stress faced because of job demand and working environment.

**Table 3: Age of Respondents**

Age	Frequency	Percentage
30-40	14	63
41-50	7	31
51-60	4	6
Totals	25	100

Source: Field survey (Atsu, 2020)



Source: Field survey (Atsu, 2020)

### **Level of Education**

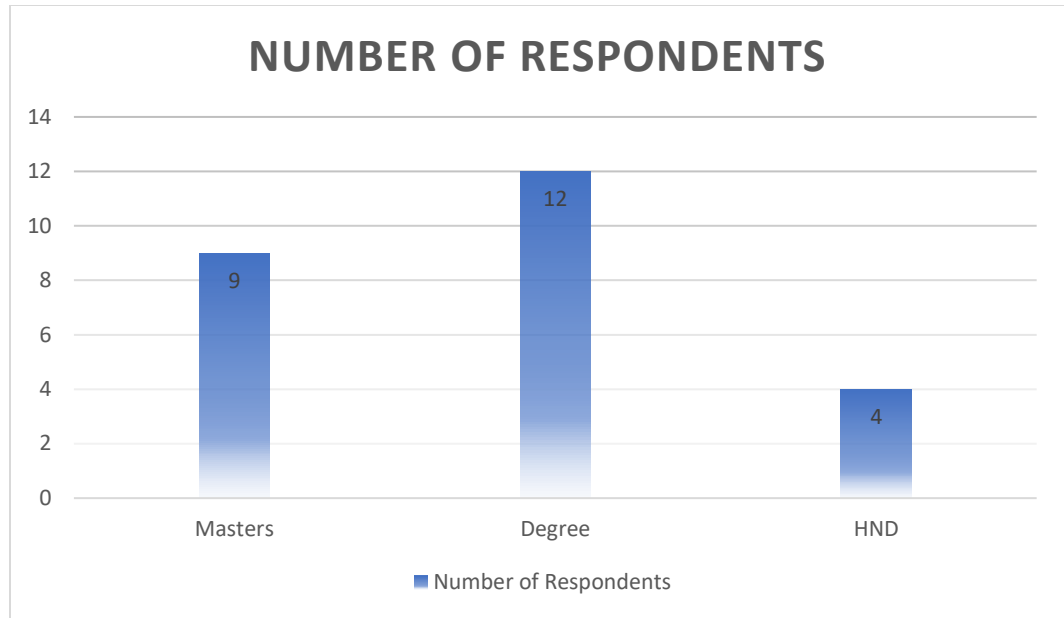
The data collected showed that officials of the GRA at the KIA are educated. This is because education is seen to equip officials with the necessary skills, knowledge, and the understanding of basic concepts to enable them to carry out their duties effectively. The educational level of the respondent was necessary

for this study as it would enable the researcher to investigate the rate at which they perform their responsibility in a stressful environment. In all, it was observed that nine (9) of the respondents obtained a master’s degree representing 36%, while eleven (12) of the respondents obtained their first degrees representing 48% with the remaining four (4) having obtained Higher National Diploma (HND) representing 16% respectively. It can be argued that the highest number of officials with their first degrees are more than those with their second degree (Masters) and HND. Thus, their level of education has offered them some level of understanding into the nature of the job they perform, and the level of stress involved.

**Table 4: Education level of Respondents**

Level of Education	Frequency	Percentage
Masters	9	36
1 <sup>st</sup> Degree	12	48
Higher National Diploma	4	16
Total	25	100

Source: Field survey (Atsu, 2020)



Source: Field survey (Atsu, 2020)  
Figure 3 Level of Education

### Tenure

This section of the demography of respondents is to explore the number of years employees of the GRA have worked in the KIA. This finding would help the researcher to obtain valid data and information on the effect of stress on their productivity and also provide the researcher with their coping capability and measure put in place by management to help reduce stress in their job performance. The study found that some officials of GRA have worked in the KIA as revenue collectors, assistant revenue collectors, examination officer, and clearing officials for the past years.

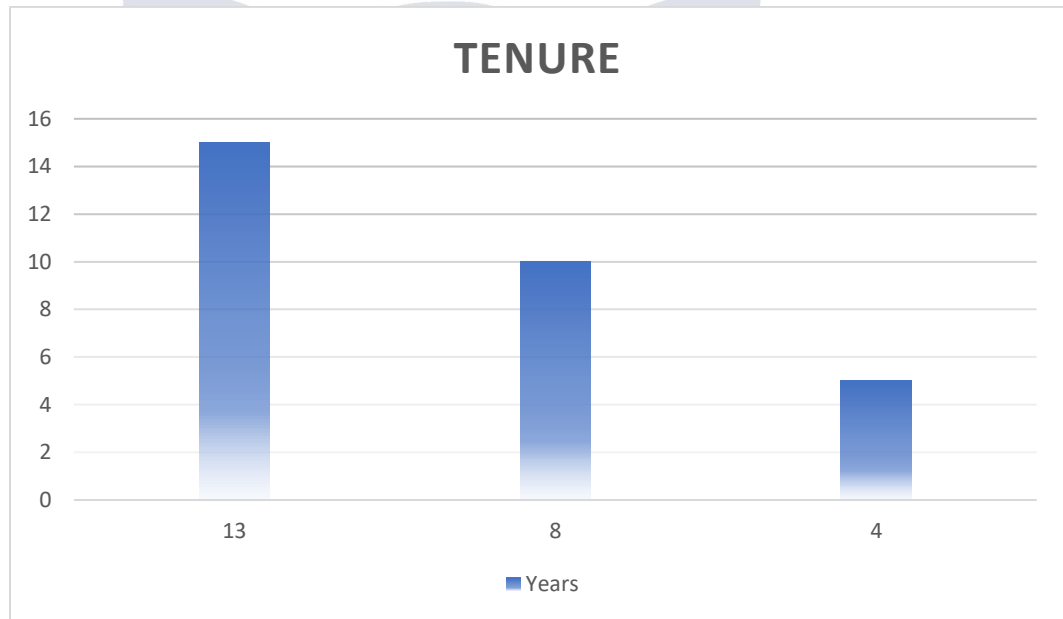
Interestingly, although the nature of their job is stressful, the study found out that four (13) GRA officers have been working as Assistant Revenue officers for the past fifteen (15) year, with eight (8) officers working for the past ten (10)

years with the remaining four (4) officers working for the past five years. This finding served as concrete on which the nature and effects of stress can be determined.

**Table 5: Number of years in KIA**

No of Employees	Years
13	15
8	10
4	5

Source: Field survey (Atsu, 2020)



Source: Field survey (Atsu, 2020)  
Figure 4 Number of years in KIA

### **Causes of Stress Among Ghana Revenue Authority Officials at the KIA**

This objective of the study was to investigate the causes of work stress among Ghana Revenue Authority officials at the Kotoka International Airport. It was disclosed that stressors in the organisation include the work demand, the working environment, time to report to work, time management, inter-agency concerns, multi-tasking, the working duration that is long hours of working, conflicts among clients and agencies, conflicts with co-workers, changes of duties, working systems and the lack of adequate officials. Also, the study revealed that the officers were faced with both acute and chronic stress disorders in the performance of their duties.

An interaction with an Examination Officer revealed that;

*“Generally, the nature of our work is such that you have to wake up very early be in traffic for several hours before getting to work and when you get to work you don’t get the time to rest but then move straight to your post to start working and then we also close very late most times “I sometimes feel the effect of stress for weeks and sometimes for months which affect my output level.*

Another respondent who was a Revenue Assistant added that;

*“Although we have a shift system in place to help reduce the stress we face at work, trust me the systems are not working, and lack adequate resources. This is because management has done little to ensure the shift systems work properly to achieve its implemented outcomes.”*

Based on the responses provided by both respondents one can conclude that the nature of work, job demands as well as the environment place stress on employees which in turn affects their productive level in the organization. As stipulated by the transactional theory (1985), the conditions of the working environment place demand on employees which intends to cause stress with affect their productivity levels. Thus, there is a transaction between the individual and the working environment.

In furtherance, another official revealed that;

*“We the revenue collected collect takes and duties from clients and other facilities in the Airport. However, the work-related task places lots of stress on us. I feel stressed almost every day but I have no choice but to ensure since that is where I get my daily bread. My work is so stressful and affects my output at work sometimes.”*

These findings from the respondents confirm the views of Bamba (2016) as he mentioned that the demand for increased productivity and working duration places stress on employees within the organisation. Once more is demanded of the employees they have to put in place their utmost best to get it achieved. Also, the views of respondents paint a clear picture of how stress occurs among GRA officials at the KIA. More so, both acute and chronic stress were the two main stresses faced by the employees.



### **Impact of Employee Stress on the Productivity of the GRA officials at KIA**

Studies and reaches on stress have revealed several effects on personnel that is faced with stressful working conditions. According to Lazarus and Folkman (1986: p.63) “stress refers to a relationship with the environment that a person appraises as significant for his or her wellbeing and in which the demands exceed available coping resources.” Thus, when the demands exceed resources available for productivity it affects the wellbeing of the individuals and brings about effects that affect both the individual and the organisation. Ganster and Rosen (2013) mentioned that stressors apply their effects based on who they are perceived and evaluated by individuals. This objective however sought to find out the effects of stress on Ghana Revenue Authority officials at the Kotoka International Airport.

Respond from an officer revealed that,

*“The various work-related stress pressures during working periods that affect me and caused me to feel weak and tired when working. This affects my decision making. Thus, am unable to decide what to do.”*

Another respondent mentioned that

*“The nature of my work affects me such a way that I feel easily angered, have emotional problems such as grieve, depression, and anxiety. I also feel tired, weak, dizzy, and unable to do things with ease.”*

Their responses from respondents triggered the researcher to probe more into the effects of stress on their productivity. This was in line with the purposive sample

method used to obtain data from officials who are perceived to experience and effected with stress at work.

An Assistant Revenue officer has this to say;

*“Stressors at work makes me feel emotional and psychological tension and this affects my productive level, I also sometimes feel sick and weak and don’t feel any sort of enjoyment at work. I also feel burnout and restlessness, lack of concentration at work, and easily angered. This I would say has to do with the lack of adequate resources available to work with and has led to a low mobilisation of revenue.”*

It can be argued that the revelations made by respondents with regards to the effects of stress on productivity confirm the views of Lazarus and Folkman (1986, p.63) that when demands exceed available resources it leads to stress and affects productivity. The findings also confirm the argument stipulated by Okorly and Boohene (2012) that a healthy working environment promotes increased productivity among workers as well as ensures good relationships among employees such as respect for one another.

Also, respondent confessed that the environment in which they worked have a great effect on their productive level. This response was obtained from 90 percent of the respondents interviewed for the study. Also, it was revealed that there were no incentives to motivate during stressful periods to motivate them to work.

## Measures by Management to Reduce Work Stress among GRA Officials at KIA

This objective sought to investigate some of the measures employed by the management of the Ghana Revenue Authority to help reduce stress among its employees at the Kotoka International Airport. Work stress arises as an outcome of the organizational factors such as the nature of work, management, and organizational structure as well as role behaviours (Kaya & Keskin, 2008). GRA officials were asked if management has put in place measures to help reduce the stress they face at work. Below are some responses.

Response from a respondent revealed this;

*“I will say yes because the shift system designed by management was to help relieve the stress employees go through. However, I would say the system is not effectively implemented as we are unable to follow, they shifting measures put in place.”*

Other respondents disclosed that;

*“There are times we go for holidays that we visit certain places for recreational and fun games. Management has also digitized the working procedures. An example is the clearance procedure that has been digitized. The office also grants annual leave to enable employees to have some rest to help reduce stress on them.”*

Given the above responses to stress management as some respondents agree that measures are put in place to help manage the stress, other are of the

view that annual leave and holiday are not management measures put in place to reduce stress because they are mandatorily required and is enjoyed of employees everywhere thus to this group of respondents there are no measures put in place by the management of GRA to help reduce stress on employees at KIA. However, studies have argued that the management of stress among employees can help reduce their risk to both psychological and emotional challenges they face and also goes a long way to increase and if possible, enhance their productivity levels.

Also, motivation as a public sector reform strategy has been identified as a measure to ensure positive outcomes among employees (Bright, 2008). Also, studies have shown that the health conditions of employees are gaining lots of concerns among management because of the unexpected consequences to both the individual and organisation (Noblet et al., 2006). As the health of an employee has a great effect on their productivity. Thus, measures need to be in place to manage stressful work demand.

### **Chapter Summary**

This chapter presented the findings of the study as obtained from data collected from the field. Findings were discussed in line with the literature reviewed. The study analysis has revealed employee stress and productivity by the Ghana revenue authority at the Kotoka International Airport. The presiding chapter presents the summary, conclusion, and recommendation of the study.

## CHAPTER FIVE

### SUMMARY, CONCLUSION, AND RECOMMENDATION

#### Introduction

This chapter presents a summary of the key findings obtained from the study. The chapter also discussed the conclusions and recommendations that were drawn from the findings of the study. The chapter further makes the proposed areas for further research.

#### Summary of the Study

This examined employee stress and productivity by the Ghana revenue authority: a case study of Kotoka International Airport as a case study. The study specifically sought to find out the type of work stress officials of GRA located at the KIA experience and its effects on their productivity. The single case study approach was employed to carry out the study with the use of its inferential and descriptive techniques to carry out the study. With the use of a qualitative approach, both primary and secondary sources of data to obtain responses to the research questions. Open-ended questions design by the researcher was used as the main guide of the interviews conducted.

Also, documents and data from the GRA office as well as online published articles were the sources of secondary data for the study. Also, the sample of the study was drawn from a population made of all officials of GRA working at KIA. In all, a total of twenty-five respondents were purposively selected for the study

due to their work experience, knowledge, and tenure in the workplace. Finally, the study data obtained from respondents were analysed based on the content and themes developed from the research questions.

### **Key Findings**

Based on the study findings identified in chapter four, the following key findings were made:

1. On the types of stress faced by GRA officials at the KIA, both acute and chronic stress were faced by employees because of stressors within the organisation. Some of the respondents were of the view that the type of stress experience affected for weeks while others are of the view that it even extends to months. Some of the stressors mentioned during the data collection include the working environment, job demand, human traffic, long working hours, lack of logistics, traffic to work, going to work very early, late closure, change of duties
2. On the other hand, most of the respondents responded negatively to the impact of stress on their productivity. Respondent revealed that stress affected their emotional and psychological wellbeing leading to physical and emotional tension, depression, anxiety, grief, weak feelings and tiredness, headaches, burnout, restlessness, fatigue, lack of concentration, easily angered, lack of self-confidence, feeling unease and uncomfortable.

This according to respondents affects their productiveness during revenue mobilisation.

3. On the measures put in place by management to help reduce stress among employees. The study discovered there were no measures out in place by management to help reduce work stress but rather the shift system is to ensure some level of flexibility but the shift system according to respondents is ineffective and thus does not help in achieving the purpose for which it was implemented.

### **Conclusion**

The study examined the impact of employee stress on productivity by the Ghana revenue authority: a case study of Kotoka International Airport. The study concluded that various types of stress affect officials of GRA at the KIA. Some of the stress experienced by officials includes acute stress and chronic stress. These stresses affect their productivity and time spent on performing their work duties. The study discovered that work tasks, job demands, and working environment, outside influences, working overtime, clearance procedures are all factors that constitute stressors that affect the productivity of GRA officials at KIA.

However, responses from the field indicated that when management makes the working environment flexible and when job demands are effectively managed and administered properly it would help reduce stresses faced by employees of GRA. In all, the study concludes that stress has great effects on the

performance of GRA officials at the KIA and it has led to some level of absenteeism, low turnout rate, ailment, and low productivity among employees.

### **Recommendations**

Based on the research findings and conclusion drawn from the study. The following recommendation was made

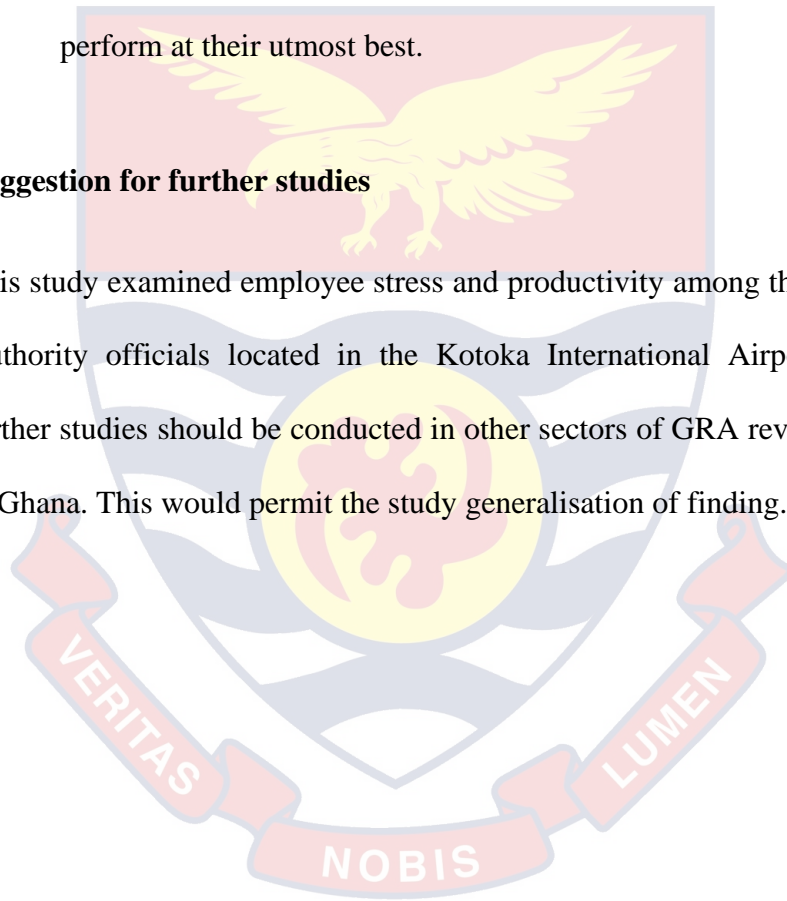
1. Firstly, Management should put in place an effective structure to ensure effective implementation of the shift system among GRA officials at the KIA. Since most of the officers responded negatively to the shift system, when management restructure their structures, it will help reduce the level of stress faced by employees.
2. The working environment should be considered in making should be made a little more flexible to allow for rest during working hours to enable the employees to have some time to relax and come back to their task. The lack of rest will cause the breakdown of employees leading to emotional as well as psychological consequences such as stress, anger, anxiety, and low productivity.
3. Management should also put in place an effective measure to help manage stress on depressed and stressful employees. Since the study found that no measures were in place to help manage the stressful environment and stressed employees. Management should revise their structure and system to make room for stress response and recovery.



4. Employees should also be given training on how to manage stress within and outside the organisation. This would go a long way to help them ensure they work and follow all safety measure for both their psychological and physical wellbeing
5. Finally, management should also put in place incentives packages to help motivate employees even when they are stressed to enable them to perform at their utmost best.

#### **Suggestion for further studies**

This study examined employee stress and productivity among the Ghana Revenue Authority officials located in the Kotoka International Airport. Nevertheless, further studies should be conducted in other sectors of GRA revenue mobilization in Ghana. This would permit the study generalisation of finding.



## REFERENCES

- Affum-Osei, E., Agyekum, B., Addo, Y. V. J., & Asante, E. A. (2014). Occupational stress and job performance in small and medium scale enterprises. *International Journal of Economics, Commerce and Management*, 2(11), 1-17.
- Ahmad, N. (2016). The Impact of Occupational Stress on University Employees' Personality. Vol. 3 No. 2.197-202
- Anthony-McMann, P. E. A., Ellinger, A.D., Astakhova, M., & Halbesleben, J. R. A (2017). Exploring Different Operationalizations of Employee Engagement and Their Relationships with Workplace Stress and Burnout. *Human Resource Development Quarterly*, Vol. 28, No. 2.
- Armstrong, M. (2009). Armstrong's handbook of human resource management practice. Kogan page limited.
- Asamoah-Boadu, Alfred (2015). The Impact of Outsourcing Revenue Mobilization on Income Generation in Judicial Service, KUMASI. Thesis submitted to the Department of Managerial Science, Kwame Nkrumah University of Science and Technology in partial fulfilment of degree of Master of Business Administration.
- Asif Kamboh (2009). Factors That Affect Employee Performance in an Organization |eHow.com[http://www.ehow.com/list\\_5923847\\_factors-affect-employee-performance-organization.html](http://www.ehow.com/list_5923847_factors-affect-employee-performance-organization.html).

- Ayeh-Danso, K. (2011). Staff motivation at blue skies company (Ghana). Unpublished Master's Thesis. Maastricht School of Management (MSN) Maastricht, The Netherlands.
- Aspinwall, L. G., & Taylor, S. E. (1997) 'A Stitch in Time: Self-Regulation and Proactive Coping.'. *Psychological Bulletin* 121 (3), 417
- Bamba, M. (2016). Stress Management and Job Performance in the Industries Sector of Mali. *Journal of Service Science and Management*, **09**,189-194
- Beehr, T. A., Glaser, K. M., Canali, K. G., & Wallwey, D. A. (2001). Back to basics: Re-examination of the demand-control theory of occupational stress. *Work & Stress*,15,115–130.
- Beheshtifar, M., & Nazarian, R. (2013). Role of occupational stress in organizations. *Interdisciplinary Journal of Contemporary Research in Business*, 4(9),648.
- Bemana, S., Moradi, H., Ghasemi, M., Taghavi, S.M. & Ghayoor A.H (2013). The Relationship among Job Stress and Job Satisfaction in Municipality Personnel in Iran. *World Applied Sciences Journal* 22 (2): 233-238.
- Boateng, R. (2016). *Research made easy*. CreateSpace Independent Publishing Platform.
- Bofah K., (2003). The Impact of Tax on Investment and Business Decisions. [http://www.ehow.com/facts\\_5910416\\_impact-tax-investment-business-decisions.htm](http://www.ehow.com/facts_5910416_impact-tax-investment-business-decisions.htm)

- Bowman, R. E., Zrull, M. C., & Luine, V. N. (2003). Chronic stress effects on memory: sex differences in performance and monoaminergic activity. *Hormones and behavior, 43(1)*,48-59.
- Bright, L. (2008). Does public service motivation really make a difference on the job satisfaction and turnover intentions of public employees? *American Review of Public Administration,38*, 149-166.
- Casey, L. (2012). Stress and wellbeing in Australia in 2012: A state-of-the-nation survey. Melbourne: Australian Psychological Society
- Cavanaugh, M. A., Boswell, W. R., Roehling, M. V., & Boudreau, J. W. (2000). An empirical examination of self-reported work stress among US managers. *Journal of Applied Psychology, 85*, 65-74
- Chen, W. Q., Wong, T. W. & Yu, T. S. (2001). Reliability and validity of the occupational stress scale for Chinese off-shore oil installation workers. *Stress and Health, 17*, 175– 183.
- Cheng, B. H., & McCarthy, J. M. (2018). Understanding the dark and bright sides of anxiety: A theory of workplace anxiety. *Journal of Applied Psychology, 103*, 537-560
- Chou, L. P., Li, C. Y., & Hu, S. C. (2014). Job stress and burnout in hospital employees: comparisons of different medical professions in a regional hospital in Taiwan. *BMJ Open, 4(2)*, e004185.
- Clarke, V., & Braun, V. (2014). Thematic analysis. *Encyclopedia of quality of life and well-being research*, 6626-6628

- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approach*. Sage publications.
- Denzin, N. K., & Lincoln, Y. S. (Eds.). (2011). *The Sage handbook of qualitative research*. Sage.
- Deshler, G. (2000). *Human Resource Management*. 8th Edition, Prentice-Hall, Upper Saddle River.
- Donaldson-Feilder, E. Yarker J. & Lewis, R. (2011). *Preventing Stress in Organisations: how to develop positive managers*. John Wiley & Sons Ltd.
- Elovainio et al (2002). *Worksite Stress Management Intervention: Their Effectiveness and Conceptualisation; Journal of Managerial Psychology* Volume: 2 Issue: 1
- Flick, U. (2018). *An introduction to qualitative research*. Sage Publications Limited
- George, A. L., Bennett, A., Lynn-Jones, S. M., & Miller, S. E. (2005). *Case studies and theory development in the social sciences*. MIT Press.
- Hobfoll, S. E., Freedy, J. R., Green, B. L. & Solomon, S. D. (1996). Coping reactions to extreme stress: The roles of resource loss and resource availability. In M Zeidner and N S Endler (Eds), (1996). *Handbook of Coping: Theory, Research, Applications* (pp. 322–349). New York,

- Ilies, R., Dimotakis, N., & De Pater, I. E. (2010). Psychological and physiological reactions to high workloads: implications for well-being. *Personnel Psychology, 63*(2), 407-436
- Kaya, M. D, Keskin, G. (2008). Yöneticilerin Yönetmel Stress Kaynakları Ve Stresse Yatkinlık Düzeyleri: Erzurum'da Bir Araştırma, *Atatürk University Institute of Social Sciences Journal, 11*(1).
- Krohne, H.W. (2012). Stress and Coping Theories
- Lazarus, R. S. & Folkman, S. (1984). Stress, appraisal, and coping. New York: Springer Publication Company.
- Lazarus, R. S. & Folkman, S. (1986). Cognitive theories of stress and the issue of circularity. In M H Appley and R Trumbull (Eds), (1986). Dynamics of Stress. Physiological, Psychological, and Social Perspectives (pp. 63–80). New York
- Lazarus, R. S. (1991). Emotion and Adaptation. New York: Oxford University Press
- Mason, J. (2002). Qualitative researching (2nd ed.). London: Sage.
- Mathis, R. L., & Jackson, J. H. (2011). *Human resource management: Essential Perspectives*. Cengage Learning.
- McGonagle, K. A., & Kessler, R. C. (1990). Chronic stress, acute stress, and depressive symptoms. *American journal of community psychology, 18*(5), 681-706.

- Mead, R. (2000). What is Stress? Roger Mead Associates, Stress Management, Coaching and Training for Individuals and Groups.
- Milutinović, D, Boris, G, Nitia, B. Prokes, B. (2012), Professional Stress and Health Among Critical Care Nurses in Serbia. *Arh Hig Rada Tokicol iss,6* p. 171-180
- Miraglia, M., & Johns, G. (2016). Going to work ill: A meta-analysis of the correlates of presenteeism and a dual-path model. *Journal of Occupational Health Psychology, 21*, 261-283
- Molpus, D. (2003), "Customers Frustrated with Customer Service," National Public Radio, Morning Edition.
- Moorhead, H. & Griffen, F. (1998). *Organizational Behaviour*. Boston: Houghton Mifflin Company
- Netemeyer, R. G., Boles, J. S. & McMurrian, R. (1996), "Development and Validation of Work-Family Conflict and Family-Work Conflict Scales," *Journal of Applied Psychology, 81* (4), 400-410.
- Neuman, W. L. (2014). *Social Research Methods: Qualitative and Quantitative Approaches: Pearson New International Edition*. Pearson Education Limited.
- Noblet, A. J., & Rodwell, J. J. (2008). Integrating job stress and social exchange theories to predict employee strain in reformed public sector contexts. *Journal of Public Administration Research and Theory, 19*, 555-578.

- Okorley, E. N. A., & Boohene, R. (2012). Determinants of bank staff motivation in the Cape Coast Metropolis. *International Business and management*, 4(1), 121-125.
- O'Meara, B. E. (2008) Influence of Work-Related Stress on Organizational Commitment at Olabisionabanjo University Ago Inouye Gun State Nigeria. EABR & TLC Conferences Proceedings, Rothenberg
- Ployhart, R. E., & Moliterno, T. P. (2011). Emergence of the human capital resource: A multilevel model. *Academy of management review*, 36(1), 127-150.
- Ricardo, Y. J. (2001). *Marketing Management: Analysis, Planning, Implementation and Control* (7thed.). Prentice Hall Publishers: Prentice Hall.
- Robbins & Sanghi (2006). *Organizational Behavior*. (11ed.), India: Dorling Kindersley.
- Rubina et al (2008): A project manager's optimism and stress management and IT project success; *International Journal of Managing Projects in Business* Volume: 4 Issue: 1 NOBIS
- Saks, A. M., & Gruman, J. A. (2014). What do we really know about employee engagement? *Human Resource Development Quarterly*, 25 (2), 155 – 182.
- Sığrı, Ü. (2007), Geçici ve Daimi Personelin Stres Faktörlerinin, Belirtilerinin, Yatkinliklarının ve Stresle Baş Etme Tarzlarının Mukayeseli Analizi, Öneri. V.7.N.28, 177-188.



- Silverthorne, C., Chen, J. (2008). The Impact of Locus of Control on Job Stress, Job Performance and Job Satisfaction in Taiwan. *Leadership & Organization Development Journal*, 29, 572-582.
- Siyambalapitiya, P.& Sachitra<sup>1</sup>, V. (2019). Role of Occupational Stress and Organizational Stress towards Job Satisfaction: A Study Based on Banking Sector Employees in Sri Lanka. *Asian Journal of Education and Social Studies* 3(3): 1-12.
- Sonnentag, S., & Fritz, C. (2015). Recovery from job stress: The stressor-detachment model as an integrative framework. *Journal of Organizational Behavior*, 36(S1), S72-S103.
- Stake, R. E. (2005). Qualitative case studies. In N. K. Denzin & Y. S. Lincoln (Eds.), *The Sage handbook of qualitative research* (3rd ed.) (pp. 443-466). Thousand Oaks, CA: Sage.
- Stebbins, R. A. (2001). *Exploratory research in the social sciences* (Vol. 48). Sage.
- Swinepoxes, B., et al. (1998). *South African Human Resource Management: Theory and Practice*. Jute & Co. Ltd., South Africa
- Thompson, P. & McHugh, D. (1995). *Work organizations; A Critical introduction. 2nd Ed.* Hampshire: Macmillan Press Ltd.

- Tourigny, L., Baba, V. V., Han, J., & Wang, X. (2013). Emotional exhaustion and job performance: The mediating role of organizational commitment. *The International Journal of Human Resource Management*, 24, 514-532
- Vasileiou, K., Barnett, J., Thorpe, S., & Young, T. (2018). Characterising and justifying sample size sufficiency in interview-based studies: systematic analysis of qualitative health research over a 15-year period. *BMC medical research methodology*, 18(1), 148
- Weinberg, A., Sutherland, V. J & Cooper, C. (2010). Organizational Stress Management A Strategic Approach, Palgrave Macmillan, USA, 54-200
- Widerszal-Bazył, Cooper, C. L., Sparks, K. & Paul, E. (2000). Managerial stress in private and state organizations in Poland. *Stress Medicine Stress Med.* 16: 299-314.
- Williams, C. (2007). Research methods. *Journal of Business & Economics Research (JBER)*, 5(3).
- Yin, R. (1984). *Case Study Research*. Beverly Hills.
- Yin, R. K. (2017). *Case study research and applications: Design and methods*. Sage publications.
- Alenezi, A. M., Aboshaiqah, A., & Baker, O. (2018). Work-related stress among nursing staff working in government hospitals and primary health care centres. *International Journal of Nursing Practice*, 24(5), e12676.

- Ampofo, J. A., Nassè, T. B., & Akouwerabou, L. (2020). The effects of stress on performance of workers in Ghana health service in Wa municipal. *International Journal of Management & Entrepreneurship Research*, 2(4), 212–230.
- Beresford, B., Gibson, F., Bayliss, J., & Mukherjee, S. (2018). Preventing work-related stress among staff working in children's cancer Principal Treatment Centres in the UK: a brief survey of staff support systems and practices. *European Journal of Cancer Care*, 27(2), e12535.
- bin Othman, A., & Wahab, M. N. A. (2010). Religious coping, job insecurity and job stress among Javanese academic staff: A moderated regression analysis. *International Journal of Psychological Studies*, 2(2), 159.
- Essiam, J. O., Mensah, M. E., Kudu, L. K., & Gyamfi, G. D. (2015). Influence of job stress on job satisfaction among university staff: Analytical evidence from a public university in Ghana. *International Journal of Economics, Commerce and Management*, 3(2), 1–15.
- Kaburi, B. B., Bio, F. Y., Kubio, C., Ameme, D. K., Kenu, E., Sackey, S. O., & Afari, E. A. (2019). Psychological working conditions and predictors of occupational stress among nurses, Salaga Government Hospital, Ghana, 2016. *The Pan African Medical Journal*, 33.
- Kodua-Ntim, K., Akussah, H., & Adjei, E. (2021). Managing stress among library staff in public university libraries in Ghana. *The Journal of Academic Librarianship*, 47(4), 102362.

- Petek, M. (2018). Stress among reference library staff in academic and public libraries. *Reference Services Review*.
- Sharma, P., Davey, A., Davey, S., Shukla, A., Shrivastava, K., & Bansal, R. (2014). Occupational stress among staff nurses: Controlling the risk to health. *Indian Journal of Occupational and Environmental Medicine*, 18(2), 52.
- Singh, G. P. (2013). Job stress among emergency nursing staff: A preliminary study. *Indian Journal of Psychiatry*, 55(4), 407–408.
- Tekeste, S. F., & Nekzada, N. I. (2014). *Stress causes and its management at the work place: A qualitative study on the causes of stress and management mechanisms at Volvo Trucks AB, Umeå*.
- Uvais, N. A., Aziz, F., & Hafeeq, B. (2020). *COVID-19-related stigma and perceived stress among dialysis staff*.
- Vasantha, M. P., & Reddy, M. P. (2017). Stress at work place: Causes, consequences and remedies. *International Journal of Research in Economics and Social Sciences (IJRESS)*, 7(9), 95–104.
- Wells, J. B., Minor, K. I., Angel, E., Matz, A. K., & Amato, N. (2009). Predictors of job stress among staff in juvenile correctional facilities. *Criminal Justice and Behavior*, 36(3), 245–258.
- Yeboah, M. A., Ansong, M. O., Antwi, H. A., Yiranbon, E., Anyan, F., & Gyebil, F. (2014). Determinants of workplace stress among healthcare professionals in Ghana: An empirical analysis. *International Journal of Business and Social Science*, 5(4).

**APPENDIX**  
**UNIVERSITY OF CAPE COAST**  
**RESEARCH QUESTIONNAIRE**

**Employee stress and productivity by the Ghana Revenue Authority: a case study of Kotoka International Airport.**

I am a final year student at the University of Cape Coast and am writing my dissertation on employee stress and productivity by the Ghana Revenue Authority: a case study of Kotoka International Airport. This interview guide is designed to elicit data for my study. Information provided will solely be used for academic purpose and your anonymity and confidentiality is highly observed. I would be glad if you make time out of your busy schedule to respond to my questions. Thank you.

**Part A**

**Respondents Demography**

1. Gender
  - a. Male [  ]
  - b. Female [  ]
  
2. Age
  - a. A. 30 – 40 years [  ]
  - b. 41 – 50 years [  ]
  - c. 51 – 60 years [  ]

4. Educational Qualification

- a. A' Level [     ]
- b. Senior High School [     ]
- c. HND [     ]
- d. First Degree [     ]
- Post-Graduate [     ]

5. Working experience (KIA)

- a. 1 – 5 years [     ]
- b. 6 – 10 years [     ]
- c. 11 – 15 years [     ]
- d. 16- 20 years [     ]

**Part B**

**1. What are the Causes of Stress among Ghana Revenue Authority officials at the Kotoka International Airport?**

- a. How do you determine you are stressed out?
- b. What are the causes of stress at KIA?
- c. What other factors have you noticed causes work stress in your organization?
- d. With regards to the nature of your job what are the three worst aspect of the job that causes stress among employees?

**2. How has stress affected the productivity of Ghana revenue authority officials at The Kotoka International Airport?**

- a. Do you think the stress affects on your health and wellbeing?
- b. Does the nature of your work impose pressure on you?
- c. What are some of the effects of stress on your level of productivity?
- d. How has work stress affected the organization?
- e. Does stress affect your relationship with others with the organization?

**3. Stress Management Among GRA officials at Kotoka International Airport**

- a. Are there measures put in place to manage work stress among GRA official at KIA?
- b. What are some of the measures put in place by management to reduce stress?
- c. How effective is the measures to reduce stress?
- d. Is training organised to equip you on how to response to stress and recover?
- e. Are you provided with any form of motivation?

Thank you