

The Effect of Work-Related Stress on Workers' Performance in Public Service Organizations in Tanzania: A Case Study of the Tanzania Fertilizer Regulatory Authority

Ruth Magesa¹
Kanty P.F. Mtey²

¹chonyaruth@yahoo.co.uk

²kmtei@mzumbe.ac.tz

^{1,2}Mzumbe University, Tanzania

ABSTRACT

This paper sought to enrich the prevailing scanty understanding of the less known effect of work-related stress on workers' performance among public service organizations in Tanzania. The study took place at the Tanzania Fertilizer Regulatory Authority headquarters, Dar Es Salaam, Tanzania. This paper sought to address three specific objectives, namely: firstly, to examine the level of awareness of work-related stress in the study area; secondly, to assess factors influencing work-related stress among workers in the study area; and lastly, to assess the effect of work-related stress on workers' performance in the study area. Anchored in Control Theory, the research employed a descriptive case-study design involving 60 respondents selected through simple random sampling technique from a target population of 110 employees across two departments at the Tanzania Fertilizer Regulatory Authority (TFRA). Data collection was conducted through questionnaires, interviews, and literature reviews, with qualitative data analyzed via content analysis and quantitative data through descriptive statistics. Based on the analyzed data, the findings revealed awareness of work-related stress among organizational employees being high, medium, or low level and no idea among the respondents in the study area, while the majority of respondents were highly aware of the existence of work-related stress in their workplace. On the other hand, the study findings revealed that demand resulted from the workload of responsibilities in the workplace with major stressors such as control, role, change, relationships, and support. The study concluded that positive effects of stress include providing a quick burst of energy, decreased sensitivity to pain, an increase in immunity, and lastly, heightened memory levels, while negative effects of stress on the welfare of the employees include affecting employees' health, lowering workers' concentration, affecting employees' relationships, affecting decision-making ability, disturbing employees' work schedules, and lastly, lowering immunity. Based on the study findings, the study hereby recommends that the public service agencies need to regularly conduct routine awareness programs on work-related stress as well as designing work-related stress management practices for employees in modern workplaces. This will be useful in increasing employees' commitment towards the ultimate goal of attaining long-term organizational performance and productivity.

Keywords: Public Service Organizations, Work-Related Stress, Workers' Performance

I. INTRODUCTION

Stress, derived from the Latin word "stringers," meaning to draw tight, was initially used in the 17th century to describe hardships and afflictions among individuals (Morgan, 2017; Joachim, 2021). Over time, the concept of stress has evolved to encompass a broader definition. According to Webster (1998), stress is a physical, chemical, or emotional factor that causes bodily or mental tension and may contribute to disease. Stress arises when an individual's resources are insufficient to cope with the demands and pressures they face, making it a dynamic state of conflict and uncertainty (Joachim, 2021).

In the modern workplace, stress has become increasingly prevalent, driven by external factors such as technological advancements and economic restructuring. These changes can lead to job insecurity and potential threats to employees' well-being and family life. Work-related stress is particularly concerning because it can immobilize individuals, affecting their performance and overall functioning (Morgan, 2017).

Work stress refers to the interaction between job-related attributes and an individual employee, resulting in changes to the worker's psychological or physiological state. This interaction can lead to a departure from normal functioning, impacting both the individual and the organization (Mansor et al., 2023). Workplace stress is now recognized as a significant issue for both employees and employers, with various understandings of its meaning and implications across different contexts (Ismail et al., 2015; Momoh et al., 2024).

The evolving dynamics in work-related stress in the majority of workplaces have called for many initiatives to constantly handle organizational performance-related challenges. According to Matalisi (2022), factors such as budget constraints, downsizing, fear of job loss and loss of benefits, layoffs, outsourcing, shorter work weeks, cuts in overtime, overflow of duties from not hiring new employees to fill positions, and a slowing economy all lead to

worker insecurity, and this in turn leads to worker stress. However, the Joachim (2021) study indicates that factors such as organizational change, restructuring, and downsizing are some of the greatest job stressors in many organizations. The human resources in the particular organization are watching individual employees being made redundant, restructuring taking place, and their own workload increasing; as a result, the workplace environment has become a major workplace stressor (Wamae, 2019).

Stress can be considered an inevitable condition at least at one point in time or another; however, it can also be minimized to the extent that the organizational performance, productivity, and health of the employee are maintained, which could lead to a productive organization employee (Mustafa, 2015; Francis et al., 2023). The fact that human resources concept refers to the term that entails all employees, manpower, and mental efforts in the organization require capacity building through training on new skills and adopting new working skills and technology policies in the course of coping with work-related stress. The term holds the holistic meaning of the human inputs in the organization's operations (Armstrong, 1991; Michael et al., 2013; Mosadeghrad, 2014). The organization's human resources need to be developed to meet the unmatched workplace challenges that result in workplace stress (Ongori & Nzonzo, 2011; Mansor et al., 2023).

The alarming spike in the incidence of reported stress among employees in recent years and its impact on the bottom line has made the management of stress an urgent business strategy for the majority of organizations in the world. The fact that an individual belongs to various social dynamics related to family, or rather the society he or she is coming from, work-related stress can create the difference between individuals' demands on families and the ability of families to provide material security for them inside and outside an individual's workplace space (Mathesela, 2022; Tesfaye, 2020). To manage the ever-growing organizational challenges, the well-developed and built capacities of the trained human resources are required to be equipped with competence in terms of knowledge and skills to enable them to cope with organizational dynamics from time to time. Work-related stress is a significant and costly problem, such that the challenge for organizations is to manage work stress in order to reduce healthcare costs and improve employees' productivity (Wamae, 2019).

Work-related stress is the contemporary growing concern in the workplaces, as it has significant social and economic implications for various dimensions of organization conduct (Mustafa, 2015). The prevalence of technological revolutions in various workplaces, including private and public organizations, has resulted in new job challenges, which are easily transformed into modern stressors in modern workplaces. The widely reported work-related stress phenomenon is due to the majority of changes and innovations taking place in modern workplaces. This is highly associated with increasing negative work-related outcomes, such as job dissatisfaction, ill-health, absenteeism, higher turnover, lower productivity, diminishing levels of customer service, health problems, absenteeism, turnover, industrial accidents, alcohol and drug use, and purposefully destructive behaviors (Malik, 2011; Joachim, 2021).

1.1 Statement of the Problem

Despite the widely known impacts, causes, and consequences of work-related stress in relation to organizational performance and productivity (Joachim, 2021; Mathesela, 2022; Tesfaye, 2022), less remains to be known on the effect of work-related stress on workers' performance among public service organizations in Tanzania. Given the broad mandate of the Tanzania Fertilizer Regulatory Authority, which is the Tanzanian government organization responsible for regulating and managing the manufacturing, importation, distribution, and utilization of agricultural fertilizer all over the entire country, the organization faces rapid changes across its systems and structures. In fulfilling her mandate, the authority has regularly undergone major transformations and expansions that exert pressures on her structures and systems towards ensuring timely pursuit of her mandate, leading to a rise of work-related stress among her organizational human resources.

While stress is a natural feeling of not being able to cope with specific demands and events subjected to a person (Kitole et al., 2019), there is adequate literature evidence showing that public service employees, like other human beings, are not immune to this emotional state as they face various dynamics in the course of undertaking their duties (Bamba, 2016). A shortage of studies on implications of work-related stress in Tanzania's public sector performance remains widely posited by Mkumbo (2014) and Mathesela (2022), to mention a few. Following the regular adjustments in the Tanzania Fertilizer Regulatory Authority's line of responsibility, workers have been charged with multiple roles, hence being exposed to various forms of work-related stress. This provides a rationale for this study to assess the effect of work-related stress on workers' performance among public service organizations in Tanzania, where the Tanzania Fertilizer Regulatory Authority was used as a case study.

1.2 Research Objectives

- i. To examine the level of awareness of work-related stress in the study area.

- ii. To assess factors influencing work-related stress among workers in the study area.
- iii. To assess the effect of work-related stress on workers' performance in the study area.

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Control Theory

Control theory, originally impacting fields like engineering, mathematics, economics, medicine, and psychology, has evolved to emphasize the importance of feedback in shaping behavior within organizations (Carver & Scheier, 1982). The theory suggests that feedback helps individuals recognize discrepancies between their actions and expectations, prompting corrective actions to enhance performance (Locke & Latham, 1990). In modern organizations, the complexity of work environments can contribute to employee stress, with varying interpretations of internal and external demands influencing stress levels (Dollard & Metzer, 1999). While stress is a natural response to changing demands, organizations must recognize the importance of both organizational and employee outcomes, ensuring a healthy and productive workforce (Ballesteros & Whitlock, 2009).

2.2 Empirical Review

2.2.1 Awareness of Work-Related Stress

Research on the awareness of work-related stress highlights the significance of understanding stress within organizations and its potential impacts on employees. Dumba (2016) explored work-related stress management practices in the Tanzanian public sector and found that many organizations recognize the prevalence of stress but often lack comprehensive strategies to address it. This aligns with the findings of Tran et al. (2020), who emphasized the critical role of human resource managers in raising awareness about stress and implementing effective stress management strategies. Both studies underscore the importance of awareness as the first step toward mitigating stress and its negative effects on employees' well-being and organizational productivity.

2.2.2 Factors Influencing Work-Related Stress

Various studies have identified multiple factors contributing to work-related stress in different organizational contexts. Sharma and Jain (2018) examined stress in Indian public sector organizations and identified heavy workloads, adapting to new environments, and balancing professional and personal life as significant stressors. Similarly, Kitole et al. (2019) categorized stress into occupational and domestic stress, noting that unusual demands and extreme expectations are major contributors.

2.2.3 Effects of Work-Related Stress on Workers' Performance

The impact of work-related stress on employee performance has been widely studied, with most research pointing to its detrimental effects. Armstrong (2009) argues that while some stress can enhance performance, excessive stress typically leads to negative outcomes such as decreased productivity, poor job satisfaction, and strained interpersonal relationships. Dumba (2016) also found that unmanaged stress negatively affects employee commitment and morale, leading to reduced performance. The consensus across these studies is that organizations must prioritize stress management to maintain high levels of employee performance and overall organizational effectiveness.

III. METHODOLOGY

This study was carried out at the headquarters of the Tanzania Fertilizer Regulatory Authority, Dar Es Salaam, Tanzania. This was due to the fact that the Authority stands as one of the Tanzanian government agencies facing major expansions and pressures towards ensuring timely completion in the pursuit of her mandate all over the country, hence providing the rationale for this study taking place in the area as one of the public agencies in the Tanzanian public sector. The study employed a descriptive research design. Under this design, data on the variables of interest were collected more or less simultaneously, examined once, and the relationship between variables determined (Bryman & Bell, 2011). The target population, which comprised the study sampling frame, included workers from the two (2) selected departments at the Tanzania Fertilizer Regulatory Authority headquarters, Dar es Salaam, with a total of 110 workers. The mentioned population of 110 workers from the study area was regarded as a good representation for drawing the findings relating to the effects of work-related stress practices towards enhancing overall organization performance in the study area.

Through simple random sampling technique, the sample size of the study was selected. For the purpose of this study, a sampling intensity of 5% was adopted. This was equivalent to 60 workers, meaning that 30 workers were randomly sampled from each of the two selected departments, namely the department of administration and human resources as well as the department of operations. This study further employed various data collection techniques, including questionnaires and interviews, in the process of collecting information from the study respondents. Both qualitative and quantitative approaches were employed. After the data collection exercise, primary data were checked for completeness before coding, entering, and verifying for analysis. Both the MS Excel and SPSS software were employed for proper data housekeeping, arrangement, and management. Analysis of data used qualitative analysis of data including simple percentages, descriptive analysis, and explanations to establish relationships of the variables employed in the study. Simple codification was employed to extract relationships and associations among the population variable. Both qualitative and quantitative methods for data analysis were used.

IV. FINDINGS & DISCUSSION

4.1 Characteristics of Respondents in the Study Area

This study contains responses from the 60 respondents who participated in the questionnaire survey. In the course of undertaking this study, 10 respondents were also consulted through in-depth interviews and focus group discussions. The study consulted respondents who were also the employees from the Tanzania Fertilizer Regulatory Authority headquarters, who were selected due to their suitability for this inquiry as summarized and presented in the following sub-sections. Respondents' characteristics were important in order to provide a snapshot of the background of the respondents and their suitability for this inquiry. The characteristics of the 60 respondents who participate in this study are presented in the following sub-sections and further discussed thereafter.

4.1.1 Sex of Respondents

The study sample consisted of both male and female respondents. The study findings showed that 45 (75%) and 15 (25%) of all 60 respondents interviewed during the questionnaire survey were male and female respondents, respectively (see Table 3.1). The revealed fact of 75% and 25% of the respondents in the study area being male and female respondents, respectively, implies a high prevalence of patriarchal kinship in the study area due to the fact that the respondents interviewed in the questionnaire survey were the employees from the study area. The prevalence of a high level of men in leading units and activities in the study area reflects the majority of the African traditions' settings. Inclusion of gender parameters in this study was necessary because in some areas only men engage in operational and management activities while women in other small supporting businesses.

Table 1

Sex of Respondents

Characteristic	F	%
Sex of respondents		
Males	45	75
Females	15	25
Total	60	100

This includes the shedding light on gender aspects and practices related to the human resources work-related stress management practices in the study area. These study results further indicate that there are gender differences in adopting various practices including adoption and implementation of human resources work-related stress management practices. The gender of the employees in the study area has implications towards the adoption of improved practices by women hence being a useful parameter towards achieving sustainable development through high level participation of every individual in the community.

4.1.2 Age of Respondents

The respondents who were involved in this study were of different ages. The study findings show that 24 (40%) of all study respondents interviewed during the questionnaire survey were aged between 18 and 29 years, followed by 30 (50%) who were aged between 30-49 years. Furthermore, 6 (10%) of all respondents interviewed during the questionnaire survey were aged between 50 and 60 years. The study findings imply the presence of many youths (18-49 years) who also refer to a steady workforce among the entire population of respondents composed of all 60 employees from the Tanzania Fertilizer Regulatory Authority headquarters who were the respondents interviewed during the questionnaire survey.

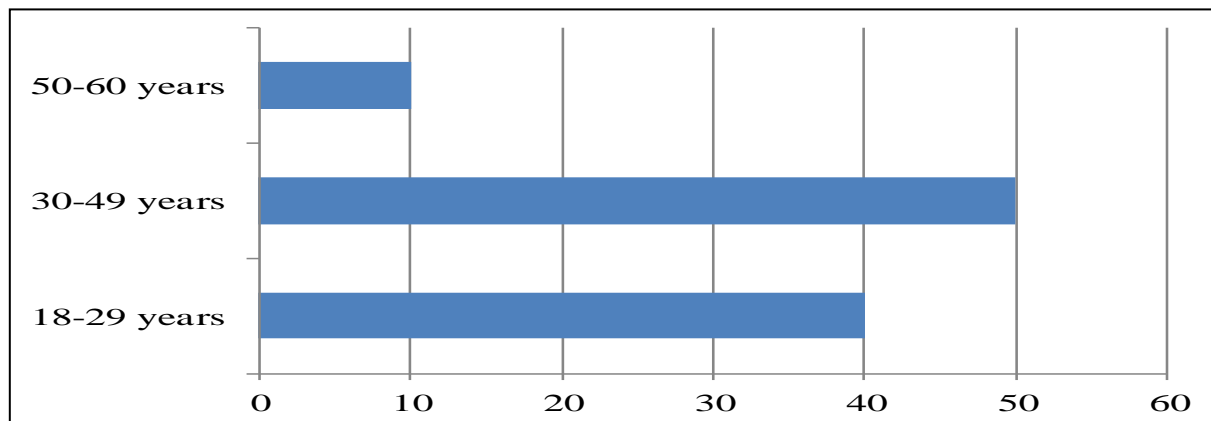


Figure 1
Distribution of Age of Respondents

The fact that the majority of the employees were of the working age (18-60 years) entails that most of the workers in the public service contain a population with a majority of active working age. Furthermore, this study finding suggests the availability of a steady and supportive workforce for effective and sustainable adaptation and adoption of new practices, including human resources work-related stress management practices, in the study area.

4.1.3 Education Levels of Respondents

Education level of individuals within a particular community entails knowledge, skills and competences needed to participate effectively in society and in the economy. Study findings in Figure 3.2 showed that the education levels of the respondents who took part in the study were 11(18.3%) with secondary education, 24(40.0%) had acquired diploma level education and 25(41.7%) who had acquired tertiary education. Since the education levels of respondents who took part in the study entailed majority of respondents who had acquired higher education levels including diploma and further high learning levels hence having high possibility and ability of being engaged in any kind of technological innovations. Following the revealed education level of respondents, there was a clear understanding of the subject matter namely human resources work-related stress management practices such that the study respondents with low levels were the ones who used to work in the lower-level cadres including office attendants and vice versa.

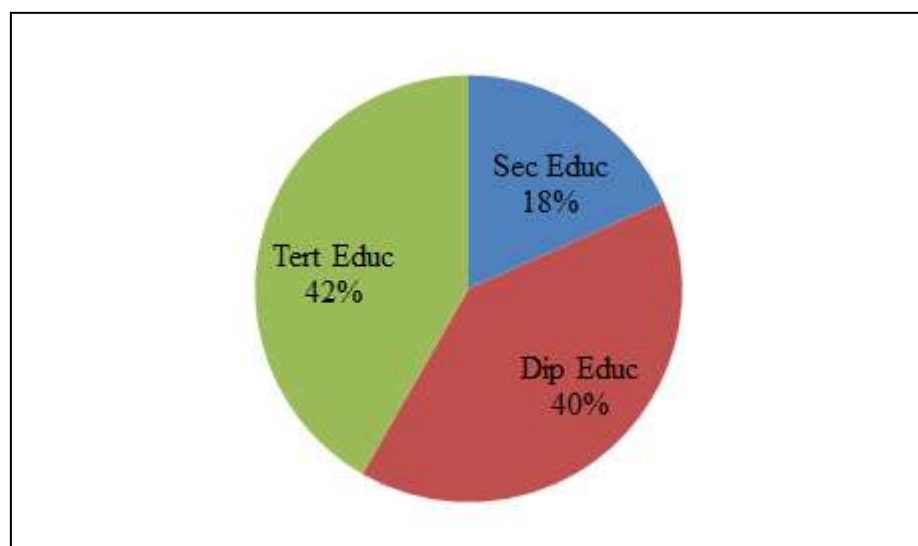


Figure 2
Distribution of Education Levels of Respondents

From the depicted study findings, education may improve people’s lives in many areas, such as health, civic participation, political interest, and happiness. Nyunza’s (2020) findings further showed that educated individuals live longer, participate more actively in the management and administration practices in all parts of organizations in the

community they live in, commit fewer crimes, and rely less on social assistance. In reflection with the study findings; this makes the individuals in the study area highly and actively participate in the available human resources work-related stress management practices.

4.1.4 Working Experience of the Respondents

The working experience of all of the individuals within a particular community is an indicator of the level of understanding and adoption of the improved performance and innovation practices and interventions (Mkumbo, 2014). Study findings presented in this section showed that the levels of the working experience of the respondents who were involved in the questionnaire survey such that 9(15%) of all respondents had experienced performance management practices including human resources work-related stress management practices in the study area for 1-10 years, 15(25%) of the respondents had working experience in the study area for 11-20 years while 36(60%) of the interviewed respondents had worked in the study area for 21-30 years.

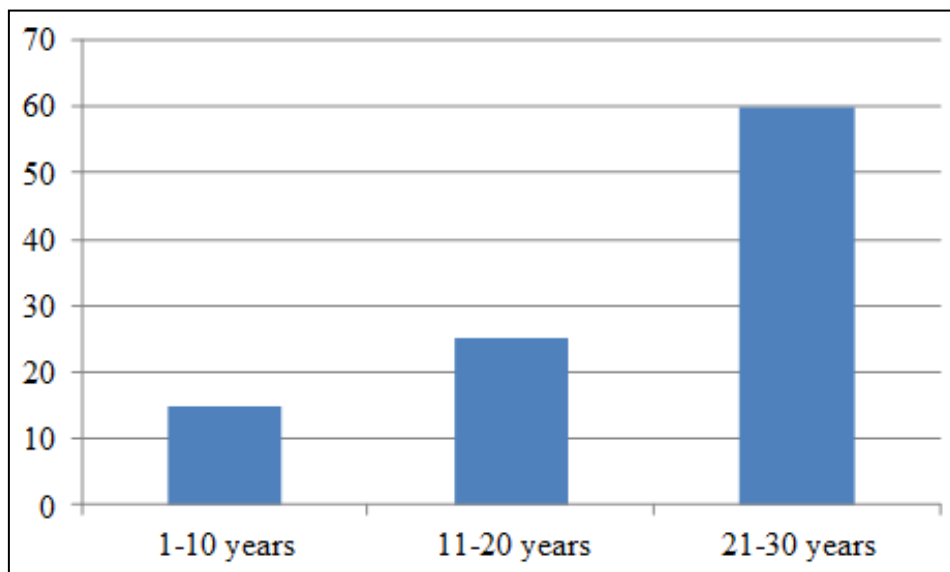


Figure 3
Distribution of Working Experiences of Respondents

Consequently, it was important to understand the working experience of the respondents involved in the study, as it had a direct relationship with the role of the human resources work-related stress management practices in the course of enhancing organization human resources role towards enhancing organizational performance management. The fact that the majority of respondents (60%) had worked and practiced various human resources management practices in the study area for more than 20 years implies that the majority of respondents had high-level experience in practicing human resources work-related stress management practices for many years.

4.1.5 Positions Held by Respondents

The respondents involved in the study hold different positions in the study area. The study respondents include Deputy Commissioners 3 (5%) of all of the 60 respondents interviewed in the questionnaire survey. Also respondents involved in the study were assistant directors 2 (3.3%), administration and human resource officers 32 (53.4%), fertilizer production officers 11 (18.3%), planning and finance officers 7 (11.7%), and office attendants 5 (8.3%) of all of the 60 respondents interviewed in the questionnaire survey, respectively. The study findings show that the majority of the respondents involved in this study were coming from the Department of Administration and Human Resource Management, as they were 53.4% of the entire pool of 60 respondents, with a substantial amount of line managers, namely assistant directors (3.3%) and deputy commissioners (5%), hence providing a useful pool of respondents who provided a clear snapshot of the background of the potential respondents and their suitability for this inquiry.

Table 2*Distribution of the Positions Held by Respondents*

Positions held by respondents	F	%
Deputy Commissioners	3	5
Assistant Directors	2	3.3
Administration and Human Resource Officers	32	53.4
Fertilizer Production Officers	11	18.3
Planning and Finance Officers	7	11.7
Office attendants	5	8.3
Total	60	100%

The study focused on uncovering the significance of work-related stress management practices in human resources, and it examined various roles held by the participants. Since the study respondents include assistant directors (3.3%), deputy commissioners (5%), and administration and human resources officers (32, 53.4%) of all of the 60 respondents interviewed in the questionnaire survey, the sample shows an appropriate pool of respondents who could provide a clear snapshot on the way human resources work-related stress management practices are performed in the study area in relation to their impact on organizational performance. This finding concurs with Sanyanda (2021) and Kitole et al.'s (2019) findings, which stated that an organization's cultural norms strongly affect all those involved in the organization. In the course of underscoring organization standpoints on the human resources work-related stress management practices, administration and human resources officers were sought to be the potential respondents, and their suitability for this inquiry was highly recognized.

4.2 The Level of Awareness of Work-Related Stress in the Study Area

The study's first objective was to assess the level of awareness of work-related stress in the study area. In the course of pursuing the main objective of this study, which was to assess the effect of work-related stress on workers' performance among public service organizations in Tanzania, where the Tanzania Fertilizer Regulatory Authority headquarters, Dar Es Salaam, Tanzania, was used as a case study, all of the 60 respondents were interviewed in the questionnaire survey. The study findings on the level of awareness of work-related stress in the study area are presented in Table 3.

Table 3*The Level of Awareness of Work-Related Stress in the Study Area*

Work-related stress awareness levels	F	%
High level	24	40
Medium level	18	30
Low level	11	18
No idea	7	12
Total	60	100

The study findings on the level of awareness of work-related stress in the study area, which are presented in Table 3 above, depict that 24 (40%) of all respondents had a high level of awareness, while 18 (30%) had medium awareness, and 11 (18%) had a low level, with at least 7 (12%) having no idea of work-related stress in the Tanzania Fertilizer Regulatory Authority headquarters. The fact that the study was sought to assess the effect of work-related stress on workers' performance among public service organizations in Tanzania means that the findings were drawn from Tanzania Fertilizer Regulatory Authority headquarters. Given the diversity of respondents, the level of awareness of the existing human resources work-related stress management practices became well known to only 40% of all respondents from the study area. This study sought to reveal the prevailing work-related stress management practices in the entire range of human resources management in the Tanzania Fertilizer Regulatory Authority headquarters as a case study.

The fact that the human body responds in different ways to all types of stress as if it were a physical threat; some may merely be having an argument with someone, but your body may react as though you were facing a wolf. The study findings revealed the existence of body exercises and games as the most useful human resources work-related stress management practices that are used to encounter stress prevalence in the study area, as it was highly responded to by 40% of the entire pool respondent. If the threat is physical, you use the effects of the adrenaline appropriately to fight or to run, and when the danger is passed, your body recovers. But if the stress is emotional, the effects of adrenaline subside more slowly, and you may go on feeling agitated for a long time. It is of this fact that the

Authority conducts body exercise games in terms of bonanza and inter-ministerial games and marathons as work-related stress management practices that are useful in encountering stress among human resources in the study area.

Since Mkumbo (2014) and Moal (2017) opined that stress management covers the mind-body connection and the degree to which we can control our health in a positive sense. Stress can come from any situation or thought that makes you feel frustrated, angry, or anxious. Stress is a normal part of life. In small quantities, stress is good; it can motivate you and help you become more productive. Everyone sees situations differently and has different coping skills. However, too much stress or a strong response to stress can be harmful. These study findings concur with Ongori and Nzonzo's (2011) assertion that the organizational workforce needs to be developed to meet the unmatched workplace challenges. Organizational stress can also be seen through strained interpersonal relationships. Employees may become territorial of their duties, knowledge, and even their workspace.

The study findings further revealed the intensive management commitment in administering the revealed work-related stress management practices among the human resources in the Tanzania Fertilizer Regulatory Authority headquarters, as it was revealed in the interview with one Assistant Director coded Participant 1 involved in this study, saying:

Tanzania Fertilizer Regulatory Authority is highly aware of the existence of the work related stress among all kinds of human resources. We understand that majority of workers placed at the headquarters experience high levels of stress like many other organizations as they commute and live in the busiest city of Dar es Salaam(P1: Interview Guide)

The findings from the interview depict that the management is well committed to ensuring that stresses are well addressed among the staff at large. On the other hand, training programs were sought to be useful in making organizational human resources aware of the ongoing climate conducive in the course of preparing the human resource mind set to resist stress. Training needs to be made a priority, especially for managers and supervisors who play the greatest role in establishing the organizational climate for employees. Many employees are being asked to accept additional roles as their predecessors are retiring or are being laid off. Whether doing so willingly or out of necessity, the employee needs proper and thorough training in order to enhance the odds for success; this includes having the predecessor as the only source of training, which may not achieve the desired results, hence making organizational human resources very aware of the existence of stress in their various forms of operations in the Tanzania Fertilizer Regulatory Authority headquarters.

4.3 The Factors Influencing Work-Related Stress among Workers in the Study Area

The study sought to reveal the factors influencing work-related stress among workers in the study area. The fact that work-related stress among human resources has many related implications on the wellbeing and performance of human resources in the various organizations in the Tanzanian public service As the work-related stress management practices prevailed and continued to be widely undertaken, the factors causing work-related stress among the human resources were sought to be revealed. In revealing the factors causing work-related stress among the human resources among the public service organizations, the study reports many factors. Another significant contributing factor to organizational stress is the “24/7” production expectation and target set in an increasing number of jobs, incomes, and other work achievements. Many employees’ express concerns that they do not have a “life outside of work” anymore. Office-related e-mails infringe on employees’ evenings and weekends; hence, continue dwelling on stress problems.

With the abundance of working tools and office equipment, including laptop computers, the expectation seems to be growing that we can work wherever we go. Employees risk becoming resentful and are vulnerable to burnout as it turns to stress. Some cease to have the energy and enthusiasm they had in the past. As they lose their spark and creativity, the organization loses a major resource given the ability of the intelligence of the human resources. Although stress is termed a biological term that refers to the consequences of the failure of a human or animal body to respond appropriately to emotional or physical threats to the organism, whether actual or imagined, it is caused by several factors that were reported to be available in the Tanzania Fertilizer Regulatory Authority headquarters and are presented in Table 4.

Table 4*Factors Influencing Work-Related Stress among Workers in the Study Area*

Factors	F	%
Increased workload	18	30
Low level of income	12	20
Relationship problems	10	17
Family problems	9	15
Difficulties in meeting deadlines	7	12
Low motivation and recognition	4	6
Total	60	100

Following the study findings, factors causing stress in workplace include prevalence of increased workload 30%, low level of income 20%, relationship problems 17%, family problems 15%, difficulties in meeting deadlines 12% and low motivation and recognition 6% of all of the responses of the respondents involved in the questionnaire survey. In line with the revealed findings, it was revealed that overtime can have an enormous impact on employee performance and productivity as it contains the combination of regular overtime and the potential for performance problems can cause serious issues for employers.

The revealed study findings on the factors causing stress in workplace concurs the findings of Sanyanda, (2021) which suggested that different aspects of employee job performance that are likely to be affected by stress include productivity, job satisfaction, morale, absenteeism, decision making abilities, accuracy, creativity, attention to personal appearance, organizational skills, courtesy cooperation, initiative, reliability, alertness, perseverance and tardiness. However, the misfit with organization, no part in decision making, were reported main causes of stress as well no control over work environment, personality traits, lack of enough time to relax along with ambiguous organisational rules affect employees' performance as well as all aspects of productivity. The revealed perceived types of stressors in the public service are summarized in the Table 3.5 below.

Table 5*The Perceived Types of Stressors in the Public Sector Organisations*

Types of stressors	F	%
Demands of duties	18	30
Management controls	12	20
Multiple roles	10	17
Dynamic changes	9	15
Mismatching relationships	7	12
Delayed support and help	4	6
Total	60	100

The study findings revealed that 30% of all of the respondents involved in this study responded that demand of duties resulting from excessive workload of responsibilities in the workplace appear to be the main stressor among other stressors, including increasing management control 20%, multiple roles 17%, dynamic changes 15%, mismatching relationships 12%, and delayed support 6%, respectively. Although the experience of stress in the workplace is subjective and is mediated by the personal evaluation of a situation by the individual, there are nevertheless a number of substantive factors that can be identified as potential causes of work-related stress. The intensity of each stressor will vary in degree and importance depending on the particular job.

However, when the effects of life stressors are subtler and long-lasting, carry-over effects are less frequently recognized and can be underestimated. Furthermore, Nyunza (2020) concluded that poor performance could seriously impact their coworkers, company, and environment, and their job stress is increased resultantly. Lowered stress leads to fewer accidents, lower healthcare costs, and higher morale.

However, better managed employees are more cooperative and serve as assets for an organization, and when their stress is ignored by the employer, the results are increased absenteeism, cost, low productivity, low motivation, and usually legal financial damages. The above-described effects and factors causing stress (distress) affect the performance of humans, and therefore it is important to understand how it can be managed well so as to not only keep oneself happy and healthy but perform to the best of the ability. Following the revealed factors, it was revealed from one interview with one head of department in the study area coded Participant 2 that the effect of stress on the performance of the human resources. The respondent had this to say:

Given the mandate of our organization to serve the entire country, performance appraisal time can be a stressful experience for both supervisors and employees, but it does not have to be. Appropriate use of

flexible performance management tools can actually be effective in reducing organizational stress. Performance management should be conducted year-round, proactively, and include mutual goal setting and clarification of expectations. One of our initiatives is to encourage continuous feedback and multidirectional communication. Offering employees, the opportunity to have input and to help establish time frames for completion of projects will result in a healthier and more productive organization as it helps to navigate from deadline pressures (P2: Interview Guide)

Given the awareness workplace stresses can eventually cause loss of productivity, loss of efficiency, increased employee absenteeism, and many other problems. Employees in an organization undergoing change may experience increased levels of workplace stress if they perceive that they are unable to cope with the demands made on them as a result of the organizational changes implemented.

4.4 The Effect of Work-Related Stress on Workers' Performance in the Study Area

The study further sought to reveal the effect of work-related stress on workers' performance in the study area. Following the findings revealed from the 60 interviewed respondents in this study area through questionnaire survey the impacts are as summarized and presented in the Table 3.6 below.

Table 6

Effect of Work-Related Stress on Workers' Performance in the Study Area

Positive Effects			Negative Effects		
Impacts	F	%	Impacts	F	%
Provide a quick burst of energy	24	40	Affects employees' health	16	26
Decreased sensitivity to pain	18	30	Lower workers' concentration	12	20
Increase in immunity	10	17	Affects employees' relationships	10	17
Heightened memory levels	8	13	Affects decision making ability	9	15
			Disturbs employees' schedules	7	12
			Lowered immunity	6	10
TOTAL	60	100	TOTAL	60	100

Following the revealed study findings, organizational stress is widely opined and seen through strained interpersonal relationships and the working performance of individuals throughout the entire organization. It is from the study findings that work-related stress has positive and negative impacts on human resource welfare. The study findings revealed positive effects such as providing a quick burst of energy for about 40%, decreased sensitivity to pain for 30%, an increase in immunity for 17%, and lastly, heightened memory levels for about 13%. On the other hand, negative effects of stress on the welfare of the employees include affecting employees' health (26%), lowering workers' concentration (20%), affecting employees' relationships (17%), affecting decision-making ability (15%), disturbing employees' work schedules, and lastly, lowering immunity.

Work, if well managed, can be a source of satisfaction and give meaning to life. Mostly, workplace stress has been blamed to have a negative emotional affect like anxiety or physical health problems, for example, headaches or stomach upsets (in the short run), and in the long run, it can be a source of cardiovascular disease. Stress outcome can also be a counterproductive behavior at work. While stress at work is a health problem, this becomes an economic issue for many individuals, organizations, and society in general. A study by Kitole et al. (2019) concluded that there is a negative relation between stress and performance, while Bamba (2016) opined performance as a dependent variable and sought to identify variables that produced variations in performance. Mkumbo (2014) and Mathesela (2022) studies concluded that the research connected the interrelationship and the existing link between work, employee wellbeing, and health.

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

The present study concludes that the prevalence of increased workload, low level of income, relationship problems, family problems, difficulties in meeting deadlines, and low motivation and recognition are the major factors causing stress in the workplace. The study further concludes that demand resulted from the workload of responsibilities in the workplace as the main stressor. Other stressors were revealed as control, role, change, relationships, as well as support. Importantly, the study findings further concluded positive effects of stress, including providing a quick burst of energy, decreased sensitivity to pain, an increase in immunity, and lastly, heightened memory levels, while negative effects of stress on the welfare of the employees include affecting employees' health,

lowering workers' concentration, affecting employees' relationships, affecting decision-making ability, disturbing employees' work schedules, and lastly, lowering immunity.

5.2 Recommendations

Based on the study findings, the study hereby recommends to the public service agencies to regularly conduct routine awareness programs on work-related stress as well as designing work-related stress management practices for employees. This will be useful in increasing employees' commitment to work, performance, and productivity in the particular organization. The public service organizations are further urged to allocate and balance employees' workload clearly to make sure that employees are aware of their rights, duties, and responsibilities so as to avoid pressure and misconducts that result in stress.

The study further recommends to the public service agencies, including the Tanzania Fertilizer Regulatory Authority, to strongly encourage the employees to be more aware of the work-related stress and to actively practice various work-related stress management practices in all walks of an organization, including establishing a proper work-life balance. Finally, the individual workers in the Tanzania Fertilizer Regulatory Authority were urged to actively participate in the work-related stress management practices that were usually organized by the Authority to be able to control and manage all forms of stress emanating from their regular job undertakings.

REFERENCES

- Armstrong, M. (1991). *A handbook of personnel management* (4th ed.). Kogan Page Ltd.
- Ballesteros, D., & Whitlock, J. L. (2009). *Coping: Stress management strategies*. The Fact Sheet Series, Cornell Research Program on Self-Injury and Recovery. Cornell University.
- Bamba, M. (2016). Stress management and job performance in the industries sector of Mali. *Journal of Service Science and Management*, 9(3), 189-194. <https://doi.org/10.4236/jssm.2016.93024>
- Bryman, A., & Bell, E. (2011). *Business research methods* (3rd ed.). Oxford University Press.
- Carver, C. S., & Scheier, M. F. (1982). Control theory: A useful conceptual framework for personality-social, clinical, and health psychology. *Psychological Bulletin*, 92(1), 111-135. <https://doi.org/10.1037/0033-2909.92.1.111>
- Dollard, M. F., & Metzer, J. C. (1999). Psychological research, practice, and production: The occupational stress problem. *International Journal of Stress Management*, 6(4), 241-253.
- Dumba, M. I. (2016). *Assessment of the work-related stress management practices among the human resource in the Tanzanian public service: A case of Ministry of Lands and Human Settlements* (Unpublished master's dissertation). Mzumbe University.
- Francis, N., Malingumu, W., & Ngirwa, C. C. (2023). Relationship between occupational stress and job performance of secondary school teachers in Mwanza, Tanzania. *East African Journal of Education and Social Sciences*, 4(3), 59-64.
- Ismail, A., Saudin, N., Ismail, Y., Samah, A. J. A., Bakar, R. A., Aminudin, N. N., et al. (2015). Effect of workplace stress on job performance. *Journal of Economics and Business*, 13, 45-57.
- Joachim, A. (2021). *Assessment of the effect of job stress towards employee performance of the banking sector: A case study of CRDB Bank PLC in Arusha City* (Unpublished Master's Dissertation, Institute of Accountancy Arusha, Kenya).
- Kitole, A. M., Ibuta, M., & Matata, K. (2019). Effect of work stress on employee performance in the public sector in Kenya: A case of the National Treasury. *International Journal of Business and Law Research*, 7(4), 8-28.
- Locke, E., & Latham, G. (1990). A theory of goal setting & task performance. *Academy of Management Review*, 16, 10.2307/258875.
- Malik, N. (2011). A study on occupational stress experienced by private and public bank employees in Quetta City. *African Journal of Business Management*, 5(8), 3063-3070. <https://doi.org/10.5897/AJBM10.656>
- Mansor, A., Hashim, Z., & Awang, F. (2023). Examining job-related stress and performance in government institutions. *Journal of Organizational Behaviour*, 19(2), 243-258.
- Matalisi, F. F. (2022). *Effect of strategic stress management on employees' work performance: A case study of the Parastatal Pension Fund* (Unpublished master's dissertation). The Open University of Tanzania.
- Mathesela, M. J. (2022). The contribution of work stress on employees' performance in the public sector: Case study of Medical Store Department Dar es Salaam. *International Journal of Novel Research in Humanity and Social Sciences*, 9(6), 1-9.
- Michael, A., Odio, M., Walker, M., & Kim, M. (2013). Examining the stress and coping process of mega-event employees. *International Journal of Event and Festival Management*, 4(2), 140-155.



- Mkumbo, K. (2014). Prevalence of factors associated with work stress in academia in Tanzania. *International Journal of Higher Education*, 31, 1-11.
- Moal, A. (2017). *Stress and its effects on employees' productivity: A case study of Ghana Ports and Harbours Authority, Takoradi* (Unpublished Master's Dissertation, Kwame Nkrumah University of Science and Technology).
- Momoh, S., Ogundele, A., & Adewale, T. (2024). Exploring the relationship between workplace stress and employee well-being. *Journal of Applied Psychology*, 35(1), 89-100.
- Morgan, B. M. (2017). Stress management for college students: An experiential multi-modal approach. *Journal of Creativity in Mental Health*, 12(3), 276–288.
- Mosadeghrad, A. M. (2014). Occupational stress and its consequences: Implications for health policy and management. *Leadership in Health Services*, 27(3), 224–239. <https://doi.org/10.1108/LHS-07-2013-0032>
- Mustafa, M. (2015). Causes and prevention of occupational stress. *Journal of Dental and Medical Sciences*, 14(11), 98-104.
- Nyunza, N. J. (2020). *Effects of job stress on employees' performance: A case of Kilimanjaro International Airport* (Unpublished Master's Dissertation, The Open University of Tanzania).
- Ongori, H., & Nzozo, J. (2011). Training and development practices in an organisation: An intervention to enhance organizational effectiveness. *International Journal of Engineering and Management Sciences*, 4(2), 140-155.
- Sanyanda, J. N. (2021). *Work-related stress and employee performance of nurses in Kenyatta National Hospital, Nairobi City County, Kenya* (Unpublished master's dissertation). Kenyatta University.
- Sharma, I., & Jain, P. L. (2018). Compensation and its impact on motivation, employee satisfaction, and employee performance. *International Academic Journal of Organizational Behaviour and Human Resource Management*, 5(2), 1–43.
- Tesfaye, N. (2020). *The effect of job stress on employee performance: The case of Equatorial Business Group Plc* (Unpublished Master's Dissertation, St. Mary's University, Kenya).
- TFRA. (2024). *Tanzania Fertilizer Regulatory Authority Employees Registrar*. Government Printers.
- Tran, C. T. H., Tran, H. T. M., Nguyen, H. T. N., Mach, D. N., Phan, H. S. P., & Mujtaba, B. G. (2020). Stress management in the modern workplace and the role of human resource professionals. *Journal of Business Ethics and Leadership*, 4(2), 201-233.
- Wamae, J. W. (2019). *Effects of occupational stress on employee job performance at State Department for University Education and Research* (Unpublished Master's Dissertation, University of Nairobi).
- Webster Dictionary. (1998). *Webster's dictionary for students: Special encyclopedic, sixth edition*. G. & C. Merriam Co.