

**EFFECT OF WORK STRESS ON EMPLOYEES JOB PERFORMANCE: A
CASE OF THE TANZANIA INSTITUTE OF EDUCATION**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
RESOURCE MANAGEMENT
DEPARTMENT OF LEADERSHIP AND GOVERNANCE
OF THE OPEN UNIVERSITY OF TANZANIA**

2024

CERTIFICATION

The undersigned certifies that they have read and hereby recommends for acceptance by the Open University of Tanzania dissertation titled; *“Effect of Work Stress on Employee Job Performance: A Case of the Tanzania Institute of Education”* In partial fulfillment of the requirements for the award of Master of Human Resource Management (MHRM) degree of the Open University of Tanzania.

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DECLARATION

Declared by me, Elinaike Elias Mmari, the work included in this dissertation is original. No other university or institution has ever received it. References have been given whenever someone else's work has been used. I claim original authorship of this work in this sense. This is provided to meet the Master of Human Resource Management (MHRM) requirement.



Signature

.....

Date

DEDICATION

I proudly dedicate this dissertation to my late father Mr. Elias Mmari and my mother Joyce Kimambo for the sacrifices they made to provide me with good education. I also dedicate this report to my lovely husband Nelson Kweka who has been supporting me morally and financially. Lastly, I dedicate this report to my kids Eilline, Evelline and Ethan who always pray for me and encourage me to do the best.

ACKNOWLEDGEMENTS

I am able to finish my report because of the gifts that my almighty God has been bestowing upon me in every area of my life.

My supervisors, Drs. Chacha Matoka and Janeth Isanzu, deserve a special place in my heart for their leadership, constructive criticism, and support. To put it mildly, their knowledge, accuracy-awareness, and intellectual endeavors have been invaluable, and they truly deserve our heartfelt gratitude.

I am incredibly appreciative to my wonderful spouse, Mr. Nelson Kweka, who encouraged me to finish my program and provided me with financial support. In addition, I owe a debt of gratitude to my daughter Evelline and son Ethan for their unwavering patience and moral support throughout this study.

Moses Ntukula, my supervisor, is also deserving of my gratitude. He not only gave me permission to do my distance studying, but also made my academic life easier with his moral support and encouraging comments. Special thanks go to my friends, all the people who were around to support me during the conduction of this study as well as so many other individuals who have been there to support and contribute to the accomplishment of the study. I am deeply grateful to each one of them.

ABSTRACT

The Tanzania Institute of Education employees' performance was evaluated in this study in relation to workplace stress. Three goals served as the study's compass: evaluating the effects of a high workload, time constraints, and role ambiguity on Tanzania Institute of Education employees' job performance. The quantitative method and positivist philosophy served as the study's pillars. In order to clarify the research problem, the study also employed an explanatory research approach. A practical sampling approach was used to select 196 employees of the Tanzania Institute of Education, yielding a sample size of 132 responses. Utilizing a questionnaire survey, data was gathered. Descriptive analysis methods were used to analyze the data. To offer results for the study, multiple linear regression analysis and correlation were carried out. The results of this study demonstrate that workloads significantly improve workers' ability to do their jobs. The regression analysis of heavy demonstrates that time constraints, role uncertainty, and high workloads all significantly improve employee job performance. According to the study, companies should balance workloads to capitalize on the positive aspects of workplace stress. They should also support appropriate stress management by offering flexible work schedules, facilitating employee meetings and discussion boards, and encouraging proper stress management.

Keywords: Role ambiguity, heavy workload, employee job performance, workplace stress, and time constraints

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LIST OF ACRONYMS AND ABBREVIATIONS

DC	The Demand-Control (DC) Model
ILO	International Labour Organization
MLR	Multiple Linear Regression
MoHA	Ministry of Home Affairs Headquarters
SPSS	Statistical Package for Social Sciences
TIE	Tanzania Institute of Education
US	United States

CHAPTER ONE

INTRODUCTION

1.1 Overview

The proposal's introduction is covered in this chapter. The study's background, a description of the research problem, a list of the general and specific research objectives, research questions, and the research's applicability are all presented in this chapter. It also offers the study's organizational structure.

1.2 Background to the Study

Over the past few decades, stress has been an increasingly prevalent issue in businesses (Ajayi, 2018). While some administrators believe the issue is overblown and has no real implications, others believe that work stress is seriously endangering both the productivity of employees and the health of the company (Kitole, Idua & Matata, 2019). Three billion individuals work in companies worldwide, and they must deal with the difficult issue of job stress (Elsafty & Shafik, 2022). Since workers are a company's most valuable asset, ensuring their safety and fostering a positive work environment are critical to success and high output.

Stress is seen as one of the elements that can either positively or negatively impact an employee's performance, which in turn impacts the organization as a whole. George & Fonceca (2022) define stress as the emotional or physical state brought on by the perception of a threat and the need to avert it. Another way to describe it is as a

condition of psychological and/or bodily imbalance brought on by the discrepancy between the demands of the circumstance and the capacity or motivation of the individual to achieve those demands (Sari et al., 2021). Daniel (2019) posits that stress can have either positive or bad effects. When someone has the chance to benefit from a circumstance, stress can be beneficial. It serves as a catalyst for optimal performance. When someone has emotional, psychological, physical, or organizational issues, stress can have a detrimental impact.

One of the major issues that is currently rising at workplaces worldwide is stress. For instance, the National Institute of Mental Health (2022) reports that 120,000 US deaths annually are attributed to workplace stress. Additionally, according to the World Health Organization, 83% of American workers experience stress at work. According to estimates, in the UK, 32% of adults reported experiencing suicidal thoughts as a result of stress, and nearly three-quarters (74%) of people had felt overwhelmed or unable to manage at some point in the past year (YouGov, 2018).

However, according to data from the International Labour Organization (ILO), 10% of workers in the US, UK, Germany, and Finland are dealing with stress, anxiety, or depression. In Finland, half of the workforce reported feeling stressed out. In the UK, three out of ten employees report having mental health issues as a result of their jobs.

In African nations, dealing with stress at work is nothing new (Daniel, 2019). In Nigeria, it is believed that job overload, professional advancement, and work/family conflict could have a negative impact on employees' performance. In addition, they are thought to be more troublesome than the other stressors (Ajayi, 2018). According

to Daniel (2019), workers can identify stress factors such as fatigue, worry, unhappiness, weakness, headaches, and anger. They can also react to these stressors by missing work, taking time off, watching movies, sleeping, drinking, and smoking. In addition, workers who experience work-related stress are more likely to become ill.

Extreme poverty, unpredictability in politics, unfavorable working circumstances, and bad environmental conditions all contribute to Kenyans' ongoing stress. According to Kitole, Idua, and Matata (2019), who agree, Kenyan employees face a number of challenges, including low pay, limited opportunity for advancement, a lack of decision-making involvement, and a heavy workload. Tanzania as developing countries work, related stress has great effects on work performance. A large number of employees are faced with work related stress. Work related stress in Tanzania occurred due to the nature of work, organization and environmental situational (Nyunza, 2020).

According to Tanzania's 2009 national occupational health and safety policy, illnesses brought on by occupational risks and stress at work are major concerns for many workers (Joachim, 2021). The health of workers is further burdened by new stress factors resulting from work structure and technology advancements. However, due to a lack of professionals and technology in the field of occupational safety and health, the severity of the aforementioned issues is not clearly quantified (Nyunza, 2020).

Stress at work can serve as a catalyst to inspire someone to pursue excellence. On the other hand, too much stress can cause low productivity, confidence issues, and difficulty with daily chores. Quality workers consequently become disinterested in their work and finally leave the organization (Khosro, 2019). The definition of stress was adopted in this study because it was found to be more relevant to this study based on employee's stress on the working place. Though job stress is a cornerstone to all professions but still it differs from one profession to another that is why researcher decided to carry out the study.

This study used the psychological theories of stress specifically, "The Job-Demand-Control-Support Model", "Person-Environment Fit Model" and "Job Characteristics Model" to explain the correlation among stress factors (such as heavy workload, work environment and job characteristics) and employee performance.

1.3 Statement of the Problem

People from all different walks of life suffer stress, which is a universal phenomena. It affects not just the physical and emotional health of workers but also that of companies, organizations, and governmental bodies. Oseremen et al. (2022) state that while serious concerns have been raised regarding the possible detrimental effects that stress may have on employees at work, these effects have not gotten the consideration or respect they merit. Conversely, high levels of stress can cause one to become less productive, lose confidence, and become unable of doing daily chores (Hassan, 2018). Thus, competent employees lose interest in their work and ultimately leave the organization (Bashir and Rama, 2018).

It is clear that employee performance has a significant impact on an organization's or company's success (Sardouk & Ali, 2022). Additionally, employee performance is greatly impacted by the work environments that companies offer. According to Musyoka (2019), a stressful work environment impairs individuals' ability to perform at their best and negatively impacts their willingness to work (Sardouk & Ali, 2022). Furthermore, workers' psychological capital determines their capacity for creative and active functioning in a challenging environment (Musyoka 2019).

The problem is a lack of understanding about how workplace stress impacts employees' capacity to perform their jobs. It is essential to comprehend how stress at work impacts employees' performance in order to improve productivity and the workplace atmosphere. Despite the fact that workplace stress is being researched in other fields, there is no sign that any research is being done at the TIE. Since the Tanzania Institute of Education (TIE) is the main subject of the study, its objective is to assess how work-related stress affects employee performance at TIE. The study assessed the effects of workplace stressors such as a heavy workload, time restrictions, and position ambiguity on employee job performance (Ajayi, 2018). In particular, the Job-Demand-Control-Support Model, one of the psychological theories of stress, was used in this study to explain the relationship between employee performance at the TIE and stressors such as a heavy workload, the work environment, and job characteristics.

1.4 Research Objectives

This study has the following objectives;

1.4.1 General Objective

The general objective of this study is to examine the effect of workplace stress on employee job performance.

1.4.2 Specific Research Objective

- i. To assess the effect of heavy workload on employee job performance at the Tanzania Institute of Education
- ii. To assess the effect of time pressures on employee job performance at the Tanzania Institute of Education
- iii. To assess the effect of role ambiguity on employee job performance at the Tanzania Institute of Education

1.5 Significance of the Study

The impact of workplace stress on employees' job performance is investigated in this study. In particular, this study intends to evaluate the impact of a high workload on staff performance at Tanzania Institute of Education, the impact of time constraints on staff performance at Tanzania Institute of Education, and the impact of role ambiguity on staff performance at Tanzania Institute of Education.

This study is important because it can help develop human resource management by shedding light on how workplace stress affects workers' ability to execute their jobs.

Organizations may learn more about the connection between worker performance and productivity and workplace stress through this study. Comprehending this correlation could aid corporations, associations, and government agencies in managing and diminishing work-related stress, so promoting employee comfort and improving productivity.

This study may add to the body of knowledge already available about workplace stress, which can aid in future studies. Through the provision of empirical data and case-specific insights, this study will aid in the advancement of academic literature and further the knowledge of the impact of workplace stress on employee performance among academics and scholars.

1.6 Scope of the Study

The Tanzania Institute of Education employees' performance is the main subject of this study about the impact of workplace stress. Respondents were solely gathered from the Tanzania Institute of Education because that was the only location where the survey was carried out. The study used a quantitative methodology to assist in gathering numerical data. Finally, at the Tanzania Institute of Education in Tanzania, the study particularly concentrated on evaluating the effects of a high workload, time constraints, and role ambiguity on employee job performance.

1.7 Organization of the Study

The five chapters that make up this dissertation are as follows: The first chapter serves as the study's introduction, outlining the research background, prior investigations pertaining to the research model variables, and an explanation of how those variables are related to one another. The statement of the research problem, which includes a detailed explanation of the selection of these study topics, follows the research background. The chapter also includes a presentation of the study's significance, research questions, and aims.

The literature study forms the basis of Chapter 2. Definitions of important terms including stress, workplace stress, and employee performance are provided in this chapter. The chapter then covered the theories that guided this investigation. The study then goes over the empirical literature, presenting and discussing several studies on workplace stress in light of the goals of the investigation.

The foundation of research methodologies and techniques is covered in Chapter 3, which is devoted to research methodology. The research philosophy opens the chapter, which is followed by the research approach and research design. Additionally, the target population, study region, sample and sampling procedures, data gathering techniques, and analysis methodologies are all described.

The results and a discussion of the field data are presented in Chapter 4. Results are statistically analyzed, and reports on statistical computation are provided. The explanation of the data and the connection between the current data and earlier research are provided in the discussion.

The summary, conclusion, advice, and ramifications of the study's findings are covered in Chapter 5. The study's shortcomings are also included in this chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

The review of the literature on occupational stress is presented in this chapter. The literature review is organized into three main sections: a description of a synthesis or research gap is included in the third section, which is the empirical literature review. The first section is the theoretical literature review.

2.2 Definitions of the Key Terms

2.2.1 Stress

Stress can be defined in different ways as follows; Stress is defined as “a dynamic condition in which the individual is confronted with an opportunity, limitation, or demand related to what he or she wishes for and which the outcome is perceived to be both uncertain and important” (Kwaku, 2012). Stress is also defined as “a force, pressure or tension subjected upon an individual” (Bashir, 2010). This study, therefore, defines stress as “a state of mental or emotional strain or tension resulting from adverse or demanding circumstances. .

2.2.2 Workplace Stress

Workplace stress refers to stress caused by or made worse by work. It occurs when a person perceives the work environment in such a way that his or her reaction involves feelings of an inability to cope work environment (Health and Safety

Authority, 2011). In this study, workplace stress was understood as stress resulting from work that faces employees working in that workplace.

2.2.3 Workload

According to Andre (2001) workload is defined as a “hypothetical construct that represents the cost incurred by an employee (human operator) to achieve a particular level of performance”. Kahneman (1973) considered workload to be a primary source of resource depletion and defined proportion of the capacity as an operator spends on tasks performance.

Workload stress can be defined as reluctance to come to work and a feeling of constant pressure (no effort is enough) accompanied by the general physiological, psychological, and behavioral stress symptoms (Cahn et al, 2014).

2.2.4 Role Ambiguity

Role ambiguity refers to “occurrence of insufficient information pertaining to powers, authority and duties to perform one’s role” (June & Mahmood, 2020). This study adopts the following definition given Rizzo, House and Lirtzman (1970). They define role ambiguity as the situation “when an employee is not equipped with good understanding about his (her) responsibilities and having little knowledge if what is expected pertaining to his (her) job performance” (Rizzo et al., 1970).

2.2.5 Employee Performance

Rizwan, et al., (2014) defines employee performance as an individual level variable, or something a single person does. Bhatia (2006), states that employee performance is how a person does a piece of work. Employee performance is a mix of skills, knowledge, ability, attitude, effort and results; it involves quality and quantity of productivity, attendance at work, helpful nature and timeliness of output (AL-Homayan, et al., 2013). Employee performance refers to how employees perform in the place of work and how healthy they execute the job duties compelled to them (Donhoe, 2019). Performance can be seen as the employee's ability to produce work or goods and services according to the expected standards set by the employers, or beyond the expected standards (Ali, et al 2019).

2.3 Theoretical Literature Review

This part discusses theory (ies) that underpins this study. The theories provide vital information to this study and lays foundation on which this study is built.

2.3.1 The Demand-Control (DC) Model of Job Stress

This model was proposed by the United States (US) sociologist Robert Karasek in 1979. This well-known model proposes the two important aspects of job stress i.e., “height of strain (job demands)” and “decision latitude (job control)” that are strongly predictive of employees’ well-being levels (Häusser et al., 2010). Job demands are stressors in the work environment such as tight deadlines, high targets, regular interruptions, and conflicting pressures while job control concerns the freedom an employee has to control and organise his own work (Häusser et al., 2010). This latitude refers to the control that employees have about their duties and

how they want to perform these tasks (Schonfeld & Chang, 2017). It consists of both competence and decision-making authority. Such requirements represent the psychological stressors in the work environment.

Different researches have been done to examine how applying this model can strongly and positively affect physical and emotional health. For example, Marilyn et al., (1993) studied how this model can be applied to nurses. The study revealed that a group with greater perceived control and the same objective measures of workload had lower blood pressure and levels of cortisol (a hormone released in response to stress) than a group with less autonomy (Häusser et al., 2010). Another research by Kenneth et al., (2010) investigated age differences in the Demand–Control Model of Work Stress. They suggested that “for younger workers, work-related problems and time pressure were more significant predictors of job stress than a lack of autonomy. In older workers, rigid schedules and a lack of ability to solve problems played a greater role in predicting job stress”.

The model illustrates how job demands can cause stress for employees, such as heavy workload, role ambiguity, and job-related strain (Mulder, 2017). However, the model posits that individuals can manage these stressors through utilizing job skills that allow them to gain autonomy and control over their work (Karasek & Theorell, 1990).

This study uses this model to understand the effect of job stress on employee performance (Mulder, 2017). The study uses variables drawn from this theory from the theory aspects i.e., job demand and job control. From job demand aspect two

variables were used including (i) time demand, (ii) role ambiguity and from job controls aspect, one variable was adopted i.e., flexibility in scheduling. Therefore, the independent variables of this study were (i) heavy workload (ii) time pressures and (iii) role ambiguity.

2.4 Empirical Literature Review

2.4.1 Effect of Heavy Workload on Employee Job Performance

In Pakistan, Shahid (2018) determined the impact of job stress on performance of employees working in Social Security hospital of district Okara and Sahiwal in 2017. The findings showed that there is statistically significant positive effect of workload on performance of employees while insignificant relationship shown by role ambiguity. The findings revealed that the hospital employees are facing the positive aspect of stress termed as good stress or Eustress. The present study is considered to be policy oriented as it would give an approach to various public hospitals that how to keep up a required level of stress in the organization that is responsible for the inefficiency of the employees. This study also provides valuable literatures to other research related to employee performance.

Ukwadinamor, & Oduguwa, (2020) investigated the effect of work overload and work hour on employee's performance in selected manufacturing industries in Ogun State in Nigeria. The study used a descriptive survey design with a sample size of 400 employees of selected manufacturing companies the state. The study found that both work overload and work hour played a huge role in the quality of employees' family life, such as marital satisfaction, relationship with children and spouses,

which in return affects their job commitment. This study has provided that job stresses can affect employees' family lives and marital problems leading to poor job performance. This study has added information to the present study which seeks to assess the effect of heavy workload on employee job performance.

In Nigeria, Okeke & Oboreh, (2018) examined the effect of stress on employee productivity in the Nigerian banking industry. Through the review of relevant theoretical and empirical literature, the study adopted survey research method and purposively selected 250 employees from five selected banks in Awka metropolis. Results revealed that workload pressure had a significant effect on employee productivity. In addition, the study revealed that stress hinders effective performance of the employees. This study contributes much information that is essential for this study. The current study used questionnaire survey method to find out if there is a relationship between workload and stress within the Tanzania Institute of Education (TIE). Therefore, workload has a significant relationship with workplace stress.

In Nigeria Clement & Oduguwa (2020) conducted the study to determine the effect of work overload and work hour on employee's performance in selected manufacturing industries in Ogun State. The study using a descriptive survey and a sample size of 400 employees of selected manufacturing companies. Workload was found to play a huge role in the quality of employees' family life, such as marital satisfaction, relationship with children and spouses, which in return affects their job commitment. The findings showed that work overload to employees' performance. The study concluded that, work-life- balance idea is connected with real aids for an organization. Therefore, the study recommended that social and psychological life of

every employee should be put to check in order for employees to be effective and efficient on their jobs.

In Tanzania, Joachim (2021) assessed “the effect of job stress towards employee performance in the banking sector”. One of the objectives of this study was to assess the effect of workload on employees’ job performance. Using the descriptive research design and a sample size of 68 drawn from the banking sector, the study found that heavy workload was a significant effect of workplace stress that affected employees in the banking sector leading to poor performance.

2.4.2 Effect of Time Pressures on Employee Job Performance

Sari et al (2021) analysed the effect of work stress on employee performance in the manufacturing industry in Indonesia. The study used a sample of 93 employees working in manufacturing industries. This study uses partial structural data analysis techniques using SPSS version 20.0. These techniques are used to analyze the effect of work stress and work environment on employee performance. The results showed that work stress and work environment have a significant impact on employee performance with the value. This study suggests the organization to perform a proper stress management as a solution to work stress by implementing flexible working hours and holding discussion forums and meetings between employees. Therefore, employees will be more motivated to improve work productivity. This study has provided strong information to the current study which assesses the effect of workplace stress on employee job performance.

Sardouk & Ali (2022) explored and evaluated the impact of job stress on job motivation and performance while relating it to the psychological capital that the employees face in the workplace in Pakistan. This empirical study used an online survey to collect data from 240 respondents working in Pakistani firms using a convenience sampling technique. Using a regression analysis, the study results showed that job stress negatively impacts job performance and job motivation. Further, the study recommended that it is important to provide a stress-free environment to the employees to improve their performance so they can perform better and help the organization to perform better in local as well as international market.

2.4.3 Effect of Role Ambiguity on Employee Job Performance

Üngüren, & Arslan, (2021) explored the mediating effect of job satisfaction on the relationship between role conflict, role ambiguity, and job performance. The data was collected through fully structured questionnaires from employees working in 3-, 4- and 5-star hotels in Alanya, one of the leading tourism destinations in Turkey. The data was analyzed via structural equation modeling. The results revealed that both role conflict and role ambiguity have direct negative influences on job performance and job satisfaction for hotel employees. This study has provided strong information to the current study which assesses the effect of workplace stress on employee job performance.

In Nigeria Oseremen, Ohiokha, & Omokhodu, (2022) analysed the effect of workplace stress on employee productivity in the service industry with reference to

bankers. The study used survey design with a sample size of 400 working staff from select banks in Benin City, Edo State; this was premised on the purposive sampling method. The study adopted primary data with the aid of questionnaire, which was administered to respondents to collect data. The data collected were analyzed using regression analysis. The result from the regression analysis indicated that employee workload, role ambiguity, and role conflict were statistically significant. The study made recommendations that will enhance employee productivity in the banking industry in Nigeria. This study has provided strong information to the current study which assesses the effect of workplace stress on employee job performance.

Nyunza (2020) assessed the “effects of job stress on employees’ performance at Kilimanjaro International Airport in Tanzania”. The study used “a case study design and adopted a systematic random and purposive sampling to generate a sample of 71 respondents from a population of 250 staff”. Data were collected using questionnaires and analysed using descriptive statistics. Results showed that “job stress affect employees’ performance in the organization”. The findings showed that “a major source of stress is the monotonous and non-interesting jobs being performed by employees in the organization”.

2.5 Research Gap

Based on the literature discussed in this chapter, it is evident that workplace stress has been widely investigated and its causes and effects vary from organisation/company to another. Workplace stress effects have been shown on a variety of job outcomes particularly on employee/job performance. Based on the

literature, further studies need to be conducted to cover all sectors because most of them concentrate on manufacturing industry sector and banking sector as seen in Sardouk and Ali (2022), In Nigeria, Okeke & Oboreh, (2016), In Nigeria, Chibuzor & Chufor (2021), Sari et al (2021), in Nigeria (Oseremen, Ohiokha, & Omokhudu, 2022).

Nevertheless, the gap exists on geographical and objectives grounds of the research that have been discussed. It is evidence that few researches have been conducted in Tanzania, and especially in a unique organisation like the TIE. The TIE is one of the organizations under Ministry of Education, Science and Technology with the core function of designing curriculum for Primary, Secondary and teachers training education levels. In addition, TIE is mandated to carry out in-service teachers training for efficient and effective implementation of curricula and oversee education quality assurance with regard to teaching methods, subject objectives and standard of teaching-learning materials (TIE, 2018). Therefore, the level of stress, stress factors, and the relationship between workplace stress and employees' performance needs to be investigated in this institute.

Also, reviewed studies have shown gaps in methods and techniques used. Some have used qualitative approach, others quantitative and others both approaches. Methods used to collect data include mainly questionnaire survey and interview methods. However, no study has used a quantitative approach employing an explanatory design. This study used this methodology to fulfill this gap.

2.6 Conceptual Framework

After conducting the broad literature review, the conceptual framework is designed. This conceptual framework consists of two constructs comprised of two parts. In the first part, workplace stress is explained by the job demand-control stressors in identified as heavy workload, time pressures and role ambiguity. These are independent variables in this construct where employee performance stands as a dependent variable.

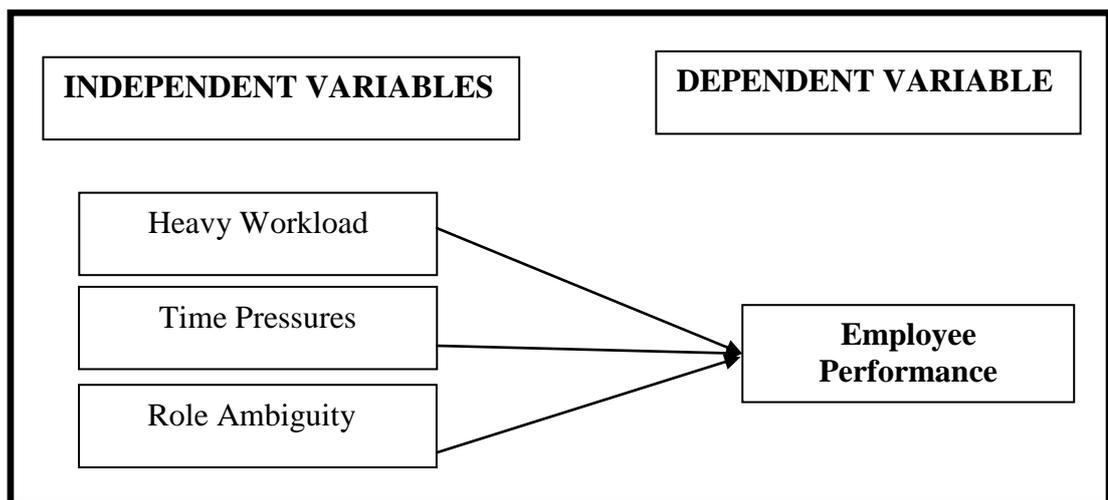


Figure 2.1: Conceptual Framework

Source: Researcher, (2022)

2.6.1 Analysis of Conceptual Model

The conceptual framework (Figure 2.1) illustrates the independent variables and the dependent variable which have been employed in this study. The conceptual framework shows the relationship between the dependent and independent variables. The independent variables in this model are heavy workload, time pressures and role ambiguity and the dependent variable is employee performance.

This study conceptualizes that heavy workload has a significant effect on employee performance. Workload connects to the force of a task or job; it produces mental stress and when in stress employee loses interest to complete their task or they try to avoid the consequences of not accomplishing them (Ukwadinamor, & Oduguwa, 2020). In a positive end, workload is not always negative, but it also provides opportunities for employees to gain experience faster and increase their productivity, but at the same time, massive work overload could also result in less productivity and incompetence (Clement & Oduguwa (2020).

Hypothesis 1: H₁: there is a significant relationship between heavy workload and employee performance.

Time pressure has become a prominent issue in most organisations (Sari et al, 2021). Recently, only a minority number of papers have dedicated their focus on the impact of time pressure (Sardouk & Ali, (2022) and clearly showed that the effects of time pressure on employee performance, resulted in leading to high efficiency costs due to being led significantly on high rejection rates of offers (Sari et al, 2021). Sardouk & Ali, (2022), discovered that with time pressure it certainly changes the attitude of an employee towards risk.

H₂: there is a significant relationship between time pressures and employee performance

Role ambiguity occurs when the employee “does not feel she/he has the necessary information to perform her/his role adequately, when she/he is uncertain about what the members of her/his role set expect of her/him” (Üngüren, & Arslan, 2021). This

uncertainty may be regarding the task or the social environment. When an employee cannot be sure of the job requirements or ways to succeed, she/he may experience task ambiguity. Similarly, an employee suffers from socio-emotional ambiguity when she/he cannot predict the possible outcomes of her/his informal behaviors (Ohiokha, & Omokhodu, 2022).

Formal job definitions are usually highly effective in clarifying roles. However, a role is different than a job description. There are also informal and humanistic factors that form a role. Even if the job descriptions are crystal clear, people's expectations about a position may vary significantly (Ohiokha, & Omokhodu, 2022). Role ambiguity can be a result of organizational or individual factors. Organizational factors include indefinite identifications of the role and communication errors in delivering the role requirements to the role owner. A complicated and frequently changing organizational structure, environmental changes, and insufficient organizational communication may trigger role ambiguity (Üngüren, & Arslan, 2021). Individual factors are the factors that stem from the role owner. If the role owner doesn't perceive the requirements of the role, she/he cannot play it adequately. There must be a consensus between the role set and the role owner (Üngüren, & Arslan, 2021).

Role ambiguity is the main role stress factor that have many direct or indirect negative consequences. It is argued that role ambiguity negatively affects organizational commitment, job satisfaction, job performance and employee turnover. They also cause high levels of stress and absenteeism. The literature

reveals that one major consequence of role ambiguity and role conflict is job dissatisfaction.

H₃: there is a significant relationship between role ambiguity and employee performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter reviews research methodology used to meet the research objectives of this study. It covers research design, data collection methods, area of the study, study sample, sampling techniques, and methods of data analysis.

3.2 Research Philosophy

Research philosophy is defined as the development of knowledge and the nature of that knowledge (Saunders et al., 2019). A research philosophy is a belief about the way in which data about a phenomenon should be gathered, analysed and used. A positivism philosophy was employed in this study. Positivism is a philosophy that believes that reality is stable and can be observed and described from an objective viewpoint. Positivism relies on the hypothetico-deductive method to verify a priori hypotheses that are often stated quantitatively, where functional relationships can be derived between causal and explanatory factors (independent variables) and outcomes (dependent variables) (Park et al, 2020). The rationale for this decision is to make it easier, by employing documentation, interviews and surveys, for concepts to arise from field data. In general, positivist philosophy aims to test theory and is connected with quantitative techniques of collection and analysis; hence, quantitative research is normally carried out (Johnson & Onwuegbuzie, 2004; Creswell 2014).

3.3 Research Approach

The study adopts the quantitative approach (Easterby-Smith et al., 2018). According to Saunders et al., (2019) the quantitative approach represents the part of the cycle where formation of abstract concepts leads to ‘concrete experience’ through empirical testing or observations. This approach has been employed by the research due to its ability to enable the researcher to describe a research problem through a description of trends or a need for an explanation of the relationship among variables (Saunders et al., 2019). This approach enabled the collection of numeric data which can be collected from a large number of people using data collection instruments such as questionnaires. This approach helps in analyzing trends, comparing groups, or relating variables using statistical analysis, and interpreting results by comparing them with prior predictions and past research (Creswell, 2012).

3.4 Research Design

Research design is the detailed blue print used to guide a research study toward its objective, or conceptual structure within which research is conducted (Saunders et al., 2019). Since this study uses a positivism philosophy, and a quantitative approach, an explanatory design would fit this study. Saunders et al., (2012) assert that studies that assess causal relationships between variables are explanatory studies. Therefore, this study employed an explanatory design to establish causal relationships between the independent variable (i.e., workplace stress variables such as heavy workload, work environment and job characteristics) and dependent variable (i.e., employee performance).

3.5 Area of the Study

This study was conducted at the Tanzania Institute of Education (TIE) located in Dar es Salaam city, which is the largest commercial city, in Tanzania. The TIE is a government institution under the Ministry of Education, Science and Technology established in 1975, by Act of Parliament No. 13 of 1975, (RE, 2002). The Institute is charged with the responsibility of interpreting government policies on education to befitting curriculum programs and instructional materials in order to facilitate provision of quality education at pre- primary, basic, secondary and teacher education levels.

The choice of this study area is based on several reasons. This study area is significant as it focuses on assessing the effect workplace stress on employee performance. By exploring this specific institute, insights into understanding the effect of workplace stress were gained. The TIE is public institute and the only education institute that overlooks education system in Tanzania. It is therefore for this reason also that this study area has been chosen.

3.6 Population of the Study

Ngechu (2006) defined target population as specified set of people, group of things, householders, firms, services, element or events which are being investigated. The targeted population was 196 workers at the TIE. The subject of the study was drawn from all the employees.

3.7 Sample Size and Sampling Technique

3.7.1 Sample Size

Sample size refers to the small size of population in which the researcher selects to represent and provide maximum insights and understanding of the population under study (Ahuja, 2013). It reflects the basic characteristics of the study population from which the researcher makes inferences and draw conclusion (Ary et al., 2010). The target population for this study is 196. The sample size for this small population was determined by using the following formula.

Where

n = the sample size

N = the population size = 196

e = the level of precision = 5%

Thus, $n = 196/1+196 (0.05)^2$.

$n = 196/1+196 (0.0025)$.

$n = 196/1+0.49$

$n = 196/1.49$

$n = 131.5$

Therefore, the sample size (n) for this study was 132

3.7.2 Sampling Techniques

Sampling technique is the act, process, or technique of selecting a suitable sample or a representative part of the population determining permanent or characteristics of the whole population (Kombo & Tromp, 2006). Sampling is a process of selecting elements of a population to make it representative of the entire population (Thompson, 2012). Selected elements are what is termed a “sample”. The researcher selected representatives from employees of the TIE. The study adopted a simple random sampling technique. The researcher visited each stakeholder and circulated questionnaires to the available respondents.

3.8 Sampling Frame

The sampling frame involved all staff working at the TIE in Dar es Salaam. The sample involved managers, directors, academic and non-academic staff.

Table 3.1 sample Size

S/N	Respondents	Number of Respondents
	Curriculum Development	30
	Research and Evaluation	24
	Teacher Education	16
	Educational Materials Production	35
	ICT and Innovation	15
	Administration and Finance	12
Total		132

Source: Field Data, 2024

3.9 Data Collection

Data collection method refers to the gathering of information to serve or prove some facts (Kombo & Tromp, 2006). In this study, data was collected using questionnaire method.

3.9.1 Questionnaire Survey

Wayne et al, (2001) express that; a questionnaire is a printed list of questions that respondents are asked to answer. A questionnaire is a method of data collection in which respondents records answer questions by recording their answers (Saunders et al, 2012). Questionnaires are a popular method for data collection in deduction because of the relative ease and cost-effectiveness with which they are constructed and administered. Using this method is useful to collect vast quantities of data from varieties of respondents for comparisons (Beatty, et al., 2019).

In this study, a structured questionnaire survey was developed and administered by the researcher. The survey was divided into four sections; the first section consisted of the introduction which introduced the researcher and the aim of conducting the study at the study area. The second part consisted of questions regarding respondents' demographic data such as ex, age, occupation, education level, and work experience. The third section consisted of structured questions which required a Likert scale rating system response.

3.10 Data Analysis

Data analysis is the process used to interpret data collected and make meaning out of it (Creswell & Creswell, 2017). The data was analyzed using descriptive statistics such as frequencies, percentages, means, and histograms to describe the collected responses. Data analysis was performed quantitatively with the help of the Statistical Package for Social Sciences (SPSS) version 20. Multiple regression analysis was performed using a two-step detailed statistical analysis. First, factor analysis was performed to extract the underlying factor of workplace stress. Second, multiple regression analysis was performed to understand the workplace stress and job performance relationships (Gujarati & Porter, 2009). The multiple regression model is given as;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \mu_i$$

Where;

Y = the dependent variable,

β_0 = the regression coefficient/constant/Y-intercept,

$\beta_1 \beta_2 \beta_3$ = the slopes of the regression equation,

$X_1 X_2 X_3$ = explanatory variables (i.e., X_1 = heavy workload, X_2 = time pressures, and X_3 = role ambiguity).

3.11 The Assumptions of Multiple Linear Regression

In performing a multiple regression analysis, one has to understand the assumptions and their violation to be able to take necessary steps for minimizing the effects arising from non-linearity (Greene, 2011; Wooldridge, 2010; Gujarati & Porter, 2009). Therefore, the following assumptions underlying multiple regression models must be satisfied.

3.11.1 Linearity

In MLR analysis, linearity means that the predictor variables (independent variables) in the regression have a straight-line relationship with the outcome variable (dependent variables). Linearity can be validated if residuals are normality distributed and homoscedastic. The normality and homoscedastic tests indicate linearity (Gujarati & Porter, 2009).

3.11.2 Normality

Normality is tested using a goodness of fit test, for example e.g., the Kolmogorov-Smirnov test. Residuals indicate normal distribution (Gujarati & Porter, 2009).

3.11.3 Homoscedasticity

Homoscedasticity arises when all levels of predictor variables have the same variance errors. Standardised residuals versus predictor value were plotted to test the assumption. Since the residuals are portrayed dispersing about a horizontal line

depicting an equal distribution, the assumption was fairly met (Gujarati & Porter, 2009).

3.11.4 Multicollinearity

This assumption states that there are no perfect linear relationships among the explanatory variables. There is no exact collinearity between the X variables. This means that, independent variable shouldn't influence themselves (Gujarati & Porter, 2009).

3.12 Measurement of Variables

In this study, the independent variables are heavy workload, time pressures and, role ambiguity, and the dependent variable is employee job performance. In the questionnaires, items to measure the construct dimensions (variable measured) was adapted from previous studies. Heavy workload from Shahid (2018), Ukwadinamor, & Oduguwa, (2020), Okeke & Oboreh, (2018), Clement & Oduguwa (2020), time pressures from Sari et al (2021), Sardouk & Ali (2022), and role ambiguity Üngüren, & Arslan, (2021), Oseremen, Ohiokha, & Omokhudu, (2022).

Table 3.1: Variable and Measurement

S/N	Variable Name	Description	Variable measurement
1.	Heavy workload	There is a significant relationship between heavy workload and employee performance	Likert scale
2.	Time pressures	There is a significant relationship between time pressures and employee performance	Likert scale
3.	Role ambiguity	There is a significant relationship between role ambiguity and employee performance	Likert scale

3.13 Validity

Validity is defined as how much any measuring instrument measures what it is intended to measure (Creswell & Creswell, 2017) also suggested that the important issue of measurement validity relates to whether measures of concepts really measure the concept validity refers to the issue of whether an indicator (or set of indicators) that is devised to gauge a concept really measures that concept. Several ways of establishing validity are: face validity; concurrent validity; predictive validity; construct validity; and convergent validity” (Creswell & Creswell, 2017). In this study “construct validity was used”. This study “intended to deduce hypotheses from a theory which is closed related to this concept”.

3.14 Reliability

According to Creswell & Creswell (2017), reliability is "the fundamentally concerned with issues of consistency of measures." The three primary factors that determine whether a measure is dependable are stability, internal reliability, and inter-observer consistency (Creswell, & Creswell, 2017). This study took internal reliability into consideration. It is recommended to employ a multiple-item measure (Creswell & Creswell, 2017). To achieve an overall score, the answers to all of the questions should be combined together, thus we need to make sure that all of our indicators are related. Testing can be done with the Cronbach's alpha method. When the value is 0.7 or higher, the level of internal reliability is considered appropriate.

Table 3.2 Reliability Test Results

S/N	Variable	Number of Items	Cronbach's Alpha
1	Heavy Workload	6	.851
2	Time Pressures	7	.772
3	Role ambiguity	6	.938
4	Employees performance	5	.816

Source: Data Analysis, 2024

3.15 Ethical Consideration

When performing this study, the researcher is cognizant of the ethical considerations. Prior to conducting the study, the researcher applied for approval of research ethics. Respecting the participant's human dignity, free and informed permission, privacy and confidentiality, justice, and inclusivity is the researcher's ethical commitment. The nature, goal, and methods of the study were explained to the participants prior to its start. Individuals were able to respond to certain questions and to leave the study at any moment for any reason. The researcher never gave a response to a question that might have embarrassed or unnerved the subjects.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Chapter Overview

The results of the study evaluating the impact of work-related stress on employees' job performance at Tanzania's Tanzania Institute of Education are presented in this chapter. The effects of time constraints, role ambiguity, and heavy workloads on employee job performance at Tanzania's Institute of Education were all specifically examined in this study. The results are shown in the following manner.

4.2 Respondents' Demographic Profile

4.2.1 Sex of Respondents

Results (Table 4.1) show the respondents' sex. The table indicates that 47 (47%) of the responders were female and 70 (53%) were male. This suggests that both genders were fairly represented in the survey; yet, there were more male respondents than female respondents.

4.2.2 Age

In this study age of respondents data was collected. The study found that 8 (6%) of all respondents was aged between 18-25, 27 (20%) aged between 26-33, 33 (25%) were aged between 34-41, 41 (31%) were aged between 42-49, while 23 (17%) were aged 50 years and above (Table 4.1). This suggests that every respondent was of legal age to give information for the research.

4.2.3 Education Level of Respondents

Data shows that all respondents had attained education ranging from primary education to master's level. Results (Table 4.1) indicate that 9 (7%) had attained certificate, 26 (20%) had attained diploma, 56 (42%) had attained degree, 32 (24%) had attained master's level, while 9 (7%) had attained PhD level of education (Table 4.1). From the findings, overall, respondents can be said to have attained high education levels, hence able to comprehend the study objectives and give reliable responses.

Table 4.1: Education Level of Respondents

Variables	Frequency	Percent	Mean	Standard Deviation
Sex of Respondents			1.4697	0.9692
Male	70	53		
Female	62	47		
Total	132	100		
Age of Respondents			3.3333	2.8069
18-25	8	6		
26-33	27	20		
34-41	33	25		
42-49	41	31		
50 and Above	23	18		
Total	132	100		
Education Level of Respondents			5.0455	4.6254
Primary Education	0	0		
Secondary Education	0	0		
Certificate	9	7		
Diploma	26	20		
Degree	56	42		
Masters	32	24		
PhD	9	7		
Total	132	100		

Source; Field Data, (2023)

4.3 Descriptive Statistics Results

Three independent variables—the minimum, maximum, mean, and standard deviations—were examined in this study. The dependent variable under analysis was employee job performance, while the independent variables under analysis were a heavy workload, time constraints, and role ambiguity.

4.3.1 Effect of Heavy Workload on Employee Job Performance

This study sought to assess the effect of heavy workload on employee job performance. A questionnaire survey with a Likert scale format questions was used to measure scores of effects of heavy workload on employee job performance. SPSS was used to compute means and standard deviations as presented (Table 4.2). The findings show that the primary reason causing subpar work performance is workload ($M = 4.0303$, $SD = 3.6948$), which is followed by working hard ($M = 3.8560$, $SD = 3.5569$) and failing to fulfill job targets because of work load, which reduces effectiveness of performance ($M = 3.8106$, $SD = 3.5054$). This suggests that excessive workloads are factors that lead to workplace stress in people, which in turn impacts how well they perform at work. Reducing these factors may help workers perform better.

Table 4.2 Effect of Heavy Workload on Employee Job Performance (N = 132)

Measures of Heavy Workload on Employee Performance	Minimum	Maximum	Mean	Standard Deviation
My work is in accordance with stated job description	1.00	5.00	2.2045	2.0597
I have enough time to get everything done in my job	1.00	5.00	2.0606	1.8789
I have to work very hard in my job	1.00	5.00	3.8560	3.5569
I cannot meet job targets due to work load which make my performance less effective	1.00	5.00	3.8106	3.5054
Workload is the main cause of my unsatisfactory performance	1.00	5.00	4.0303	3.6948
I do not have specific job goals	1.00	5.00	3.5303	3.2567

Source: Field Data, 2023

4.3.2 Effect of Time Pressures on Employee Job Performance

This study sought to assess the effect of time pressures on employee job performance. A questionnaire survey with a Likert scale format questions was used to measure scores of effects of time pressures on employee job performance. SPSS was used to compute means and standard deviation as presented (Table 4.3). Descriptive results show that the job requires an individual to work at a high speed, also, Time allocated by supervisor to accomplish duties is limited which make performance less effective (M = 4.03, SD = 3.6948). Then, the study shows that employees have a tight job to meet deadlines (M = 3.856, SD = 3.5569). Other factors hindering employees' performance include long working hours (M = 3.53, SD = 3.2567). This suggests that time constraints are a factor in workplace stress that people experience, which in turn impacts how well they perform at work. Reducing this stress could therefore help workers perform better.

Table 4.3: Effect of Time Pressures on Employee Job Performance (N = 132)

Measures of Time Pressures on Employee Performance	Minimum	Maximum	Mean	Standard Deviation
My work demands me to work quickly.	1.00	5.00	4.03	3.6948
I have to work under strict deadlines for my job.	1.00	5.00	3.856	3.5569
I am free to choose when to take holidays or days off from work, and I have a set start and stop time every day. However, I work long hours, which reduces the effectiveness of my work.	1.00	5.00	3.53	3.2567
My supervisor has given me a limited amount of time to complete my tasks, which has reduced the effectiveness of my performance.	1.00	5.00	4.03	3.6948
My work demands me to work quickly.	1.00	5.00	2.205	2.0597
I have to work under strict deadlines for my job.	1.00	5.00	3.53	3.2567
I am free to choose when to take holidays or days off from work, and I have a set start and stop time every day. However, I work long hours, which reduces the effectiveness of my work.	1.00	5.00	4.03	3.6948

Source: Field Data, 2023

4.3.3 Effect of Role Ambiguity on Employee Job Performance

The purpose of this study was to evaluate how role ambiguity affected workers' job performance. An employee's job performance was assessed using a Likert scale questionnaire survey to determine the impact of role ambiguity. The following was the weight on the scales: Strongly disagree (1), agree (2), neutral (3), agree (4), and strongly agree (5). To summarize the data for this goal, frequency and percentage were computed using SPSS. (Figure 4.4) provided results after descriptive analysis. Descriptive results show that the job involves complex tasks (M = 3.159, SD =

2.9823), learning new things ($M = 3.25$, $SD = 3.0126$), work involvement with others ($M = 3.303$, $SD = 3.0748$). This suggests that time constraints are a factor in workplace stress that people experience, which in turn impacts how well they perform at work. Reducing this stress could therefore help workers perform better.

Table 4.4: Effect of Role Ambiguity on Employee Job Performance (N = 132)

Measures of Role Ambiguity on Employee Performance	Minimum	Maximum	Mean	Standard Deviation
My work requires me to independently solve unforeseen challenges.	1.00	5.00	3.03	2.8284
I work in a field where sophisticated duties are required.	1.00	5.00	3.159	2.9823
Learning new things is a requirement of my job.	1.00	5.00	3.25	3.0126
I make departmental decisions with my colleagues.	1.00	5.00	3.303	3.0748
I am aware of the steps I need to take to complete my work.	1.00	5.00	2.962	2.7524
My work is governed by unfriendly policies, which reduces the effectiveness of my performance.	1.00	5.00	3.492	3.1814

Source: Field Data, 2023

4.4 Spearman's Coefficient of Correlation (r_s)

Utilizing Spearman's coefficient of correlation (r_s), the researcher was able to demonstrate how employee job performance is impacted by work stress. The correlation coefficient between .00 and .19 is said to indicate a very weak correlation; the correlation between .20 and .39 is said to indicate a weak correlation; the correlation between .40 and .59 is said to indicate a moderate correlation; the

correlation between .60 and .79 is said to indicate a strong correlation; and the correlation between .80 and 1.0 is said to indicate a very strong correlation (Saunders et al, 2019). Here are the Spearman's coefficients of correlation (rs) in numerical form.

4.4.1 Spearman's Correlation Analysis of Heavy Workload and Employee Job Performance

This study's primary goal was to evaluate how a high workload affected Tanzania Institute of Education staff members' job performance. As shown in Table 4.6, the correlation study of the relationship between employee job performance and a high workload reveals a strong, positive relationship between the two variables with a correlation coefficient value of 0.714 and a p-value of 0.000.

Table 4.6: Spearman's Correlation Analysis of Heavy Workload and Employee Job Performance

		HW	EP
HW	Correlation Coefficient	1.000	.714**
	Sig. (2-tailed)	.000	.000
	N	132	132
Spearman's rho	Correlation Coefficient	.714**	1.000
	EP Sig. (2-tailed)	.000	.000
	N	132	132

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

Source; Field Data, (2023)

4.4.2 Spearman's Correlation Analysis of Time Pressures and Employee Job Performance

The second objective of this study was to assess the effect of time pressures on employee job performance at the Tanzania Institute of Education. The correlation analysis of time pressures employee job performance indicates that there is a strong, positive relationship between the two variables with a correlation coefficient value of 0.765 and a p-value of 0.000 as indicated in Table 4.7.

Table 4.7: Spearman's Correlation Analysis of Time Pressures and Employee Job Performance

		TP	EP
TP	Correlation Coefficient	1.000	.765**
	Sig. (2-tailed)	.000	.000
	N	132	132
EP	Correlation Coefficient	.765**	1.000
	Sig. (2-tailed)	.000	.000
	N	132	132

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

Source; Field Data, (2023)

4.4.3 Spearman's Correlation Analysis of Role Ambiguity and Employee Job Performance

This study's final goal was to evaluate how role ambiguity affected Tanzania Institute of Education employees' job performance. Table 4.8 shows that the Spearman's coefficients of correlation (rs) results demonstrate a significant, positive link (p-value of 0.000 and correlation coefficient value of 0.991) between the two variables.

Table 4.8: Spearman's Correlation Analysis of Role Ambiguity and Employee Job Performance

		RA	EP
Spearman's rho	Correlation Coefficient	1.000	.991**
	RA Sig. (2-tailed)	.000	.000
	N	132	132
	Correlation Coefficient	.991**	1.000
	EP Sig. (2-tailed)	.000	.000
	N	132	132

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

Source; Field Data, (2023)

4.4.4 Spearman's Correlation Analysis of the Effect of Work Stress and Employee Job Performance

The overall correlation analysis of all independent variables i.e., heavy workload, time pressures and role ambiguity have indicated that there is a strong positive correlation between the independent variables and the dependent variable i.e., employee job performance at varying degrees. Results (Table 4.9) show .714 for heavy workload, .765 for time pressures, and .991 for role ambiguity. Therefore, the independent variables (heavy workload, time pressures, role ambiguity) have significant strong effects on the dependent variable (employee job performance).

Table 4.9: Spearman's Correlation Analysis of Effect of Work Stress and Employee Job Performance

Independent Variable	Dependent Variable	N	Spearman's Rho Correlation (r_s)	Level of Significance
Heavy work load	Employee job performance	132	.714	.000
Time pressures	Employee job performance	132	.765	.000
Role ambiguity	Employee job performance	132	.991	.000

Source; Field Data, (2023)

4.5 Regression Assumptions Results

In performing a multiple regression analysis, the assumptions such as normality, linearity, homoscedasticity, homoscedasticity and multicollinearity have to be tested (Greene, 2011; Wooldridge, 2010; Gujarati, and Porter, 2009). The following presents the test results.

4.5.1 Linearity

In MLR analysis, linearity means that the predictor variables (independent variables) in the regression have a straight-line relationship with the outcome variable (dependent variables). Linearity can be validated if residuals are normality distributed and homoscedastic. The normality and homoscedastic tests indicate linearity (Table 4.10 and Figure 4. 1).

4.5.2 Normality

Normality is tested using a goodness of fit test, for example the Kolmogorov-Smirnov test. Table 4.10 and Figure 4.1 shows that residuals are normally distributed.

Table 4.10: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
HW	.114	100	.003	.946	100	.000
TP	.169	100	.000	.952	100	.001
RA	.134	100	.000	.963	100	.007
EP	.180	100	.000	.931	100	.000

a. Lilliefors Significance Correction

Source: Field Data (2023)

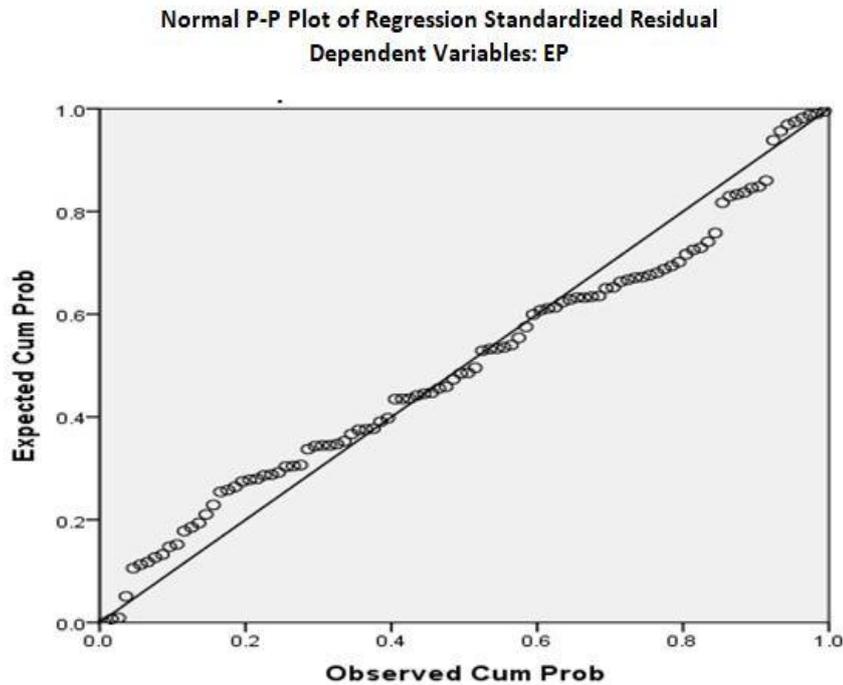


Figure 4.1: Normality
Source: Field Data (2023)

4.5.3 Homoscedasticity

When the variance errors of predictor variables are the same at every level, homoscedasticity results. To test the hypothesis, standardized residuals were plotted against the predictor value. The assumption was fairly met since the residuals were shown scattering around a horizontal line that represented an equal distribution. The assumption test is shown in Figure 4.2 (Greene, 2011).

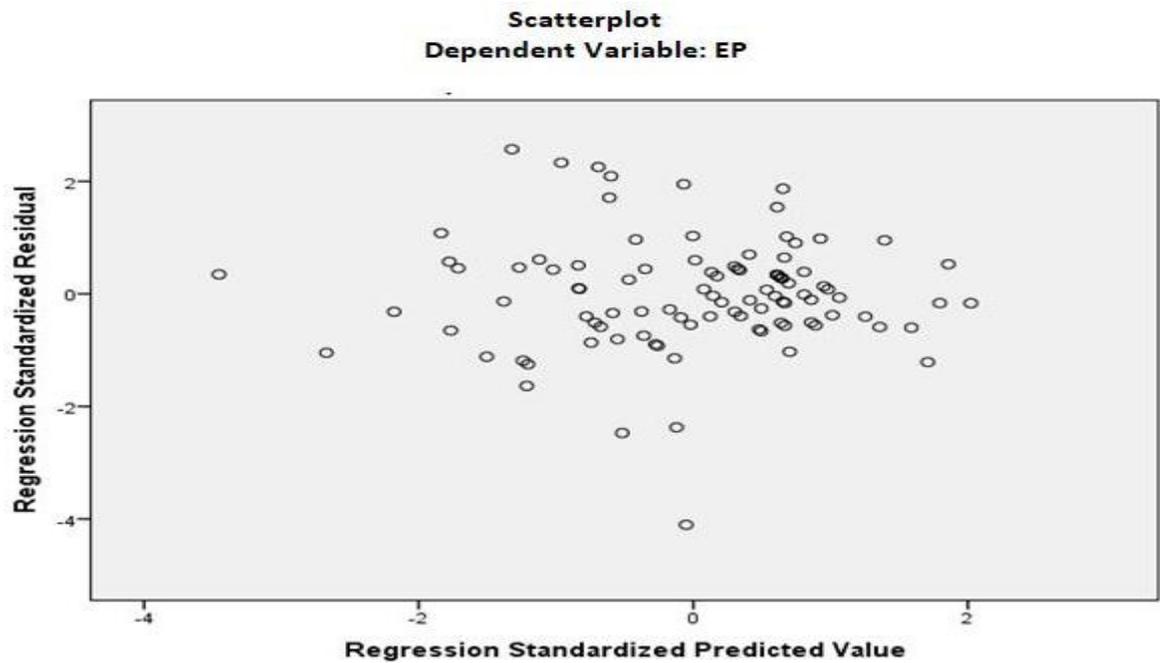


Figure 4.2: Homoscedasticity Assumption

Source: Field Data (2023)

4.5.4 Multicollinearity

This assumption states that there are no perfect linear relationships among the explanatory variables. There is no exact collinearity between the X variables. This means that, independent variable shouldn't influence themselves.

Table 4.11: Multicollinearity

Model	Coefficients ^a							
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
	(Constant)	.577	.087		5.527	.000		
1	HW	.423	.061	.321	4.264	.000	.332	3.014
	TP	.288	.067	.260	2.333	.000	.246	4.071
	RA	.387	.052	.214	5.714	.000	.264	3.784

a. Dependent Variable: EP

Source: Field Data (2023)

4.6 Regression Analysis

4.6.1 Final Regression Analysis

From the regression analysis results, the following regression equation was derived

$$Y = .585 + .065 HW + .089TP + .088RA$$

Whereby:

Y = Employee Job Performance

HW = Heavy Workload

TP = Time Pressures

RA = Role Ambiguity

β_0 = Constant Term

ε = Error Term

This model shows the link between the dependent variable (employee job performance) and the independent factors (i.e., heavy workload, time constraints, and role ambiguity). Job performance of employees would increase by 58.5 percent if there was a null unit for severe workload, time constraints, and role ambiguity. Increases in workload intensity would result in a 6.5% rise in employee job performance; increases in time constraints would lead to an 8.9% increase in employee job performance; and increases in role ambiguity would result in an 8.8% increase in employee job performance (Table 4.12). The results demonstrate that each independent variable such as a high workload, time constraints, and role ambiguity has a major impact on how well employees perform at work.

Table 4.12: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.921 ^a	.848	.845	.126	.848	270.758	3	146	.000

a. Predictors: (Constant), HW, TP, RA

b. Dependent Variable: EP

Source: Field Data (2023)

The R value in Table 4.12's summary of the regression model indicates the degree of correlation between the independent and dependent variables. This model has a R value of .848—a number that is higher than 0.5. This value is superior. The entire variation in the dependent variable that the independent factors may account for is displayed by the R square. Better, the R square in this instance is .848. Additionally, the results' generalizability is demonstrated by the corrected R square value of .845. In relation to the R square value of .848, there is not much of a change. As a result, the modified R square value of .758 is satisfactory.

To determine whether there is a relationship between workplace stress and employee job performance, regression analysis is utilized. At the 0.05 level of significance, the regression model is noteworthy. Table 4.13 provides a description of the regression analysis's results..

Table 4.13: Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta		Lower Bound	Upper Bound
(Constant)	.585	.082		5.532 .000	.408	.764
HW	.065	.071	.322	4.365 .000	.120	.345
TP	.089	.066	.259	4.453 .000	.019	.248
RA	.088	.056	.225	5.685 .000	.145	.344

a. Dependent variable: Work performance of employees
b. Predictors: (constant), the impact of a high workload, the influence of time constraints, and the impact of role ambiguity on the performance of employees

Source: Field Data (2023)

4.6.2 ANOVA

A statistical technique known as the Analysis of Variance (ANOVA) was used to assess variances among averages (means) of several groups. The whole model is at the 5% level of significance, according to the ANOVA results, and the computed F is higher than the F critical value of 104.519. Furthermore, the fact that the p-value is 0.000, which is less than 0.05, supports the significance of the entire model.

Table 4.14: ANOVA Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.698	3	13.233	104.519	.000 ^b
	Residual	12.154	96	.127		
	Total	51.852	99			

a. Dependent Variable: Employee Job Performance

b. Predictors: (Constant), Heavy Workload, Time Pressures, Role Ambiguity

Source: Field Data (2023)

4.7 Hypothesis Testing

This study was guided by three (3) hypotheses namely:

- i. Hypothesis 1: Ha1: there is a significant relationship between heavy workload and employee performance
- ii. Hypothesis 2: H₂: there is a significant relationship between time pressures and employee performance
- iii. Hypothesis 3: H₃: there is a significant relationship between role ambiguity and employee performance

Heavy workloads and employees' job performance are significantly positively correlated, according to Table 4.11 ($\beta = .065$, $p = 0.05$, $t = 4.365$). As a result, it is agreed upon that there is a substantial correlation between high workload and employee performance (Ha1).

Table 4.11 indicates a substantial positive correlation between employee job performance and time constraints ($\beta = .089$, $p = 0.05$, $t = 4.453$). Consequently, there is consensus that there is a significant relationship between time limitations and employee performance (H2).

Regression analysis results ($\beta = .088$, $p = 0.05$, $t = 5.685$) demonstrate a positive and significant association between position ambiguity and employee work performance (Table 4.11). As a result, hypothesis H3, which states that role ambiguity and employee performance have a significant link, is accepted.

Table 4.15: Summary of Hypotheses Testing findings

Hypotheses	Remarks
Hypothesis 1: Ha1: there is a significant relationship between heavy workload and employee performance	Accepted
Hypothesis 2: H ₂ : there is a significant relationship between time pressures and employee performance	Accepted
Hypothesis 3: H ₃ : there is a significant relationship between role ambiguity and employee performance	Accepted

Source: Field Data (2023)

4.8 Discussion of Findings

The purpose of this study was to evaluate how workplace stress affected workers' ability to do their jobs. Regression analysis was used to test the analysis's hypothesis. While keeping the study objectives front and center, the commentary elucidates the information derived from the data analysis and contrasts or compares the current findings with what has been found in earlier, pertinent investigations. The following is a presentation of the finding's discussion.

4.8.1 Regression Analysis of Heavy Workload and Employee Job Performance

The purpose of this study was to evaluate how the Tanzania Institute of Education's staff performance was impacted by a heavy workload. Heavy workloads and employees' job performance are significantly positively correlated, as Table 4.11 shows. This suggests that employee performance is greatly impacted by workloads.

The results of this investigation align with prior research on the impact of workloads on workers' performance across several domains. According to Ukwadinamor & Oduguwa (2020) and Clement & Oduguwa (2020), work overload has a significant impact on an employee's marital satisfaction and relationships with their spouses and children, all of which have an impact on their dedication to their jobs. According to Okeke & Oboreh (2016), staff productivity was significantly impacted by workload pressure. Furthermore, the study found that stress impairs workers' ability to execute effectively. According to Mchechela (2015), workplace stress subscales were marginally positively correlated with workers' performance because stress at work keeps workers alert, which improves performance. In order to harness the beneficial

aspects of workplace stress, it is advised that organizations maintain their current and future performance levels. If this is not done, the negative aspects of workplace stress may take precedence.

As a result, it is clear from the information covered above that this study contributes to our understanding of how workloads affect worker performance.

4.8.2 Regression Analysis of Time Pressures and Employee Job Performance

The purpose of this study was to evaluate how time constraints affected Tanzania Institute of Education staff members' performance. The results of the regression analysis (Table 4.11) indicate that employees' performance is positively and significantly impacted by time constraints. Regression analysis results show. These results suggest that employees' performance is greatly impacted by time constraints.

The results of this investigation align with other research that have been carried out about the impact of time constraints on worker productivity. According to Sari et al. (2021), employee performance is significantly impacted by time constraints. Time constraints have been shown to have a negative effect on both job performance and motivation (Sardouk & Ali, 2022). The Australian Psychological Society's (2015) research confirmed that employees' job performance is significantly impacted by time constraints. Therefore, it is advised that businesses support appropriate stress management as a way to reduce employee stress by introducing flexible work schedules, hosting staff meetings, and creating discussion forums.

As a result, it is clear from the evidence covered above that this study contributes to our understanding of how time constraints affect worker performance.

4.8.3 Regression Analysis of Role Ambiguity and Employee Performance

The purpose of this study was to evaluate how the Tanzania Institute of Education's employees performed in relation to role ambiguity. Role ambiguity and employee performance have a considerable positive relationship, as Table 4.11 shows. The results suggest that employee performance is greatly impacted by role ambiguity.

The findings are in agreement with different studies which have been conducted in different areas. Üngüren, & Arslan, (2021) revealed that role ambiguity has a direct negative influence on job performance for hotel employees. Similarly, Ohiokha, & Omokhudu, (2022) indicated that role ambiguity and employee performance were statistically significant. It is therefore recommended that role ambiguity enhances employee performance at workplaces if well controlled and managed.

Therefore, basing on the evidences discussed above, it is evident that this study adds to the existing knowledge on the influence of role ambiguity on employee performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Chapter Overview

The previous chapter discussed the study's findings; this chapter, on the other hand, concentrates on summarizing the findings, drawing conclusions, and offering recommendations for further research based on the findings reported in this dissertation. This chapter also includes study implications and areas that require more research.

5.2 Summary of Findings

The Tanzania Institute of Education employees' performance was evaluated in this study in relation to workplace stress. In particular, the study evaluated the impact of a high workload on employees' job performance at the Tanzania Institute of Education in Tanzania, the impact of time constraints on employees' job performance at the Academy, and the impact of role ambiguity on employees' job performance at the Academy.

The positivist concept served as the study's foundation, and it employed a quantitative strategy to accomplish its goals. A total of 132 respondents were included in the study; they were sourced from the Tanzania Institute of Education. A survey questionnaire with closed-ended questions in the Likert scale style was used to gather the data. A complete response rate of 100% was obtained from the 132 questionnaires that were completed and returned to the researcher. Version 20 of the

SPSS program was used to analyze the data, allowing for the execution of multiple regression analysis and other statistical calculations.

The results of this study demonstrate that workloads significantly improve workers' ability to do their jobs. According to the heavy regression results, employee performance is strongly affected by heavy workloads ($\beta = .065$, $p = 0.05$, $t = 4.365$). This suggests that a significant factor influencing employee performance is a severe workload. In order to harness the beneficial aspects of workplace stress, organizations should balance workloads; otherwise, the negative aspects of workplace stress may predominate.

Additionally, the study found that time constraints significantly improve workers' job effectiveness. Time pressures have a significant beneficial effect on employee performance, according to the results of the regression between time pressures and work performance ($\beta = .089$, $p = 0.05$, $t = 4.453$). These results suggest that companies should support appropriate stress management as a way to reduce workplace stress by introducing flexible work schedules and hosting staff meetings and discussion groups.

Additionally, the study has shown that role ambiguity significantly improves worker performance. According to the regression analysis, $\beta = .088$, $p = 0.05$, and $t = 5.685$. Consequently, there is a large positive significant effect of position ambiguity on employee job performance. The findings suggest that role ambiguity affects how well workers perform at work.

5.3 Implications of the Study

5.3.1 Implication to the Managers

This research provides information that may help managers to understand stress at workplace and enhance HR practices to increase workers' performance.

5.3.2 Implication to the Practitioners

The results suggest that human resource professionals should ensure their adherence to human resource strategies that have the potential to mitigate workplace stress. Employee motivation and morale may rise as a result, improving organizational performance.

5.3.3 Implication to the Employees

Employees need to understand workplace stress and how they can affect their performance. The findings imply that employees need to make sure that they increase their performance by reducing stresses at work.

5.4 Limitations of the Study

The Tanzania Institute of Education, where sufficient data are anticipated to be accessible, hosted the study. The researcher might run into some obstacles, though. It could be difficult for the researcher to get questionnaires because not all of them will be returned. The surveys may be misplaced by some respondents. The researcher may encounter this circumstance only due to the possibility that some of the respondents are not aware of the exercise. To get beyond the aforementioned

obstacles, there are a few strategies that can be employed. These include redistributing some other questions to reach the desired response rate and get around the restrictions of using one data gathering technique at a time. A follow-up was also conducted to resolve this restriction.

5.5 Conclusion

The purpose of this study was to evaluate how workplace stress affected workers' ability to do their jobs. The study's specific goal was to evaluate how employee job performance was impacted by a severe workload, time constraints, and role ambiguity. According to the study, a high workload significantly improves employees' job effectiveness. The study's findings suggest that when workers are engaged in necessary and fulfilling tasks at work, their workload positively impacts their performance. This reduces stress at work and boosts output.

According to the study, employees' job performance is significantly improved when they are under time constraints. According to the study's findings, employees work better when they are under time constraints. Time constraints restrict the amount of time available to complete a work and may also affect how well an individual performs. Time management reduces workplace stress and boosts productivity as a result.

Role ambiguity significantly improves employee job performance, according to the study. When a person is unclear about his position within the organization, stress may be brought on. As a result, it's critical to manage stress by making sure that each employee is aware of their specific duties.

The study's overall conclusions provide guidance to decision-makers, practitioners, and policy makers on how to better operationalize workplace stress and employee job performance.

5.6 Recommendations

According to this study, a high workload, time constraints, and role uncertainty all positively impact how well employees perform at work. The results of this study suggest that in order to improve employee performance, organizations should identify strategies for managing employee stress and reducing job overload, time constraints, and role ambiguity. This could involve considering how to help staff members grow their talents so they can perform at their best. Additionally, managers and supervisors ought to offer more chances for advancement or development for staff members. Prior to assigning work, the human resources department must determine each employee's potential and talents.

5.7 Areas for Further Studies

Stress at work is a natural aspect of life for both employees and companies. Therefore, more research may be done to create efficient work-related stress reduction programs, to which this study is contributing. Only the Tanzania Institute of Education was included in this investigation. Nonetheless, research can be done to offer helpful understanding of the trends in stress levels across different industries.

This study only employed one technique for gathering data, which was a questionnaire survey. Other studies investigating the same issue may employ one or more approaches, and they will ultimately triangulate their findings.

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APPENDICES

APPENDIX I: QUESTIONNAIRE SURVEY

SECTION A: INTRODUCTION

My name is **Naike Elinaike Elias Mmari**, I am carrying out research titled “*Effect of Work Stress on Employee Job Performance: A Case Study of The Tanzania Institute of Education*” in partial fulfillment of the award of a Master's degree from the Open University of Tanzania. Please note that, the information you provide will be kept confidential and will only be used for this research and that no attempt will be made to disclose your identity.

SECTION B: Respondents' Demographic Information

Instructions: Put a tick (√) in the appropriate box

1. Sex
 - i. Male []
 - ii. Female []
2. Age
 - i. 18 – 25 []
 - ii. 26 – 33 []
 - iii. 34 – 41 []
 - iv. 42 – 49 []
 - v. 50 and above []
3. Education level
 - i. No education []
 - ii. Primary Education []
 - iii. Secondary Education []
 - iv. Certificate []
 - v. Diploma []

- vi. Degree []
- vii. Masters []
- viii. PhD []

4. For how long have you been working at TIE?

- i. 1 - 5 years []
- ii. 5 – 10 years []
- iii. 11 – 15 years []
- iv. 16 and above []

SECTION C: Measures of the effect of workplace stress variables (heavy workload, time pressures, and role ambiguity) on employee performance variable.

The following statements inquire about your response in a variety of situations. For each item, indicate how well it describes you or the organization by choosing the appropriate letter on the scale at the top of the page. Use 1, 2, 3, 4, 5 where 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree, and 5 = Strongly Agree when you have decided on your answer, fill in the letter next to the item number. Answer as honestly as you can. Thank you.

S/N	Variables	1	2	3	4	5
Measures of Heavy Workload on Employee Performance						
5.	My work is in accordance with stated job description					
6.	I have enough time to get everything done in my job					
7.	I have to work very hard in my job					
8.	I cannot meet job targets due to work load which make my performance less effective					
9.	Workload is the main cause of my unsatisfactory performance					
10.	I do not have specific job goals					
Measures of Time Pressures on Employee Performance						
11.	My job requires me to work at a high speed					
12.	My job requires me to work to tight deadlines					
13.	At my work I can take my break when I wish					
16.	I am free to decide when to take holidays or days					

	off					
17.	I have a fixed starting and finished time every day					
18.	I am working long working hours which make my performance less effective					
19.	Time allocated by my supervisor to accomplish my duties is limited which make my performance less effective					
Measures of Role Ambiguity on Employee Performance						
20.	My job involves solving unforeseen problems on my own					
21.	My job involves complex tasks					
22.	My job involves learning new things					
23.	I decide with colleagues on departmental issue					
24.	I know what procedures to use to get my job done					
25.	Policies guiding my job are not friendly which make my performance less effective					
Measures of Employee Performance						
26.	I fulfill specific job responsibilities					
27.	I meet performance standards and expectations					
28.	My performance level is satisfactory					
29.	I produce high quality work					
30.	I perform better than many other employees					

Thank you for your cooperation