

THE RELATIONSHIP BETWEEN WORK STRESS AND JOB
PERFORMANCE IN A PUBLIC SECTOR SERVICE ORGANIZATION

BY

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Declaration

I declare that the thesis, "The relationship between work stress and job performance in a public sector service organization," is my own work, and it has not been submitted for any degree or examination in any other university. All the resources I have used or quoted have been indicated and acknowledged by complete resources.

akere

Christopher Akere Achu

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Abstract

The aim of the present study was to establish the relationship between work stress and job performance. Data were collected through the use of questionnaires administered to 70 middle managers in a public sector service organization in the North West Province of South Africa. The questionnaires incorporated the MBI-General Survey Scales which measured stress levels and the Performance Assessment Rating Scale which measured performance. According to the regression analysis, there was an inverse relationship between work stress and job performance. Middle managers experienced high levels of stress which in turn impede performance. Therefore the effective handling of stress is vital for reduced stress leads to effective employee performance which enhances overall organizational performance.

Key words Work stress, job performance, middle managers, public sector service organization

Dedication

This thesis is dedicated to Jesus Christ the Nazarene.

TABLE OF CONTENTS

PAGE

Chapter 1: PROBLEM FORMULATION AND THE PURPOSE OF THE STUDY	1
1.1 Background	1
1.2 Problem statement: South African perspective	3
1.3 Research questions	4
1.4 Research objectives	5
1.5 Research hypothesis	5
1.6 Rationale of the study	6
1.7 Outline of the study	7
Chapter 2: JOB PERFORMANCE AND WORK STRESS	8
2.1 Introduction of job performance	8
2.2 Definition of job performance	8
2.3 The nature of job performance	8
2.4 Model of job performance	9
2.5 Measurement of job performance	12

2.6 Individual and organizational benefits of job performance	14
2.7 Introduction of work stress	15
2.8 The nature of work stress	16
2.9 Definitions of work stress	16
2.10 Model of stress	18
2.11 Measurement of stress	20
2.12 Stress and performance in public sector service organizations	20
2.13 Stress and performance in public sector service organizations: The South African perspective	21
2.14 Difference in stress and performance amongst middle managers based on demographic characteristics	30
2.15 Summary	31

Chapter 3: RESEARCH METHOD	32
3.1 Introduction	32
3.2 Research approach	32
3.3 Participants	32
3.3.1 Tabular representations of biographical details	37
3.4 Measuring instruments	38
3.4.1 Maslach Burnout Inventory-General Survey	38
3.4.1.1 Nature and composition	38
3.4.1.2 Validity	39
3.4.1.3 Reliability	39
3.4.1.4 Rationale for inclusion	39
3.4.2 Performance Assessment Rating Scale	40
3.4.2.1 Nature and composition	40
3.4.2.2 Validity	41
3.4.2.3 Reliability	41
3.4.2.4 Rationale for inclusion	42
3.5 Procedure for data gathering	42
3.6 Ethical considerations	43
3.7 Data analysis	43

3.8 Summary	44
Chapter 4: RESULTS	44
4.1 Introduction	44
4.2 Participants' stress level	46
4.3 Participants' performance level	49
4.4 Correlations between the predictor variables exhaustion cynicism, professional efficacy on the criterion variable performance	50
4.5 Prediction of performance variance based on the predictor variable work stress	51
4.6 Prediction of performance variance based on the predictor variables exhaustion, cynicism and professional efficacy	52
4.7 Difference in stress and performance amongst middle managers based on demographic characteristics	58
4.8 Summary	65

Chapter 5: DISCUSSION, LIMITATIONS, CONCLUSIONS, RECOMMENDATIONS	65
5.1 Discussion	65
5.1.1 Participants' stress and performance levels	66
5.1.2 Correlation between the predictor variables exhaustion, cynicism, professional efficacy and criterion variable performance	67
5.1.3 Prediction of performance variance based on the predictor variable work stress	68
5.1.4 Differences in stress and performance amongst participants based on demographic characteristics	72
5.2 Limitations of the present study	75
5.3 Conclusions	76
5.4 Recommendations	78
References	
Appendices	
A Permission letter	
B Cover letter for questionnaires	
C Biographical questionnaire	
D MBI-General Survey	

LIST OF TABLES	PAGE
Table 1 Age distribution of participants	33
Table 2 Tenure distribution of participants	34
Table 3 Gender distribution of participants	34
Table 4 Civil status distribution of participants	35
Table 5 Educational level of participants	35
Table 6 Lingual distribution of participants	36
Table 7 Job level of participants	36
Table 8 Racial composition of participants	37
Table 9 Departmental affiliation of participants	37
Table 10 Product moment correlations between exhaustion, cynicism, professional efficacy and performance	50
Table 11 Summary of the regression analysis of performance variance based on the predictor variable work stress	51
Table 12 Summary statistics of the regression analysis of performance variance based on the predictor variables exhaustion, cynicism and professional efficacy	52
Table 13 ANOVA table for performance level difference in terms of age	54
Table 14 ANOVA table for stress level difference in terms of tenure	54

Table 15 ANOVA table for performance level difference in terms of tenure	55
Table 16 ANOVA table for stress level difference in terms of varied civil status	56
Table 17 ANOVA table for performance level difference in terms of varied civil status	56
Table 18 ANOVA table for performance level difference in terms of gender	57
Table 19 T-test table for stress level difference in terms of gender	58
Table 20 T-test table for stress level difference in terms of educational level	59
Table 21 T-test table for performance level difference in terms of educational level	60
Table 22 T-test table for stress level difference in terms of management level	61
Table 23 T-test table for performance level difference in terms of management level	62
Table 24 T-test table for stress level difference in terms of departmental affiliation	63
Table 25 T-test table for performance level difference in terms of departmental affiliation	64

LIST OF FIGURES	PAGE
Figure 1 Job performance model	10
Figure 2 Stress model	19
Figure 3 Stress scores as measured by the MBI-General Survey	45
Figure 4 Stress scores as measured by the subscale Exhaustion	46
Figure 5 Stress scores as measured by the subscale Cynicism	47
Figure 6 Stress scores as measured by the subscale Professional Efficacy	48
Figure 7 Stress scores as measured by the Performance Assessment Rating Scale	49

CHAPTER 1: PROBLEM FORMULATION AND THE PURPOSE OF THE STUDY

1.1 Background

Stress has become a common denominator in today's changing world of work with dire consequences for individuals and organizations (Matthieu & Ivanoff, 2006). Cryer, McCraty and Childre (2003) postulate that workplace stress keeps increasing by 10% since the beginning of the new millennium as a result of continuous changes in the nature of work environments. These changes are characterized by the decline of manufacturing and many other forms of industry worldwide, the advancement of information technology and the service sector, more short-term contracts, outsourcing, mergers, automisation, trade union declines, globalization and the need for fewer people to do more work (Schabracq & Cooper, 2000). The majority of these changes mean that workers are under growing pressure to compete and adapt to meet the demands of their work (Schabracq & Cooper, 2000). Sulsky and Smith (2000) reiterate that the combinations of new technology, globalised economies and new organizational processes have caused unprecedented shifts in organizations. These shifts in the nature of organizations have resulted in increasingly demanding working environments (Earnshaw & Cooper, 2001). The inability of employees to cope with these demands increases their stress level which in turn hinders job performance (Levin-Epstein, 2002). Currently, workplace stress continually places huge financial costs on organizations worldwide and on an individual level continually affects the performance of employees (Wainwright & Calnan, 2002).

Luthans (2002, p. 66) quotes the President of the American Institute of Stress at the New York Medical College on the effect of stress in the United States workplace as saying "it is estimated between \$200 and \$300 billion are lost annually as assessed by absenteeism records and reduced job performance from middle to bottom management". Cynkar (2007) reiterates that the estimated costs associated with workplace stress keeps increasing in the United States of America. Furthermore, included in these estimates are costs continually associated with absenteeism and reduced performance (Langley, 2000). Given their historical trajectory, these costs are likely to increase more in the coming years (Wright & Smye, 2008). A study by the American Psychiatric Association reveals that one in four employees at the middle and bottom management levels have missed the attainment of set performance targets as a result of work-related stress (Hareyan, 2006). Imtiaz and Ahmad (2007) from a study in Pakistan found that stress affects every employee. It is estimated that in Pakistan 100 million work days are lost due to stress. The ratio of stress affected employees in Pakistani service organizations are increasing in an alarming rate. This high stress level directly hampers employee performance (Imtiaz & Ahmad, 2007). Schell (2002) mentions the International Labour Office in Geneva indicating that "excessive job stress can be viewed as the end-of-the-century affliction due to the increasing effect of reduced employee performance from which no country and job stratum is spared". Therefore stress at work remains one of the biggest challenges facing the management of organizations today (Urbaniak, 2006).

1.2 Problem statement: South African perspective

Research shows that middle management employees of South African public sector service organizations are known to suffer from high levels of stress (Spangenberg & Orpen-Lyall, 2000). There is an ever increasing shortage of skilled middle managerial personnel in many South African public sector service organizations (Van Zyl & Pietersen, 1999). According to Daniels (2007), the reason for the continuous shortage of skilled managerial personnel in South African public sector service organizations is the restriction of employment to designated racial groups as stipulated by South Africa's Employment Equity Act number 55 of 1998. The result of this is that fewer individuals have to do more work, often leading to work overload (Van Zyl & Pietersen, 1999).

Johnson (2008) stipulates that there is a constant increase in middle management employees' work load with which they are unable to cope. Their inability to cope increases their stress levels, reaching a point where it reduces performance (Kleynhans, Markham & Van Aswegen, 2006). A study by Strydom and Meyer (2002) reveals that top management of South African public sector service organizations focuses on the job tasks of middle management employees and ignores the increasing stress level of middle management employees. The increasing stress level of the middle management employees impedes job performance (Strydom & Meyer, 2002). Lucas and Ortlepp (2002) reiterate the issue of work stress indicating the following persistent signs of stress amongst middle management employees in South African public sector service organizations: lack of concentration, poor interrelationships and reduced employee performance.

As a result of the prevalence of stress level amongst middle management staff in the realm of the South African public service sector, middle management employees will be the focus population in the present study.

In the light of the abovementioned literature, it is evident that many South African public sector service organizations continually focus on job tasks and neglect the effect of stress on its middle management employees' performance (Van Zyl & Bester, 2002). It implies that the issue of work stress and its effect of reducing employee performance still persist in the work environments of South African public sector service organizations (Sullivan, 2000). Moreover, with the continuous shortage in South Africa of skilled professionals who can occupy middle managerial positions in public sector service organizations, it is evident that there will be a recurrence of high levels of stress of middle management employees (Viviers, 2001). Therefore workplace stress has come to stay (Van Zyl & Bester, 2002).

Since the above mentioned literature indicates that work stress has a direct relationship with job performance, the following questions can be posed:

1.3 Research questions

- Does a relationship exist between work stress and job performance amongst middle management employees in a public sector service organization?
- What is the current work stress and job performance level of middle management employees in a public sector service organization?
- Do differences exist in stress and performance amongst middle management employees in a public sector service organization with regard to demographic characteristics?

1.4 Research objectives

The following research objectives results from the research questions:

- To determine if a relationship exists between work stress and job performance amongst middle management employees in a public sector service organization.
- To determine the current work stress and job performance level of middle management employees in a public sector service organization.
- To determine whether differences exist in stress and performance amongst a sample of middle management employees in a public sector service organization with regard to demographic characteristics.

1.5 Research hypothesis

The following research hypothesis was formulated:

- Work stress can predict job performance in middle management employees of a public sector service organization.

1.6 Rationale of the study

Currently in most South African public sector service organizations, top management continually ignores middle management employees' high employee stress level which keeps increasing as a result of continuous increasing workload (Strydom & Meyer, 2002). Middle management employees are unable to cope with the increasing workload which impedes job performance (Kleynhans, Markham & Van Aswegen, 2006).

The findings from the present study will add valuable knowledge to the existing information as regards handling the effect of stress on job performance in the realm of the South African public sector organization workplace. This study will reveal how the work environment's increasing workload with which middle management employees cannot cope, increases their stress level which impedes performance.

Hence the findings of this study will enable South African public sector service organizational stakeholders to adapt their employee stress management interventions. This could be done by giving consideration to reducing middle management employee workload, enhancing their ability to cope thus setting the platform for reduced employee performance.

1.7 Outline of the study

In this section a background of the study is provided alongside the problem statement. Thereafter the research questions, research objectives and research hypothesis of the study were provided. Lastly there is the rationale of the study.

In chapter 2 the focus will be on a literature review of job performance and work stress. For job performance, the aim is to present an introduction of job performance, the definitions of job performance, the nature of job performance, the principal model that relates to job performance, the measurement of job performance and a clear description regarding the measurement of performance in the present study. Lastly there is the write-up on the individual and organizational benefits of job performance.

Thereafter the focus will be on work stress. There would be an introduction of the stress construct, the nature of stress, the definitions of work stress, a clear explanation of the guiding stress theory in the present study, the measurement of stress in the present study, a broad overview of stress and performance in public sector service organizations, an overview of stress and performance in public sector service organizations from the South African perspective, the psychological consequence of stress. Lastly there is an empirical overview of the difference in stress and performance amongst middle managers based on the demographic variables used in the present study. A summary of the chapter follows thereafter.

In chapter 3 the focus will be on the research method that was used in this study. Specific emphasis will be on the research approach, the participants, measuring instruments utilized, the procedure for data gathering, ethical considerations and a discussion of the data analysis technique which were used in the study to make inferences and draw conclusions. A summary of the chapter follows thereafter.

In chapter 4 the focus will be on the presentation of the results obtained in the present study in figures and tables. There is detailed information about the reliability of the measuring instruments. A summary of the chapter follows thereafter.

In chapter 5 there is a discussion of the results obtained and its implications. The limitations, conclusions made about the present study will also be highlighted. Lastly there will be recommendations.

CHAPTER 2: JOB PERFORMANCE AND WORK STRESS

2.1 Introduction of job performance

Uli and Shaffril (2010) postulate that job performance is the significant key for organizations to gain competitive advantage and superior productivity. Kahya (2007) indicates that the continuous emphasis on the job performance construct in industrial and organizational psychology literature is ample proof of the construct's importance. Viswesvaran and Ones (2001) emphasize that a clear understanding of job performance is important because it is a fundamental construct in today's work settings.

2.2 Definition of job performance

For the present study, job performance will be defined as an individual's actions and behaviours which contribute to the achievement of organizational goals (Campbell, 1990).

2.3 The nature of job performance

Kiker and Motowidlo (1999) indicate that the conceptualization of the job performance construct should include two broad classes of employee behaviour: task performance and contextual performance. Campbell (1990) reiterates that both types of behaviour, that is task and contextual behaviours respectively, contribute to organizational effectiveness, which, in turn, enhances overall organizational performance. In the next section job performance will be conceptualized through the use of a model.

2.4 Model of job performance

Borman and Motowidlo (1993) developed a model of job performance, which posits that the behaviours that comprise the job performance domain can be classified as either task or contextual performance. Task performance is conceptualized as behaviours that contribute directly to the organization's technical core and includes those activities that are typically recognized as part of a worker's job. As an example, a placement manager of a public sector service organization who determines the staffing needs of the organization, hire and train new staff, delegate work duties to middle management staff and monitors staff performance including reviews is engaging in task performance (Borman & Motowidlo, 1993). Task performance contributes directly by engaging the job's technical core (Borman & Motowidlo, 1997). Contextual performance refers to individual efforts that are not directly related to their main task function but are important because they shape the organizational, social and psychological context that serves as the critical catalyst for task activities (Werner, 2000). As an example, when employees help others complete a task, suggest ways to improve organizational processes, they are engaging in contextual performance (Van Scooter, Motowidlo & Cross, 2000). Contextual performance contributes indirectly by improving the social context in which employees operate (Borman & Motowidlo, 1997). Three basic assumptions are associated with the differentiation between task and contextual performance (Borman & Motowidlo, 1997). Firstly, activities relevant for task performance vary between jobs whereas contextual performance activities are relatively similar across jobs. Secondly, task performance is related to ability, whereas contextual performance is related to personality and motivation.

Thirdly, task performance is more prescribed and constitutes in-role behaviour whereas contextual performance is more discretionary and extra role (Motowidlo & Schmit, 1999). A study by Conway (1999) reveals that task performance and contextual performance factors such as job dedication and interpersonal facilitation respectively contributed uniquely to overall performance in managerial jobs.

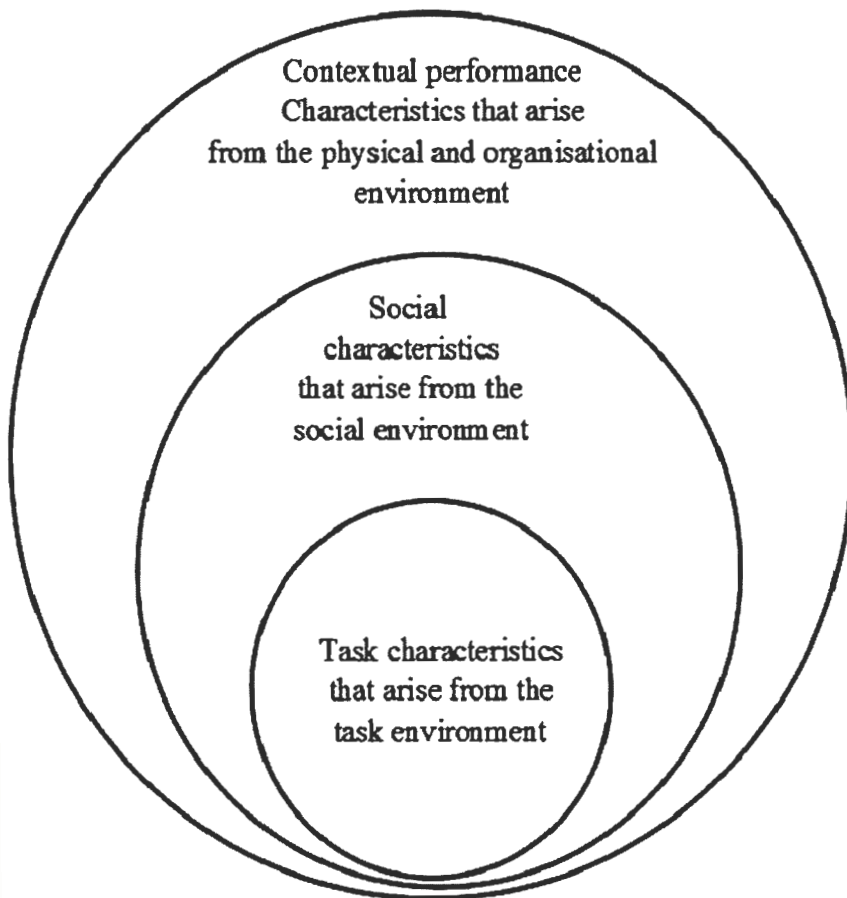


Figure 1. Borman and Motowidlo's theory of job performance (Borman & Motowidlo, 1993, p.12).

For the purpose of the present study, the job performance theory of Borman and Motowidlo (1993) will be the guiding theory. This theory takes an in depth look at job performance as a combination of individual actions and behaviours in employees' work environments which contributes to the attainment of organizational goals. Since the present study seeks to establish how employees' demanding work environments with which they are unable to cope lead to stress which in turn affects performance, this theory will bring to light certain aspects of employees' work environments which need to be adjusted and employees' individual actions, behaviours which need to be fine-tuned to enhance performance.

2.5 Measurement of job performance

Job performance is the variable in organizations that is most often measured and that is given the most attention (Hartman, 1998). This makes sense, since the success or failure of an organization depends on the performance of its employees (Riggio, 2002). Millmore, Lewis, Saunders, Thornhill and Morrow (2007) define performance measurement as the process of assessing performance against pre-determined measures of performance based on key success factors (KSF). The measurement of the job performance construct is based upon two major factors: Firstly, the performance on specific individual tasks that are part of each worker's job description which is task performance and secondly, behaviours which are necessary for the organization to function smoothly, that is, assisting and cooperating with coworkers which is contextual performance (Millmore et al., 2007).

However, the second category is not captured in any objective measure of assessing job performance which pays attention only to task performance and neglects contextual performance (Hartman, 1998). Thus it is the prime reason for the overwhelming use of subjective measures of job performance within industry, because subjective measures of job performance evaluate individual tasks and behaviours which are the two major factors necessary for effective employee performance which in turn contributes to the attainment of organizational goals (Otley, 1999). Hence in this section, the focus will be on subjective measures of job performance since in the present study performance will be measured with a subjective measure of performance which evaluates employee's tasks and behaviours which are necessary for organizational goals to be attained.

Landy and Conte (2007) indicate that there are three major types of subjective job performance measuring system. These are task based ratings, behaviourally anchored rating scales and the employee comparison method (Landy & Conte, 2007). In task based ratings, a rater is asked to indicate the effectiveness of an employee on individual tasks, often called duties to distinguish group tasks from individual tasks. Task based rating is often the most easily accepted by employees because of the clear and direct relationship between the duties rated and the job in question (Landy & Farr, 1999). Behaviourally anchored rating scales are based on a rating format that includes behavioural anchors describing what a worker has done or might be expected to do, in a particular duty area (Latham & Wexley, 1998).

The behavioural rating scale however has an advantage and a disadvantage. As an advantage, in trying to perceive what an employee might do, the behavioural rating scale enhances fairness. As a disadvantage, it might take months to develop an effective set of scales (Arvey & Murphy, 1998).

The employee comparison method involves the ranking of employees on assigned duties (Johnson, 2001). Employees are ranked from top to bottom according to their assessed proficiency in the assigned duties (Coleman & Borman, 2000). If multiple duties are considered, the individual can be assigned a score equal to the sum of their ranks or the average of those ranks. However it would be better to get individual ranks on independent aspects of performance and sum them rather than to ask for an overall rank of an individual. This is because through the ranking of independent aspects of an employee's performance, an employee's performance based on actions can easily be compared with set performance actions (Landy & Conte, 2007).

However for the performance measurement process to be successful, it should have two objectives. Firstly, it should indicate an employee's performance gaps and secondly assist in the process of goal achievement (Williams, 2002). Spitzer (2007) emphasizes that if performance measurement is correctly done, both the organization and its employees will benefit. Through effective performance measurement, attainable performance actions are easily understood by employees while managers' supervisory roles are enhanced creating a harmonious work environment that enhances overall organizational performance (Cote & Miners, 2006).

In the present study, the performance assessment rating scale for middle management employees in the South African public service will be used to measure performance. The performance assessment rating scale measures performance as combined individual tasks and behaviours in the work environment which contributes to the attainment of organizational goals (Prinsloo, 2005). Since the present study looks at job performance as individual actions and behaviours in the work environment which contributes to the attainment of organizational goals, the performance assessment rating scale is suitable for job performance measurement in the present study.

2.6 Individual and organizational benefits of job performance

Jamal (1984) outlines the positive effects of job performance on both an organization and its employees. For the organization, it is a means by which it ensures continuous production, economic growth and survival. Similarly, effective job performance provides the employees with economic gains, job security, social status, family and social prerogatives, medical benefits, recreational and educational benefits. According to Volti (2007) effective employee performance boosts an employee's confidence, acts as a motivating factor and above all enhances team cohesion especially for jobs that require team work. On the part of organizations, Hodges (2001) indicates that effective job performance enables organizations to fine tune their recruitment and selection processes so as to attract and retain the same kind of performing employees. With service organizations, effective employee performance enhances service delivery and builds customer trust (Hodges 2001).

2.7 Introduction of work stress

Sulsky and Smith (2000) indicate that the combination of new technology, globalised economies and new organizational processes have caused unprecedented shifts in today's organizations. These shifts include the drive toward manpower costs reduction which has led to fewer people doing more work, the accelerating pace of work and the demands for immediacy of response in 7 days-24 hours work cultures have resulted in increasingly demanding working environments (Earnshaw & Cooper, 2001). The inability of employees to cope with these demands increases their stress level which in turn hinders job performance (Levin-Epstein, 2002).

2.8 The nature of work stress

Cox and Griffiths (1995) suggest that there is no consensus as to the conceptualization of the nature of stress. Dewe and Trenberth (2004) support the claim by stating that it is almost a tradition in work stress research to point out the difficulties surrounding the various conceptualizations of stress.

Despite all the hyperbole, Cox and Griffiths (1995) conclude that there are only three different types of conception of the nature of stress: First is the engineering approach, where stress is seen as a stimulus or characteristic of the environment in the form of level of demand. Secondly the physiological approach where the definition of stress is based upon the physiological changes that occur in persons when they are in a stressed state. Lastly the psychological approach where stress is not conceived of as a mere stimulus or response but is in itself the dynamic process that occurs as individuals interact with their environments. However the psychological viewpoint is perhaps the most popular conceptualization today and is considered superior by Cox and Griffiths (1995) for it takes into consideration the effects of situational factors on performance and employee wellbeing unlike the engineering and physiological approaches which have stimulus and response conceptualizations to stress respectively and doesnot account for the effects of situational factors on performance and employee wellbeing.

2.9 Definitions of work stress

Cox, Griffiths and Rial-Gonzalez (2000) define stress as a dynamic process that occurs as individuals interact with their work environments. Schreuder and Coetzee (2006) define stress as the imbalance between environmental demands and individual capabilities.

For the purpose of the present study, workplace stress will be defined as a dynamic process that occurs as individuals interact with their work environments (Cox et al, 2000).

2.10 Model of stress

In Lazarus and Folkman's model (1980), individuals and their environments are seen as co-existing in a dynamic relationship where stress is the psychological state that is represented as a stressful transaction (Folkman, Lazarus, Gruen & DeLongis, 1986). Lazarus and Folkman (1986) describe psychological stress as a relationship between individuals and their environments in which individuals appraise demands as stressful for their wellbeing and in which the demands exceed their coping resources. According to Cox et al (2000), the two key concepts in this process are appraisal and coping. Folkman, Lazarus, Gruen and DeLongis (1986) describe primary appraisal as the first stage of the appraisal process, where individuals evaluate situations to see what is at stake in terms of potential risk. These assessments allow for individual differences, because the nature of what is considered stressful is individual-specific (Park & Folkman, 1997). If a situation is evaluated as potentially stressful, then a secondary appraisal occurs, which is where the individual evaluates whether the potential harm can be altered, avoided or prevented, where to assign blame or credit and what future expectations are (Park & Folkman, 1997). Potential actions or ways of coping are assessed, informed by past coping experience, personality and resources (Park & Folkman, 1997). Lazarus and Folkman (1980) describe two predominant types of coping behaviours which are problem focused coping and action oriented coping. Problem focused coping behaviours include seeking social support, self-blame, wishful thinking and avoidance (Vitaliano, Russo, Carr, Maiuro & Becker, 1985). Action oriented coping behaviours include accommodation, positive thinking, seeking support and defence (Falkum, Olf & Aasland, 1997).

Once possible coping methods are assessed and selected, then the final stage of the model occurs, where coping is implemented. Coping has been characterized as cognitive and behavioural efforts to manage (reduce, minimize, master or tolerate) the internal and external demands of the person-environment transaction that exceeds the person's resources (Folkman et al, 1986). A failure to cope successfully with excessive demands leads to stress (Cox, Griffiths and Rial-Gonzalez, 2000). A study by Forsythe and Compas (1987) based on the Cognitive Theory of Psychological Stress and Coping in a sample of 84 college students in the United States of America, reports the type of coping strategy used in response to both major (for example the death of a relative) and minor distressing events (for example receiving a poor grade on a paper). The results indicate that the respondents cope better in major events in comparison to minor events (Forsythe & Compas, 1987). In other words, psychological symptoms were prevalent when there was a poor fit between appraisals and coping, such as trying directly to change an event that was perceived as uncontrollable (Forsythe & Compas, 1987). The cognitive relational model of stress adds value to the work situation in terms of shedding light, predicts the effect of work overload as a situational factor on performance and individual employee wellbeing (Cox & Griffiths, 1995). Lazarus (1991) argues that many stress management interventions fail because of inadequate emphasis on individual differences between people. Lazarus (1991) reiterates that it is useful to view the individual, the group and the workplace as a single analytic unit, rather than separate variables which are to be manipulated independently.

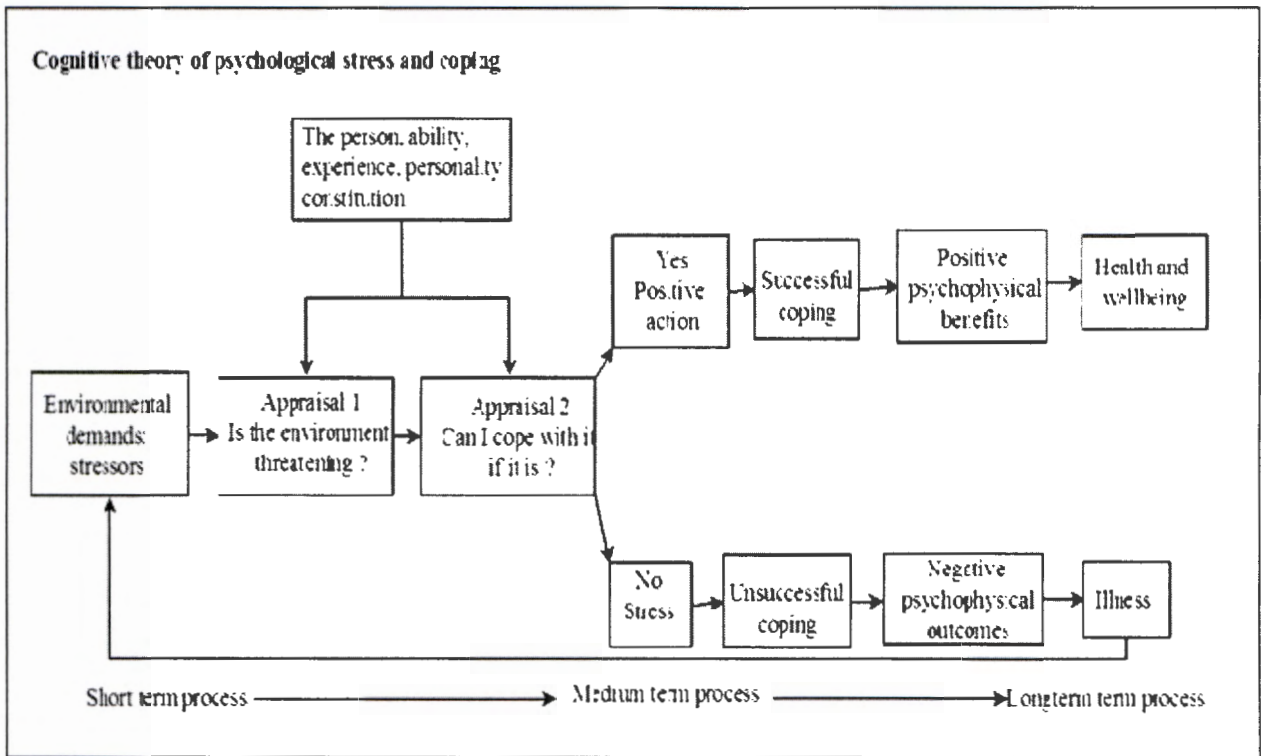


Figure 2. The Cognitive Theory of Psychological Stress and Coping (Lazarus & Folkman, 1980, p. 10).

The present study seeks to establish how certain aspects of a job (situational factors) lead to stress which in turn affects job performance. Thus this model will bring to light aspects of the job which needs to be adjusted to enhance job performance.

2.11 Measurement of stress

In the present study, the Maslach Burnout Inventory-General Survey will be used to measure stress. The Maslach Burnout Inventory-General Survey measures stress as a dynamic process that occurs as individuals interact with their work environments (Pines & Aronson, 2001). Since the present study looks at stress as a dynamic process that occurs as individuals interact with their work environments, the Maslach Burnout Inventory-General Survey is suitable for stress measurement in the present study.

2.12 Stress and job performance in public sector service organizations

Mulholland (2005) finds that the stress levels of middle management staff in public and private sector organizations in the United Kingdom differ: Ten out of a sample of twenty middle management staff of public sector service organizations manifested high stress levels as compared to two out of a sample of twenty middle management staff of private sector service organizations (Mulholland, 2005). Bond and Bunce (2006) indicate that the major reason for the high stress levels amongst middle management staff in public sector service organizations is increasing responsibilities assigned exclusively to middle management staff which leads to an increasing workload. The inability of the middle management staff to cope with the increasing workload leads to reduced performance (Colligan & Higgins, 2006).

2.13 Stress and job performance in public sector service organizations: The South African perspective

Research shows that middle management employees of South African public sector service organizations are known to suffer from high levels of stress (Spangenberg & Orpen-Lyall, 2000). There is an ever increasing shortage of skilled middle managerial personnel in many South African public sector service organizations (Van Zyl & Pietersen, 1999). According to Daniels (2007), the reason for the continuous shortage of skilled managerial personnel in South African public sector service organizations is the restriction of employment to designated racial groups as stipulated by South Africa's Employment Equity Act number 55 of 1998. The result of this is that fewer individuals have to do more work, often leading to work overload (Van Zyl & Pietersen, 1999).

Johnson (2008) stipulates that there is a constant increase in middle management employees' work load with which they are unable to cope. Their inability to cope increases their stress levels, reaching a point where it reduces performance (Kleynhans, Markham & Van Aswegen, 2006). A study by Strydom and Meyer (2002) reveals that top management of South African public sector service organizations focuses on the job tasks of middle management employees and ignores the increasing stress level of middle management employees. The increasing stress level of the middle management employees impedes job performance (Strydom & Meyer, 2002).

Lucas and Ortlepp (2002) reiterate the issue of work stress indicating the following persistent signs of stress amongst middle management employees in South African public sector service organizations: lack of concentration, poor interrelationships and reduced employee performance.

2.14 Difference in stress and performance amongst middle managers based on demographic characteristics

Here, the differences in stress and performance amongst middle managers based on demographic variables used in the present study are discussed.

2.14.1 Age

A study by Cydulka, Lyons and Moy (1989) among Japanese middle managers reveals that there is a higher prevalence of stress among older middle managers than in younger middle managers. Another study by Okada and Nakata (2004) in Japan reaffirms that stress is more prevalent in older middle managers than in younger middle managers in hospitals. However a study by Kirwan and Armstrong (1995) among middle managers in the United Kingdom reveals that the stress level of older middle managers is lower than the stress level of younger middle managers. The latter results could indicate that older workers cope better under stressful circumstances (Kirwan & Armstrong, 1995).

In relation to performance, a study by Warr (1994) among British middle managers reveals that there is no significant difference in performance between older and younger middle managers. This could be interpreted that work effectiveness is not dependent on age (Warr, 1994).

2.14.2 Tenure

A study by Bronars and Famulari (1997) in the United States of America among middle managers in the tourism industry reveals that middle managers with a longer tenure are more resilient to stress while middle managers with a shorter tenure are more susceptible to stress. This could be interpreted that older and more experienced middle managers cope better under stressful circumstances (Bronars & Famulari, 1997).

In relation to performance, a study by Bretz and Judge (2004) in the United States of America among middle managers in two different government departments reveals no significant difference in performance among these middle managers based on tenure. This could be interpreted that middle managers with a shorter and longer tenure respectively have a good mastery of their duties and responsibilities thus have similar levels of performance (Bretz & Judge, 2004).

2.14.3 Gender

A study by, Bihari-Axelsson, Vanagas and Vanagiene (2004) among middle managers in Lithuania reveals higher levels of work stress in females than in males.

Furthermore, results from this study indicate that work demands and constant interruptions at home is the most prevalent source of stress for females which may explain the higher stressed state of the female middle managers. The same study reveals that psychological consequences of stress such as anxiety and mood changes are more visible in females than males. A study in Spain by Rodriquez, Bravo, Peiro and Schaufeli (2001) reveals that female middle managers multitask at home and work resulting in work overload with which they cannot cope increasing stress levels while the male middle managers have lower stress levels due to reduced multitasking.

In relation to performance, a study by Lyness and Heilma (2006) in the United States of America among middle managers reveals that there is no significant difference in performance amongst male and female middle managers. Another study by Ngozi and Toluwalope (2009) comparing performance amongst male and female middle managers in Nigeria across four different professions reaffirms that there is no significant difference in performance between male and female middle managers. These could be interpreted that work effectiveness is not dependent on gender (Lyness & Heilma, 2006; Ngozi & Toluwalope, 2009).

2.14.4 Marital status

A study by Williams, Barefoot, Blumenthal and Helms (1997) in the United States of America among a range of middle management employees in four different professional groups reveals that family responsibilities contribute to increasing the stress level of married employees.

Furthermore, the study reveals that the social context of homes where women play a leading role causes increased stress levels for married women (Barefoot et al., 1997). In another study by Byron (2005) in the United States of America, single middle management staff experience high levels of stress in comparison to married middle management staff. This could be interpreted that the single middle management staff lack partners to act as support systems while the married middle management staff have support systems through partners thus experience lower stress (Byron, 2005).

In relation to performance, a study by Weiss and Zhan (2006) in the United States of America finds that the performance levels of married and single middle managers of two different insurance firms do not differ significantly. This could be interpreted that work effectiveness is not dependent on civil status (Weiss & Zhan, 2006). However a study by Malik and Ghafoor (2011) in Pakistan, comparing the performance of married and single middle managers across five different professions, reveals that married middle managers perform poorly in comparison with single middle managers. The latter results could indicate that married middle managers multitask at home and work resulting to work overload with which they cannot cope increasing stress levels while the single middle managers have lower stress levels due to reduced multitasking (Malik & Ghafoor, 2011).

2.14.5 Educational level

A study by Al-Omar (2003) among middle management staff in Saudi Arabia reveals that stress is not dependent on educational level, thus all employees irrespective of educational level are susceptible to stress. For male and female staff, the results of the study reveal that stress is not dependent on the educational level of male and female employees. Thus both gender groups are equally susceptible to stress (Al-Omar, 2003). A study by Ahmad and Ahmad (1992) among middle managers in India shows a higher stress level in employees with advanced degrees than those with bachelor degrees. This could be interpreted that the advanced degree holders have more responsibilities, work under immense pressure and are more prone to stress while the bachelor degree holders have fewer responsibilities, work under less pressure and consequently are less prone to stress (Gandhi & Farouk, 2002).

In relation to performance, a study by Khandekar and Sharma (2006) among middle managers in India reveals equivalent levels of performance for middle managers with bachelor and advanced degrees respectively. This could be interpreted that middle managers with bachelor as well as those with advanced degrees have a good mastery of duties and responsibilities and thus they perform similarly (Khandekar & Sharma, 2006). However a study by Adkins (2009) among middle managers in the insurance industry in the United States of America reveals that middle managers with advanced degrees perform more effectively than middle managers with bachelor degrees.

The latter results could indicate that middle managers with advanced degrees have a higher knowledge set, skills and abilities which were gained in the course of their studies, thus they perform better than middle managers with bachelor degrees only (Adkins, 2009).

2.14.6 Language

A study by Chan, Lai, Ko and Boey (2000) in Singapore among a group of middle management staff across six professional groups from different linguistic backgrounds, reveals equal susceptibility to stress for all the middle management staff. This could be interpreted that stress is not dependent on lingual background (Chan et al., 2000).

In relation to performance, a study by Mansor and Mohd (1998) comparing performance amongst Malay and Chinese speaking middle managers in Malaysia reveals that there is no significant difference in performance between Malay and Chinese speaking middle managers. Another study by Chuan and Min Wang (2007) in Malaysia comparing performance amongst Taiwanese and Japanese speaking middle managers reaffirms that there is no significant difference in performance between Taiwanese and Japanese speaking middle managers. These results could be interpreted that performance is not dependent on lingual background (Chuan & Min Wang, 2007; Mansor & Mohd, 1998).

2.14.7 Management level

A study by Parslow, Jorm and Christensen (2004) among middle management staff of two distinct Australian government departments reveals that managers experience higher stress levels in comparison with supervisors. A repeat of the study was done in two unique government departments, still in Australia, and the results of the findings were similar with middle managers experiencing a higher stress level than their subordinates (Parslow et al., 2004). Another study in the United States of America by Boswell, Wendy and Roehling (2000) to investigate stress level amongst middle management staff and their subordinates reaffirm that managers experience high stress levels in comparison to subordinates. These could be interpreted that managers have strict deadlines to meet thus are prone to high levels of stress in comparison to supervisors (Boswell et al; 2000; Parslow et al., 2004).

In relation to performance, a study by Hales (1990) in the United Kingdom among middle managers and supervisors reveals that there is no significant difference in performance amongst middle managers and supervisors. However, a study by Shakman and Roberts (1997) among middle managers and supervisors in the United States of America reveals that middle managers perform better than supervisors. The latter results could indicate that middle managers have been in the organization for a longer period and have gained more knowledge of their job thus perform better in comparison to supervisors who have been in the organization's employ for a shorter period (Shakman & Roberts, 1997).

2.14.8 Cultural group

A study by Jason (2008) among a group of middle management staff in insurance companies across five different states in the United States of America reveals that black middle management personnel of these insurance firms were prone to higher stress levels than their white counterparts. According to Reskin (2009) the reason is that black middle management staff do not have sufficient black peers within their work environments to act as their support system in stressful situations, unlike their white workmates who have sufficient white peers, thus readily seek support in stressful circumstances.

In relation to performance, a study by Crotty and Timmons (1999) in the United States of America among Black and White middle managers of two different public sector service organizations reveals that there is no significant difference in the performance of Black and White middle managers. Another study by Greenhaus and Parasuraman (2001) in the United States of America among Mexican and Black middle managers of two different public sector service organizations reaffirms that there is no significant difference in the performance of Mexican and Black middle managers. These could be interpreted that performance is not dependent on cultural background (Crotty & Timmons, 1999; Greenhaus & Parasuraman, 2001).

2.14.9 Department

A study in Canada by Dyck (2001) among middle management staff of the human resources and finance departments of a manufacturing firm reveals that the middle management staff of the human resources department experience higher stress levels in comparison to the middle management staff of the finance department. This could be interpreted that middle managers in the human resources department have increasing work demands with which they cannot cope increasing their stress level (Dyck, 2001).

In relation to performance, a study by Martinez and Martineau (1996) among middle managers in five different healthcare firms in Spain reveals that there is no significant difference in the performance of middle managers of the different departments. Another study by Deml (2002) among middle managers of social service departments of two different states in the United States of America reaffirms that there is no significant difference in the performance of the middle managers of different departments. These results could be interpreted that work effectiveness is not dependent on departmental affiliation (Deml, 2002; Martinez & Martineau, 1996).

2.15 Summary

The meaning of job performance has been clearly spelt out in this chapter. The aim was to present an introduction of job performance, the definitions of job performance, the nature of job performance, the principal model that relates to job performance, the measurement of job performance and a clear description regarding the measurement of performance in the present study. Lastly there is an overview of the individual and organizational benefits of job performance. Thereafter the focus was on work stress. There was an introduction of the stress construct, the nature of stress, the definitions of work stress, a clear explanation of the guiding stress theory in the present study, the measurement of stress in the present study, a broad overview of stress and performance in public sector service organizations, an overview of stress and performance in public sector service organizations from the South African perspective. Lastly, there was an overview of empirical studies about the differences in stress and performance amongst middle managers based on the demographic variables used in the present study. A summary of the chapter follows thereafter.

CHAPTER 3: RESEARCH METHOD

3.1 Introduction

This chapter highlights how the research problem was explored with specific reference to the research approach, how the participants were selected and the procedure followed to gather the data. Thereafter there is a discussion on the measuring instruments used to gather data and an in depth look at its psychometric properties. Furthermore, the ethical considerations and confidentiality aspects are addressed. The chapter concludes with the statistical techniques utilized for the data analysis.

3.2 Research approach

A quantitative relational approach was followed were there was an analysis of the relationship between the predictor variable (work stress) and the criterion variable (job performance).

3.3 Participants

Middle management employees at the head office of a public sector service organization in Mafikeng of the North West Province were selected for the purpose of this research. Middle management employees often experience high stress levels which impair job performance (Strydom & Meyer, 2002). Therefore, it was vital to use middle management employees for the purpose of this study. Non probability sampling, specifically convenience sampling, was used.

According to Terre Blanche, Durrheim and Painter (2006), the selection of units from the population is founded on easy availability and or accessibility in convenience sampling. A sample size range between thirty and five hundred subjects is appropriate for most relational research in order for the representativeness of the sample to be generalized to the population in a research study according to Sekaran (2000). In the next section, there will be a description of the sample size and response rate of the present study alongside tabular representations of the demographic variables used in the present study.

3.3.1 Tabular representations of the biographical details of the participants

The biographical details of the 70 participants in the present study are represented below in Tables 1 to 9. There are 80 employees at the head office of the public sector service organization selected for the present study and 70 of the 80 employees responded, hence a sample size of 70 is representative of the population giving a response rate of 87.5%.

Table 1

Age distribution of the participants (N=70)

Age groups	Frequency	Percentage
20-29 years	14	20
30-39 years	32	45.7
40-49 years	19	27.1
50-59 years	5	7.1

The age distribution of the participants is given in Table 1. The majority of the participants (45.7%) in the present study fall within the age group of 30-39 years.

Table 2

Tenure distribution of the participants (N=70)

Tenure	Frequency	Percentage
1-9 years	49	70
10-19 years	10	14.3
20-29 years	11	15.7
30 years and above	-	-

The tenure distribution of the participants is given in Table 2. The majority of the participants (70%) in the present study have served the organization for 1-9 years.

Table 3

Gender distribution of the participants (N=70)

Gender	Frequency	Percentage
Male	23	32.9
Female	47	67.1

The gender distribution of the participants is given in Table 3. The majority of the participants (67.1%) in the present study are female.

Table 4

Civil status of the participants (N=70)

Civil status	Frequency	Percentage
Single	27	38.6
In a relationship	9	12.9
Married	32	45.7
Divorced	1	1.4
Remarried	1	1.4

The civil status of the participants is given in Table 4. The majority of the participants (45.7%) in the present study are married.

Table 5

Educational level of the participants (N=70)

Educational level	Frequency	Percentage
Matric or Less	12	17.1
Matric + 1 year	20	28.6
Matric + 3 years	22	31.4
Matric + more than 3 years	16	22.9

The educational level of the participants is given in Table 5. The majority of the participants (31.4%) in the present study hold bachelor degrees.

Table 6

Language distribution of the participants (N=70)

Language	Frequency	Percentage
English	1	1.4
Afrikaans	2	2.9
Sesotho	3	4.3
Setswana	63	90
IsiXhosa	1	1.4

The lingual distribution of the participants is given in Table 6. The majority of the participants (90%) in the present study are Setswana speaking.

Table 7

Job levels of the participants (N=70)

Job level	Frequency	Percentage
Manager	38	54.3
Supervisor	32	45.7

The job level of the participants is given in Table 7. The majority of the participants (54.3%) in the present study are managers.

Table 8

Racial composition of the participants (N=70)

Ethnic origin	Frequency	Percentage
African	67	95.7
White	1	1.4
Asian	1	1.4
Coloured	1	1.4

The racial composition of the participants in the present study is given in Table 8. The majority of the participants (95.7%) in the present study are African.

Table 9

Departmental affiliation of the participants (N=70)

Department	Frequency	Percentage
Human resources	15	21.4
Finance	21	30
Support staff	20	28.6
Social development	14	20

The departmental affiliation of the participants is given in Table 9. The majority of the participants (30%) in the present study work at the finance department.

3.4 Measuring instruments

3.4.1 Maslach Burnout Inventory-General Survey

3.4.1.1 Nature and composition

The Maslach Burnout Inventory-General Survey measures severe stress as a result of workload with which employees cannot cope (Maslach & Jackson, 1996). Furthermore, the Maslach Burnout Inventory-General Survey measures stress as a dynamic process that occurs as individuals interact with their work environments (Pines & Aronson, 2001). The Maslach Burnout Inventory-General Survey is a self-rating instrument which consists of a scale of 16 items with 2 subscales, Exhaustion (EX) and Cynicism (CY), consisting of 5 items each and 1 sub scale which is Professional Efficacy (PE) with 6 items (See Appendix D). All items are scored on a 7 point rating scale ranging from 0 to 6 (Maslach & Jackson, 1996). The subscale Exhaustion measures stress as a result of increasing workload with which employees cannot cope, the subscale Cynicism measures the disengagement of employees from work as a result of increasing stress levels and the subscale Professional Efficacy measures an employee's work efficacy in the prevalence of stress (Maslach & Jackson, 1996). The sum of the scores of the subscales Exhaustion (EX), Cynicism (CY) and a deduction of the Professional Efficacy (PE) subscale score gives the total stress score (Maslach & Jackson, 1996). On the Maslach Burnout Inventory-General Survey, a score of 29 or above reflects high stress level and a score of less than 29 reflects low levels of stress (Maslach & Jackson, 1996).

3.4.1.2 Validity

According to Maslach and Jackson (1996), the Maslach Burnout Inventory-General Survey was found to have factorial validity. Brenninkmeyer, Van Peren and Buunk (2000) reiterate that the construct validity of the Maslach Burnout Inventory-General Survey is well established as indicated in several studies. Moreover, the Maslach Burnout Inventory-General Survey has been standardized for South African conditions to measure the stress level of individuals with a reading and writing ability of Grade 10 to 12 (Van Rooyen, 2007).

3.4.1.3 Reliability

The Maslach Burnout Inventory-General Survey has a high internal consistency with Cronbach Alphas ranging from Exhaustion $\alpha=.88$, Cynicism $\alpha=.79$ to Professional Efficacy $\alpha= .78$ (Storm & Rothmann, 2003).

3.4.1.4 Rationale for inclusion

The reliability and validity of the Maslach Burnout Inventory-General Survey have been proven suitable in various South African studies (Van Den Berg, Bester, Van Rensburg & Summerton, 2006).

3.4.2 Performance Assessment Rating Scale

3.4.2.1 Nature and composition

The performance assessment rating scale for middle management employees in the South African public service consists of two parts, namely, the Key Result Areas (KRA) and the Core Management Criteria (CMC) (Prinsloo, 2005). Key Result Areas describes individual actions of the job holder while Core Management Criteria (CMC) are behaviours necessary to enhance the individual actions of the employee (Prinsloo, 2005). The combination of the factors in the Key Results Areas and the Core Management Criteria is what constitutes performance (Prinsloo, 2005). The weight of all the factors in the Key Result Areas and Core Management Criteria should add up to 100 percent (Prinsloo, 2005). The performance of jobholders is assessed using 5 point rating scales ranging from 1(Poor performance) to 5 (Outstanding performance) (Prinsloo, 2005). The assessment rating calculator provides a final performance appraisal score out of five by adding the ratings obtained from the factors of the Key Result Areas and the Core Management Criteria (Prinsloo, 2005). The performance assessment rating process is interactive between an employee and his or her supervisor (Prinsloo, 2005).

3.4.2.2 Validity

The performance assessment rating scale is assumed to have content validity as the items in the scale were developed according to Borman and Motowidlo's model of performance (1993) which describes performance as actions and behaviours which contribute to the attainment of organizational goals (Prinsloo, 2005). The scale was evaluated and approved for implementation by a panel of experts (Prinsloo, 2005). According to Foxcroft and Roodt (2006), content validity has three major requirements namely; a clear definition of the actions and behavioural aspects covered in a measuring instrument, an analysis of the actions and behavioural aspects in the parts which represent it and a clear evaluation of the items. According to Prinsloo (2005), the performance assessment rating scale was subjected to the abovementioned content validity requirements during its development. Thus the validity of the measuring instrument is satisfactory.

3.4.2.3 Reliability

According to Epstein and Sharma (1998), reliability refers to the consistency with which a measuring instrument rates the same actions and behaviours in different individuals. Prinsloo (2005) indicates that the performance assessment rating scale has excellent reliability as proven in various South African studies.

3.4.2.4 Rationale for inclusion

The performance assessment rating scale is derived from the Performance Management and Development System (PMDS) of the Department for Public Service and Administration of South Africa (Prinsloo, 2005). The Performance Management and Development System is a standardized framework for the design and implementation of performance assessment of middle management employees (Prinsloo, 2005).

3.5 Procedure for data gathering

The researcher received permission from the Human Resources Director of the public sector service organization to conduct the study within the public sector service organization. A cover letter (See Appendix B) from the university accompanied by the questionnaires which were (a biographical questionnaire developed for the study and the Maslach Burnout Inventory-General Survey) were used (See Appendix D). These questionnaires clearly explained the nature and purpose of the research. The Human Resources Director of the public sector service organization identified middle management employees serving as the participants, through the organization's personnel database. Thereafter the employees who agreed to participate were given clear directives by the researcher on how to complete the questionnaires. The participants were requested to complete the questionnaires in their own time and pass them on to the Human Resources Director from whom the researcher collected the completed questionnaires. Data were collected over a period of a month.

3.6 Ethical considerations

On the covering page the researcher emphasized that the information gained through the questionnaires will be treated with confidentiality thereby removing fears of respondents regarding traceability. The researcher also verbally assured the middle management employees that their participation was voluntary.

3.7 Data analysis

Quantitative data were produced and analysed using the statistical package for the social sciences (SPSS). Work stress was the predictor variable and job performance was the criterion variable. Multiple regressions are commonly used as a data analysis technique for measuring linear relationships between two or more variables according to Terre Blanche, Durrheim and Painter (2006). In this study simple regression was used to determine whether there is a relationship between the predictor variable work stress and the criterion variable job performance amongst middle management employees in a public sector service organization, to predict whether the predictor variable (work stress) contributes to predicting the criterion variable (job performance) amongst middle management employees in a public sector service organization. Lastly, t-tests and ANOVA (analysis of variance) were used to establish the differences in stress and performance levels amongst participants in the present study based on their demographic characteristics.

3.8 Summary

In this chapter the focus was on the research method that was applied in the present study. The emphasis was on the research approach employed, the participants involved with tabular representations of biographical details. Thereafter there was an in depth look at the two distinct measuring instruments that were used for data collection. Furthermore, the procedure used for data gathering is described followed by a close look at the ethical considerations. Finally the statistical techniques employed in data analysis are briefly described.

CHAPTER 4: RESULTS

4.1 Introduction

In this chapter, the results of the present study are presented. The analyses are based on the predictor variable work stress and the criterion variable performance.

4.2 Participants' stress level

The Maslach Burnout Inventory-General Survey was used to measure stress as a result of workload of the 70 respondents. In the present study the reliability of the Maslach Burnout Inventory-General Survey measured with Cronbach's $\alpha = .93$ and standardized $\alpha = .93$. The Maslach Burnout Inventory-General Survey consists of a scale of 16 items with 2 subscales Exhaustion (EX) and Cynicism (CY) consisting of 5 items each and 1 sub scale which is Professional Efficacy (PE) with 6 items. All items are scored on a 7 point rating scale ranging from 0 to 6 (Maslach & Jackson, 1996). The sum of the scores of the subscales Exhaustion (EX), Cynicism (CY) and a deduction of the Professional Efficacy (PE) subscale score gives the total stress score (Maslach & Jackson, 1996). A score of 29 or above on the Maslach Burnout Inventory-General Survey reflects high stress level and a score of 29 and below reflects low stress level (Maslach & Jackson, 1996, p .23). The distribution of the scores of the participants is negatively skewed (Skewness = $-.46$, Kurtosis = $-.98$, Mean = 40.87 , SD = 9.20) as shown in Figure 3 below. It is clear that most of the participants reported high levels of stress (score of 29 and above).

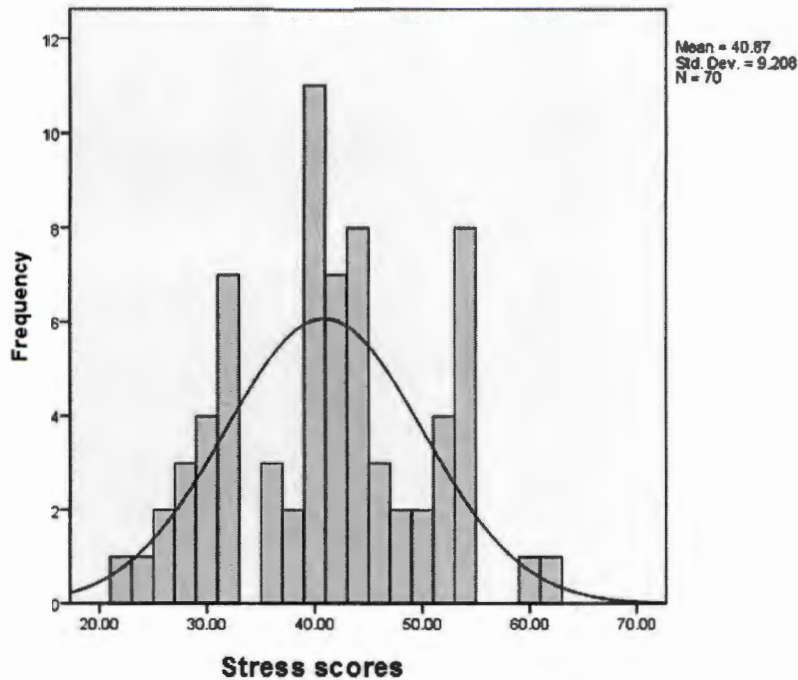


Figure 3. *The distribution of stress scores as measured by the MBI-General Survey*

The subscale Exhaustion (EX) measures stress as a result of increasing workload with which employees cannot cope (Maslach & Jackson, 1996). In the present study the reliability of the subscale Exhaustion (EX) measured with Cronbach's $\alpha = .80$ and standardized $\alpha = .80$. The scores on the subscale Exhaustion (EX) ranges from 16-22 which indicates high level of exhaustion, 8-15 indicates moderate level of exhaustion and 0-7 indicates low levels of exhaustion (Maslach & Jackson, 1996, p .24). The distribution of the scores of the participants is slightly positively skewed (Skewness = .42, Kurtosis = -.60, Mean = 12.63, SD = 6.54) as shown in Figure 4 below. It is clear that most of the participants reported moderate levels of exhaustion.

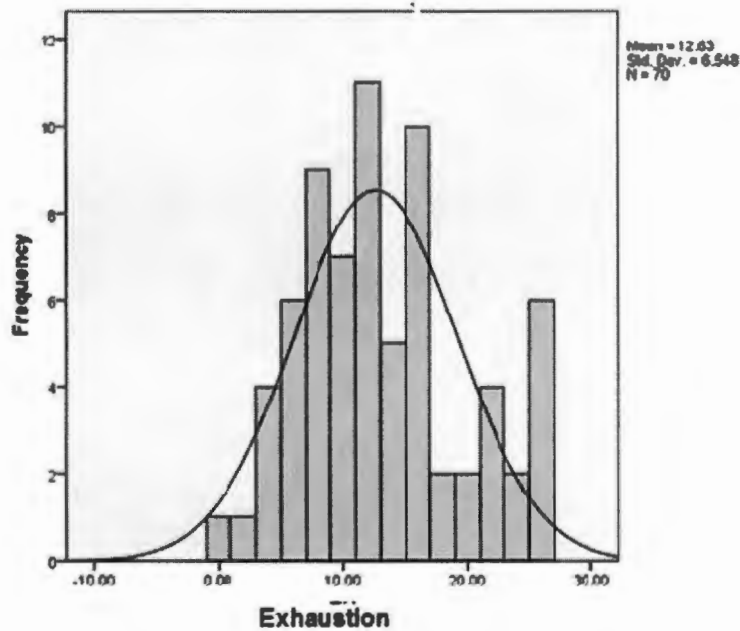


Figure 4. The distribution of scores as measured by the subscale Exhaustion

The subscale Cynicism (CY) measures the disengagement of employees from work as a result of increasing stress levels (Maslach & Jackson, 1996). In the present study the reliability of the subscale Cynicism (CY) measured with Cronbach's $\alpha = .83$ and standardized $\alpha = .83$. The scores on the subscale Cynicism (CY) ranges from 13-19 which indicates high level of cynicism, 6-12 indicates moderate level of cynicism and 0-7 indicates low levels of cynicism (Maslach & Jackson, 1996, p .25). The distribution of the scores of the participants is negatively skewed (Skewness = .44, Kurtosis = -.75, Mean = 8.83, SD = 4.78) as shown in Figure 5 below. It is clear that most of the participants reported moderate levels of cynicism.

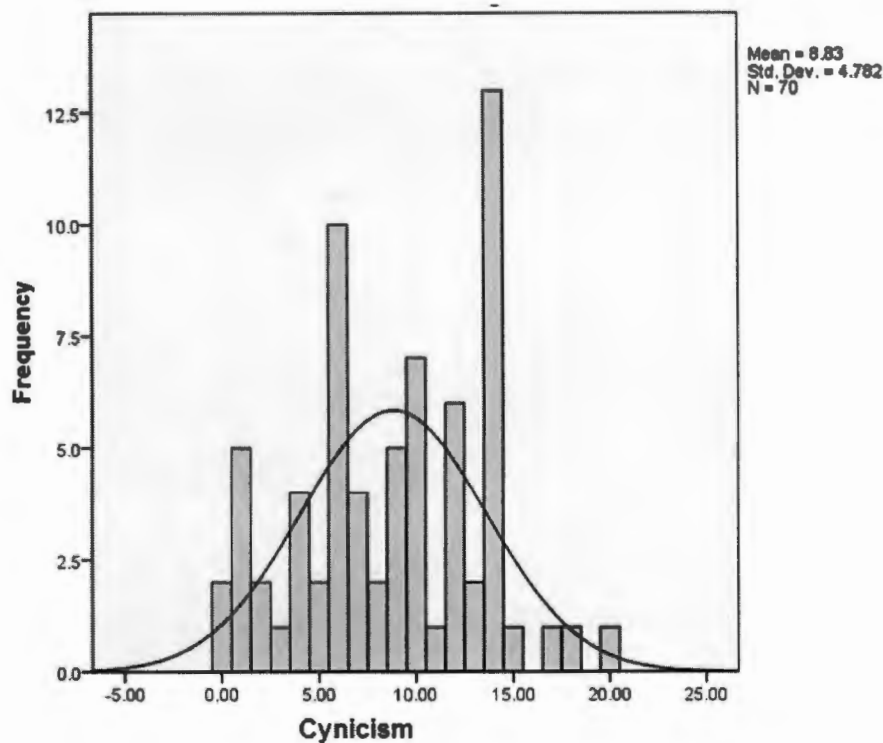


Figure 5. *The distribution of scores as measured by the subscale Cynicism*

The subscale Professional Efficacy (PE) measures an employee’s work efficacy in the prevalence of stress (Maslach & Jackson, 1996). In the present study, the reliability of the subscale Professional Efficacy (PE) measured with Cronbach’s $\alpha = .84$ and standardized $\alpha = .84$. The scores on the subscale Professional Efficacy (PE) ranges from 30-35 which indicates high level of professional efficacy, 24-29 indicates moderate level of professional efficacy and 0-23 indicates low levels of professional efficacy (Maslach & Jackson, 1996, p .26). The distribution of the scores of the participants is negatively skewed (Skewness = $-.88$, Kurtosis = $.64$, Mean = 29.10 , SD = 5.82) as shown in Figure 6 below. It is clear that most of the participants reported high levels of professional efficacy.

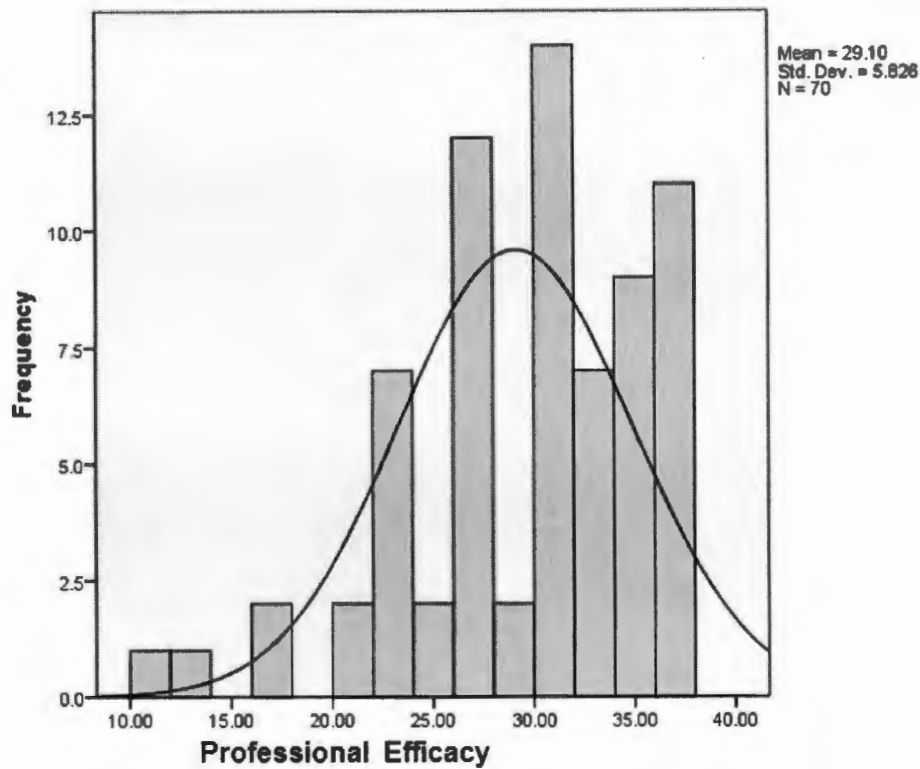


Figure 6. *The distribution of scores as measured by the subscale Professional Efficacy*

4.3 Participants' performance level

The Performance Assessment Rating Scale was used to measure performance of the 70 respondents. The Performance Assessment Rating Scale consists of a scale of 5 items with scores ranging from 0-1.5 which indicates poor performance, 1.5-2 which indicates ineffective performance, 2.5-3 indicates moderate performance, 3-4 indicates effective performance and 4.5-5 indicates outstanding performance (Prinsloo, 2005). There was only one set of scores for the Performance Assessment Rating Scale because there were no raw scores available.

For it is the organization's policy not to give out raw scores as they constitute confidential information. The distribution of the scores of the participants is clustered around the Mean which is 3, (Skewness = .54, Kurtosis = .27, SD = .64) as shown in Figure 7 below. It is clear that most of the participants exhibited moderate levels of performance.

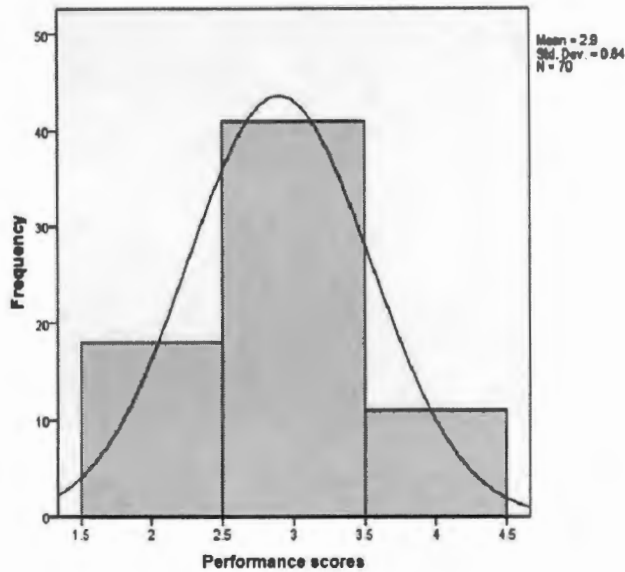


Figure 7. *The distribution of scores as measured by the Performance Assessment Rating Scale*

4.4. Correlations between the predictor variables exhaustion, cynicism, professional efficacy on the criterion variable performance

Product moment correlations between the predictor variables exhaustion, cynicism, professional efficacy (stress variables) and the criterion variable performance were calculated. There are inverse relationships (as is evident from statistically negative correlation coefficients displayed in Table 10 below) between exhaustion, cynicism and the criterion variable performance. Professional efficacy' has a direct relationship with the criterion variable performance.

The internal consistency between the MBI-General Survey Scale and the Performance Assessment Rating scales could not be analyzed because there were no raw scores available for the Performance Assessment Rating Scale. For it is the organization's policy not to give out raw scores as they constitute confidential information.

Table 10

Product moment correlations between exhaustion, cynicism, professional efficacy and performance

Predictor variables	Performance (Criterion variable)
Exhaustion	-.88**
Cynicism	-.82**
Professional efficacy	.66 **

N=70

** $p < .01$.

4.5 Prediction of performance variance based on the predictor variable

work stress

The simple regression as shown in Table 11 below indicates that the predictor work stress contributed significantly to the variance of the dependent variable performance: $F(16, 53) = 6.25, p < .001$. Work stress explains about 54% (adjusted $R^2 = 0.54$) of the variability in performance. A Durbin-Watson value of 2.080 is within acceptable limits from a value of 2.

It means that the residuals are uncorrelated and thus the model does not violate the assumptions of regression analysis (see, Field, 2000, p.137).

Table 11

Summary statistics of the regression analysis of performance variance based on the predictor variable work stress

Model	R	R ²	Adjusted R ²	STD ERROR OF EST	R ²	F	df1	df2	Sig F	Durbin-Watson
1	.809 ^a	.654	.549	.430	.654	6.258	16	53	.000	2.080

a Predictors: (Constant): Work stress

4.6. Prediction of performance variance based on the predictor variables exhaustion, cynicism and professional efficacy

The simple regression as shown in Table 12 below indicates that only the predictor variable exhaustion, $F(1, 68) = 48.02, p < .001$, and cynicism, $F(1, 67) = 12.44, p < .001$, contributed significantly to the variance of the dependent variable performance. Exhaustion explains about 40% (adjusted $R^2 = 0.40$) of the variability in performance. By adding cynicism to the model, about 49% (adjusted $R^2 = 0.49$) of the variability in performance is explained. A Durbin-Watson value of 2.008 is within acceptable limits from a value of 2. It means that the residuals are uncorrelated and thus the model does not violate the assumptions of regression analysis (see, Field, 2000, p.137).

Table 12

Summary statistics of the regression analysis of performance variance based on the predictor variables exhaustion, cynicism and professional efficacy

<i>Model</i>	<i>R</i>	<i>R²</i>	<i>Adjusted R²</i>	<i>STD ERROR OF EST</i>	<i>R²</i>	<i>F</i>	<i>df1</i>	<i>df2</i>	<i>Sig F</i>	<i>Durbin-Watson</i>
1	.643 ^a	.414	.405	.372	.414	48.029	1	68	.000	2.008
2	.711 ^b	.506	.491	.344	.092	12.447	1	67	.001	
3	.768 ^c	.590	.561	.315	.012	1.962	1	65	.216	

a Predictors: (Constant), Exhaustion

b Predictors: (Constant), Cynicism

c Predictors: (Constant), Professional Efficacy

d Dependent variable: Performance

4.7 Differences in stress and performance amongst participants based on demographic characteristics

4.7.1 Difference in stress level in terms of age

A one-way ANOVA was used to compare the stress levels of the four different age groups in the present study. The overall $F(6, 63) = 2.51, p < .05$ was found to be significant. Thus there is a significant difference in stress levels between the four different age groups. Sheffe's test was used to compare the stress differences of the four different age groups.

A significant difference in stress level was found only between middle managers of 20-29 years and middle managers of 40-49 years (Mean difference= 3.76, $p < .05$) in the present study.

4.7.2 Difference in performance level in terms of age

A one-way ANOVA was used to compare the performance levels of the four different age groups in the present study. The overall $F(6, 66) = 1.91, p > .05$ was found not to be significant. Thus there is no significant difference in performance levels between the four different age groups in the present study as shown in Table 13 below.

Table 13

ANOVA Table for performance level difference in terms of age

	SS	df	MS	F	p
Between groups	356.614	6	118.871	1.911	.136
Within groups	4106.140	66	62.214		
Total	4462.754	69			

4.7.3 Difference in stress level in terms of tenure

A one-way ANOVA was used to compare the stress levels of middle managers with four different years of service in the present study. The overall $F(6, 63) = 1.52$, $p > .05$ was found not to be significant. Thus there is no significant difference in stress levels between middle managers with four different years of service in the present study as shown in Table 14 below.

Table 14

ANOVA Table for stress level difference in terms of tenure

	SS	df	MS	F	p
Between groups	492.480	6	82.080	1.529	.183
Within groups	3382.606	63	53.692		
Total	3875.086	69			

4.7.4 Difference in performance level in terms of tenure

A one-way ANOVA was used to compare the performance levels of middle managers with four different years of service in the present study. The overall $F(3, 66) = .15$, $p > .05$ was found not to be significant. Thus there is no significant difference in performance levels between middle managers with four different years of service in the present study as shown in Table 15 below.

Table 15

ANOVA Table for performance level difference in terms of tenure

	SS	df	MS	F	p
Between groups	26.262	3	8.754	.150	.929
Within groups	3848.823	66	58.316		
Total	3875.086	69			

4.7.5 Difference in stress level in terms of varied civil status

A one-way ANOVA was used to compare the stress levels of middle managers with four different civil statuses in the present study. The overall $F(6, 63) = 1.37, p > .05$ was found not to be significant. Thus there is no significant difference in performance levels between middle managers of four different civil statuses in the present study as shown in Table 16 below.

Table 16

ANOVA Table for stress level difference in terms of varied civil status

	SS	df	MS	F	p
Between groups	8.937	6	1.490	1.373	.239
Within groups	68.334	63	1.085		
Total	77.271	69			

4.7.6 Difference in performance level in terms of varied civil status

A one-way ANOVA was used to compare the performance levels of middle managers with four different civil statuses in the present study. The overall $F(3, 66) = 1.13$, $p > .05$ was found not to be significant. Thus there is no significant difference in performance levels between middle managers of four different civil statuses in the present study as shown in Table 17 below.

Table 17

ANOVA Table for performance level difference in terms of varied civil status

	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>p</i>
Between groups	3.793	3	1.264	1.136	.341
Within groups	73.478	66	1.113		
Total	77.271	69			

4.7.7. Difference in stress level in terms of gender

T-tests were used to compare the stress levels of the participants of the two gender groups in the present study. The $t(68) = -1.76$, $p > .05$ was found not to be significant. Therefore there is no significant difference in stress levels between male and female middle managers in the present study as shown in Table 18 below.

Table 19

T-test Table for performance level difference in terms of gender

Levene's test for t-test for Equality of means

Equality of
of Variances

F	Sig	t	df	Sig (2 tailed)	Mean difference	Std Error difference	95% confidence	
							Interval of the Mean	Lower Upper
2.055	.156							
Performance								
Equal variances assumed	1.680	68	.098	.203	.121	.038	.445	

4.7.9 Difference in stress level in terms of educational level

T-tests were used to compare the stress levels of the participants in the two educational groups in the present study. The $t(16) = -.61, p > .05$ was found not to be significant. Therefore there is no significant difference in stress levels between middle managers with bachelor and honours degrees in the present study as shown in Table 20 below.

Table 20

T-test Table for stress level difference in terms of educational level

Levene's test for t-test for Equality of means

Equality of
of Variances

F	Sig	t	df	Sig (2 tailed)	Mean difference	Std Error difference	95% confidence Interval of the Mean	
							Lower	Upper
4.402	.044							
Stress								
Equal variances assumed		-.061	16.873	.952	-.050	.820	-1.781	1.681

4.7.10 Difference in performance level in terms of educational level

T-tests were used to compare the performance levels of the participants in the two educational groups in the present study. The $t(30) = .48, p > .05$ was found not to be significant. Therefore there is no significant difference in performance levels between middle managers with bachelor and honours degrees in the present study as shown in Table 21 below.

Table 21

T-test Table for performance level difference in terms of educational level

Levene's test for t-test for Equality of means

Equality of
of Variances

F	Sig	t	df	Sig (2 tailed)	Mean difference	Std Error difference	95% confidence Interval of the Mean	
							Lower	Upper
1.566	.220							
Performance								
Equal variances assumed	.486	30	.630	.085	.174	-.270	.439	

4.7.11 Difference in stress level in terms of management level

T-tests were used to compare the stress levels of the participants in the two management levels in the present study. The $t(36) = -1.45, p > .05$ was found not to be significant. Therefore there is no significant difference in stress levels between managers and clerical staff in the present study as shown in Table 22 below.

Table 22

T-test Table for stress level difference in terms of management level

Levene's test for t-test for Equality of means
 Equality of
 of Variances

F	Sig	t	df	Sig (2 tailed)	Mean difference	Std Error difference	95% confidence	
							Interval of the Mean	Lower
.417	.522							
Stress								
Equal variances assumed		-1.457	36	.154	-1.129	.775	-2.701	.443

4.7.12 Difference in performance level in terms of management level

T-tests were used to compare the performance levels of the participants in the two management levels in the present study. The $t(36) = 1.03, p > .05$ was found not to be significant. Therefore there is no significant difference in performance levels between managers and clerical staff in the present study as shown in Table 23 below.

Table 23

T-test Table for performance level difference in terms of management level

Levene's test for *t*-test for Equality of means

Equality of
of Variances

F	Sig	<i>t</i>	df	Sig (2 tailed)	Mean difference	Std Error difference	95% confidence	
							Interval of the Mean	
							Lower	Upper
.032	.858							
Performance								
Equal variances assumed	1.038	36	.306	.221	.213	-.211	.652	

4.7.13 Difference in stress level in terms of departmental affiliation

T-tests were used to compare the stress levels of the participants of the two departments in the present study. The $t(34) = .73, p > .05$ was found not to be significant. Therefore there is no significant difference in stress levels between middle managers of the human resource and finance departments in the present study as shown in Table 24 below.

Table 24

T-test Table for stress level difference in terms of departmental affiliation

Levene's test for Equality of Variances t-test for Equality of means

F	Sig.	t	df	Sig. (2 tailed)	Mean difference	Std. Error difference	95% confidence Interval of the Mean	
							Lower	Upper
Stress								
Equal variances assumed	.739		34	.465	.486	.658	-.851	1.822

4.7.14 Difference in performance level in terms of departmental affiliation

T-tests were used to compare the performance levels of the participants of the two departments in the present study. The $t(34) = -1.27, p > .05$ was found not to be significant. Therefore there is no significant difference in performance levels between middle managers of the human resource and finance departments in the present study as shown in Table 25 below.

Table 25

T-test Table for performance level difference in terms of departmental affiliation

Levene's test for *t*-test for Equality of means

Equality of
of Variances

F	Sig	t	df	Sig (2 tailed)	Mean difference	Std Error difference	95% confidence	
							Interval of the Mean	
							Lower	Upper

1.248 .272

Performance

Equal variances assumed	-1.271	34	.212	-.209	.164	-.543	.125
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4.8 Summary

In this chapter the focus was on the presentation of the results in the present study. Firstly, there was information on the stress and performance levels of the participants, the relationship between the predictor variable work stress and the criterion variable performance, the hypothesis work stress is a predictor of job performance. Lastly there was the presentation of the differences in stress and performance levels of the participants in the present study based on demographic characteristics.

CHAPTER 5: DISCUSSION, LIMITATIONS, CONCLUSIONS, RECOMMENDATIONS

5.1 Discussion

5.1.1 Participants' stress and performance levels

From existing research, it is clear that stress has become a common denominator in today's changing world of work with dire consequences for individuals and organizations (Matthieu & Ivanoff, 2006). Cryer, McCraty and Childre (2003) postulate that workplace stress keeps increasing by 10% since the beginning of the new millennium as a result of continuous changes in the nature of work environments. These changes are characterized by the decline of manufacturing and many other forms of industry worldwide, the advancement of information technology and the service sector, more short-term contracts, outsourcing, mergers, automisation, trade union declines, globalization and the need for fewer people to do more work (Schabracq & Cooper, 2000).

The majority of these changes mean that workers are under growing pressure to compete and adapt to meet the demands of their work (Schabracq & Cooper, 2000). The inability of employees to cope with these demands increases their stress levels which in turn hinders job performance (Levin-Epstein, 2002).

In regard to the South African perspective, Johnson (2008) stipulates that there is a constant increase in middle management employees' workload with which they are unable to cope, increasing their stress levels which impede performance. Lucas and Ortlepp (2002) reiterate the issue of work stress indicating the following persistent signs of stress amongst middle management employees in South African public sector service organizations: lack of concentration, poor interrelationships and reduced employee performance. Moreover, with the continuous shortage in South Africa of skilled professionals who can occupy middle managerial positions in public sector service organizations, it is evident that there will be a recurrence of high levels of stress of middle management employees (Viviers, 2001).

The present study was conducted in a South African public sector service organization, thus as expected the results indicate that the participants are prone to high levels of stress and have a moderate performance. The stress levels measured, the result is similar to the result of Spangenberg and Orpen-Lyall (2000) which indicate that middle management employees of South African public sector service organizations are known to suffer from high levels of stress. For the moderate performance the result is similar to the result of Kleynhans, Markham and Aswegen (2006) which indicates increasing stress levels of middle management employees of South African public sector service organizations which impair performance.

5.1.2 Correlation between the predictor variables exhaustion, cynicism, professional efficacy and criterion variable performance

The results of the present study indicate that there is an inverse relationship between stress variables (exhaustion and cynicism) and job performance amongst middle management employees of the public sector service organization. These imply that the middle management employees of the public sector service organization are prone to high levels of stress which impede performance. These results are similar to the results of Strydom and Meyer (2002) which reveal that middle management employees in the South African Public Service Sector are prone to high levels of stress which impede performance.

5.1.3 Prediction of performance variance based on the predictor variable work stress

Research has shown that there is an ever increasing shortage of skilled managerial personnel in many South African public sector service organizations (Van Zyl & Pietersen, 1999). The result of this is that fewer individuals have to do more work, often leading to work overload. The inability of middle management employees to cope with work overload in their work environments increases their stress levels which impedes performance (Johnson, 2008).

The present study was conducted in a South African public sector service organization. The results from a previous study by Strydom and Meyer (2002) indicate the existence of high levels of stress which impede performance amongst middle management employees in South African public sector service organizations, thus as expected the results of the present study indicate the prevalence of high stress levels which impede performance.

Furthermore, the results are in accordance with Lazarus and Folkman's Cognitive Theory of Psychological Stress and Coping (1980) which states that employees and their work environments co-exist in a dynamic relationship. The inability of employees to cope with such work environments increases their stress levels which in turn impedes performance. Thus, the Cognitive Theory of Psychological Stress and Coping adds value to the work situation in terms of shedding light, reveals and predicts the effect of work environment factors such as stress on performance. Thus the hypothesis that work stress is a predictor of job performance is accepted.

5.1.4 Differences in stress and performance amongst participants based on demographic characteristics

In terms of stress levels within age groups, the results of the present study indicate that younger middle managers have a high stress level in comparison with older middle managers. The latter results could indicate that older workers cope better under stressful circumstances. These results are similar to the results of Kirwan and Armstrong (1995) which reveal that younger middle managers have a high stress level in comparison with older middle managers.

In relation to performance, there is no significant difference in performance amongst younger and older middle managers in the present study. These results are similar to the results of Warr (1994) which reveal similar performance amongst older and younger middle managers. These imply that work effectiveness is not dependent on age (Warr, 1994).

In terms of stress levels with tenure, the results of the present study reveal equal susceptibility to stress amongst middle managers with a shorter tenure and middle managers with a longer tenure. These results differ from the results of Bronars and Famulari (1997) which reveal that middle managers with a longer tenure cope better under stressful circumstances while middle managers with a shorter tenure are susceptible to stress. In the present study, middle managers, with a shorter and longer tenure respectively, are equally susceptible to stress. These imply that in the present study stress is not dependent on tenure (Bronars & Famulari, 1997).

In relation to performance, there is no significant difference in performance amongst middle managers with a shorter tenure and middle managers with a longer tenure in the present study. These results are similar to the results of Bretz and Judge (2004) which reveal that there is no significant difference in performance amongst middle managers with a shorter tenure and middle managers with a longer tenure. These imply that middle managers with a short and long tenure respectively have a good mastery of their duties and responsibilities thus have similar performance (Bretz & Judge, 2004).

The results of the present study reveal equal susceptibility to stress amongst middle managers of varied civil status. These results differ from the results of Byron (2005) which reveal that single middle managers are more stressed in comparison to married middle managers. According to Byron (2005) these results imply that single middle managers lack a partner to act as a support system thus are more stressed in comparison to married middle managers who have a partner that acts as a support system thus experience reduced stress.

In relation to performance, there is no significant difference in performance amongst single and married middle managers in the present study. These results are similar to the results of Weiss and Zhan (2006) which reveal that the performance levels of single and married middle managers do not differ. These imply that work effectiveness is not dependent on civil status (Weiss & Zhan, 2006).

In terms of stress levels within gender groups, the results of the present study reveal equal susceptibility to stress amongst female and male middle managers. These results differ from the results of Rodriguez, Bravo, Peiro and Schaufeli (2001) which reveal that female middle managers multitask at home and work resulting to work overload with which they cannot cope, increasing their stress level while the male middle managers have a lower stress level due to reduced multitasking thus experience reduced stress. It implies that in the present study female and male middle managers are equally stressed as a result of work overload with which they cannot cope increasing their stress level (Bravo, Peiro & Schaufeli, 2001).

In relation to performance there is no significant difference in performance amongst female and male middle managers in the present study. These results are similar to the results of Ngozi and Toluwalope (2009) which reveal that there is no significant difference in performance between female and male middle managers. These imply that work effectiveness is not dependent on gender (Ngozi & Toluwalope, 2009).

In terms of stress levels within educational groups, the results of the present study reveal equal susceptibility to stress amongst middle managers with bachelor and advanced degrees. These results are similar to the results of Al-Omar (2003) which reveal equal susceptibility to stress amongst middle managers irrespective of educational level. These imply that stress is not dependent on educational level (Al-Omar, 2003).

In relation to performance there is no significant difference in performance amongst middle managers with bachelor and advanced degrees in the present study. These results are similar to the results of Khandekar and Sharma (2006) which reveal equal performance for middle managers with bachelor and advanced degrees respectively. These imply that middle managers with bachelor and advanced degrees respectively have a good mastery of duties and responsibilities thus have similar performance (Khandekar & Sharma, 2006).

In terms of stress levels within managerial groups, the results of the present study reveal equal susceptibility to stress amongst managers and subordinates. These results differ from the results of Parslow, Jorm and Christensen (2004) which reveal that managers experience higher stress levels in comparison to subordinates. These imply that managers have strict deadlines to meet thus are prone to high stress levels in comparison to subordinates (Parslow, Jorm & Christensen, 2004). These imply that in the present study managers and subordinates respectively have strict deadlines to meet increasing their stress level (Parslow, Jorm & Christensen, 2004).

In relation to performance, there is no significant difference in performance amongst managers and subordinates in the present study. These results differ from the results of Shakman and Roberts (1997) which reveal that managers perform better than subordinates. These imply that managers have a good mastery of duties and responsibilities in comparison to subordinates thus perform better (Shakman & Roberts, 1997). These imply that in the present study managers and subordinates respectively have a good mastery of duties and responsibilities thus have similar performance (Shakman & Roberts, 1997).

In terms of stress levels with departmental affiliation, the results of the present study reveal equal susceptibility to stress amongst middle managers in the human resources and finance departments respectively. These results differ from the results of Dyck (2001) which reveal that middle managers in the human resources department experience high stress levels in comparison to middle managers in the finance department. These imply that middle managers in the human resources department have increasing work demands with which they cannot cope increasing their stress level (Dyck, 2001). These imply that in the present study middle managers in the human resources and finance departments respectively have increasing work demands with which they cannot cope thus are equally stressed (Dyck, 2001).

In relation to performance, there is no significant difference in performance amongst middle managers in the human resources and finance departments in the present study. These results are similar to the results of Deml (2002) which reveal that there is no significant difference in performance amongst middle managers of the human resources and finance departments respectively. These imply that work effectiveness is not dependent on departmental affiliation (Deml, 2002).

5.2 Limitations of the present study

The sample in the present study consisted only of middle management employees in one public sector service organization in the North West Province. Therefore, the results may not be similar in comparison with other public sector service organizations. Hence it cannot be generalized to all public sector service organizations.

The present study was a quantitative analysis and as such a broad picture of the relationship between work stress and job performance amongst middle management employees may not be provided as it is to some extent restrictive.

5.3 Conclusions

Many South African public sector service organizations continually focus on job tasks and neglect the effect of stress on its middle management employees' performance (Van Zyl & Bester, 2002). It implies that the issue of work stress and its effect of reducing employee performance still persist in the work environments of South African public sector service organizations (Sullivan, 2000).

Moreover, with the continuous shortage in South Africa of skilled professionals who can occupy middle managerial positions in public sector service organizations, it is evident that there will be a recurrence of high levels of stress of middle management employees (Viviers, 2001). According to Daniels (2007), the reason for the continuous shortage of skilled managerial personnel in South African public sector service organizations is the restriction of employment to designated racial groups as stipulated by South Africa's Employment Equity Act number 55 of 1998. The result of this is that fewer individuals have to do more work, often leading to work overload. The inability of employees to cope with the work overload increases their stress levels which impedes performance (Van Zyl & Pietersen, 1999). Therefore workplace stress has come to stay (Van Zyl & Bester, 2002).

The Cognitive theory of Psychological Stress and Coping of Lazarus and Folkman (1980) which is the guiding theoretical framework in the present study posits that action and problem coping techniques assist employees to thrive in demanding work environments. Therefore, in organizations where there are reported levels of stress, action and problem coping techniques such as seeking the support of workmates and a positive thinking mentality should be incorporated by top management into the organization's stress management programme. Hence the action and problem coping techniques will enhance the ability of employees to cope in demanding work environments, thus thrive, reducing their stress levels which leads to effective performance.

Furthermore, establishing the relationship between work stress and job performance amongst middle management employees in a public sector service organization will lay the foundation for further research which can highlight key issues and provide insights which can be utilized in the design of stress management initiatives.

Another guiding theory in the present study is Borman and Motowidlo's theory of job performance (1983) which posits that performance constitutes contextual and task performance respectively. Therefore in organizations where employees exhibit moderate levels of performance, the knowledge of contextual and task performance will enable top management to consider the design of jobs that will lead to middle managers achieving optimal performance.

5.4 Recommendations

The sample in the present study consisted of middle management employees in one public sector service organization in the North West Province. It is recommended that future studies be expanded to other public sector service organizations in order to get a broader picture of the relationship between work stress and job performance amongst middle management employees in South African public sector service organizations.

The present study was a quantitative analysis and as such a broad picture of the relationship between work stress and job performance amongst middle management employees may not be provided as it is to some extent restrictive. Thus, it is recommended that a qualitative analysis be used for future research in order to add a different dimension. Qualitative research works together with quantitative research in providing a broad view to the research findings.

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APPENDIX A



the dsdwpd

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DIRECTORATE: HUMAN CAPITAL MANAGEMENT

ENQ : S Leteane
TEL : 010 388 2850

TO : CHRISTOPHER AKERE ACHU

FROM : MS. I WESSELS
DIRECTOR: HUMAN RESOURCE DEVELOPMENT

DATE : 14 JUNE 2011

SUBJECT : ACKNOWLEDGEMENT LETTER

We hereby acknowledge the receipt of your letter dated 13 June 2011.

Kindly be informed that department of Social Development, Women, Children and people with disability is gladly to inform you that it will assist you with your research.

Thanking You

.....
MS. I WESSELS
DIRECTOR: HCM

APPENDIX B

INTRODUCTION

Thank you for your participation in this research. This survey represents an opportunity for you to express your views and opinions on the effect of the work environment on your performance. We strongly encourage you to provide feedback that is open and honest. This will allow meaningful and insightful assessment of the work environment.

ASSURANCE OF CONFIDENTIALITY

Protecting your confidentiality is a critical component of this survey process. Your response will be kept strictly confidential.

- 1) No person in your organization will see any completed questionnaires.
- 2) Only statistical summaries of the results for whole groups of employees will be reported.
- 3) The survey results will be tabulated.

The questionnaire consists of two sections:

- A) Biographical Questionnaire
- B) MBI-General Survey

APPENDIX C

A) BIOGRAPHICAL QUESTIONNAIRE

1. AGE

Indicate age in years and months

2. ORGANIZATIONAL TENURE (Please provide a short description of your career in the past ten years)

For example March 2001 Clerk in Department (Y)
September 2003 promoted to head of section

Instruction: Please place an X in the box which suits you.

3. GENDER

Male	
Female	

4. MARITAL STATUS

Single	
In a relationship	
Married	
Divorced	
Separated	
Remarried	

5. EDUCATIONAL LEVEL

Matric or Less	
Matric + 1 year	
Matric + 3 years	
Matric + more than three years	

6. HOME LANGUAGE

English	
Afrikaans	
Sepedi	
Sesotho	
Setswana	
TshiVenda	
IsiZulu	
IsiXhosa	
Other (Specify)	

7. LEVEL OF MANAGEMENT

Manager	
Supervisor	
Clerical staff	

8. CULTURAL GROUP

African	
White	
Asian	
Coloured	

9. DEPARTMENT

Human resources	
Finance	
Marketing	
Support staff	
Research and development	
Youth development	
Other(Specify)	

APPENDIX D

Personnel number of respondent 229 237 80

MBI GENERAL SURVEY (SAMPLE)

The purpose of this survey is to discover how staff members view their job, and their reactions to their work.

INSTRUCTIONS: On the following page are 16 statements of job-related feelings. Please read each statement carefully and decide if you ever feel this way about *your* job. If you have *never* had this feeling, write the number "0" (zero) in the space before the statement. If you have had this feeling, indicate *how often* you feel it by writing the number from (1 to 6) that best describes how often you feel that way. An example is shown below.

Example

How often:	0	1	2	3	4	5	6
	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Everyday

How often Statement:
0-6

1. _____ I feel depressed at work

If you never feel depressed at work, you would write the number "0" (zero) under the heading "How Often". If you rarely feel depressed at work (a few times a year or less), you would write the number "1". If your feelings of depression are fairly frequent (a few times a week but not daily), you would write the number "5".