

# Impact Of Job Stress On Job Satisfaction And Performance: A Case Study Of Social Welfare Department, Morogoro Municipal Council Tanzania.

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**Abstract:** *This study examines the impact of job stress on job satisfaction and performance within the context of the Social Welfare Department of Morogoro Municipal Council, Tanzania. The research adopts a case study approach to enquire into the details of this relationship, focusing on how job stressors affect the job satisfaction and performance levels of employees within the department. Through the utilization of quantitative and qualitative research methods, data is gathered through descriptive cross-sectional design using survey techniques for the 30 employees of Morogoro Municipal Council to explore the various dimensions of job stress, job satisfaction, and performance. Findings showed that most respondents agreed that work-related stress affects their work performance and contributes to their dissatisfaction. It has been evident also that the effects are different on both genders. The study concludes by suggesting strategies for the municipal council to recognize these differences and implement strategies to support both male and female employees in managing job stress effectively. By promoting a supportive work environment, providing resources for stress management, and encouraging open communication, employers can help both males and females perform at their best despite the challenges of job stress. In addition, there is a need to reevaluate the workload assigned to each staff, come up with a budget for the provision of sufficient work tools as well and prioritize motivation as a way to improve employee satisfaction through ways like creating a structured career advancement policy, salary increase as well as adding on to the number of leave days.*

**Keywords:** Job stress, motivation, Performance, Psychological capital, Employee satisfaction.

## 1. INTRODUCTION

Government effectiveness can be measured by many factors among which its ability to deliver services to the citizens tops the list. In most African countries particularly Tanzania, governments rely on human labor rather than technology to deliver most of their services. This helps the government to absorb a large number of graduates who join the job market every year. On the other hand, most citizens prefer to be employed by the government due to job security among other factors (Bana & McCourt, 2006). Consequently, the government ends up leveraging human labor for it to deliver its mandates.

These government office occupants are not exempt when it comes to matters of job stress. In reality, stress has spread over the globe in the modern world and may be seen in numerous forms in every workplace. Employees nowadays frequently put in longer hours at work because their increasingly high levels of responsibility demand them to work even more to fulfill the ever-increasing standards for job performance. The workplace and corporate world are increasingly vulnerable to influences that are changing quickly, such as heightened competition, quality pressure, innovation, and a faster pace of business (Ekienabor, 2016).

The stress among workers has been brought on by the equally sharp increase in demands relating to their employment. In addition to stress resulting from work-related circumstances, personal aspects including interpersonal relationships and leisure activities can also be a source of stress. It has been demonstrated that job stress can have both good and negative effects on employee performance. This is a result of the various stressors that have various effects (Daniel, 2019). Stress comes in two forms: eustress and distress. A person experiences distress when they believe they are facing a risk, hardship, or loss.

When a person's stress level exceeds their personal resources and capacity for coping, the consequences are detrimental to both the business and the employee. On the other hand, eustress is rarely negative and can encourage one to set important life goals (Rizwan et al., 2014). The fundamental reason stress is a complicated phenomenon is that it cannot be directly touched because it is not physical. According to (Nguyen et al., 2020), Interaction between a person and their surroundings causes stress, which in turn causes emotional strain that has an impact on a person's physical and mental health. Stress is brought on by stressors, which are situations that throw a person's body out of balance.

More specifically, an uncomfortable work atmosphere can result in high absenteeism, mistakes in work, poor performance, and damage to the company's brand. Hence, excessive employee stress should be avoided (Hanafi et al., 2018). However, when managed properly and kept to a minimum, job stress may be a major source of inspiration for workers to perform better. Ogohi, (2019) identified the following as specific sources of stress: inadequate time management, ambiguous work descriptions, feelings of inadequacy and insecurity, difficulty completing duties, lack of communication, strained interpersonal relationships, and the difficulty and quality of jobs which often translates to job dissatisfaction.

Job satisfaction can be described as a pleasant or upbeat emotional state brought on by an evaluation of one's work or experiences at work. One cannot achieve work satisfaction in a vacuum. In other words, sociocultural factors have a part in it. Individuals and demographic variables like age, gender, marital status, education, and stage of life adopt that (Ratri & Wahjudono, 2021). Job performance, job satisfaction, and stress are all dependent on each other. Unmanaged stress among employees may impede the achievement of organizational performance goals. personnel become distracted and find it difficult to focus on work, which results in errors and lower output. Chronic stress can also lower motivation and make it harder to enjoy one's job, which discourages one from putting in as much effort at work. According to (Coetzee & Villiers, 2010) several factors might contribute to work-related stress, such as scarce resources, unstable economic conditions, extended work hours, unsatisfactory work-life equilibrium, and restricted prospects for professional growth, among others.

Studies of the association between employees' perceived work environment and their job satisfaction have generated inconsistent results, owing to the convolution in assessing work environments across diverse fields. Some studies have reported job stress to have an insignificant negative effect on job performance, (Mat et al., 2021), and (Hassan et al., 2020) while others have pointed out a negative significant effect. In Tanzania, studies on Job stress effect on employee performance and satisfaction have been limited to the health and education sector (Mhechela, 2015), (Kyara, 2013), (Mwakasangula & Mwita, 2021), (Rizwan et al., 2014), and (Mgaiwa, 2021). Hence the need for this investigation aimed at finding out the impact of job stress on job satisfaction and performance.

## 2. LITERATURE REVIEW

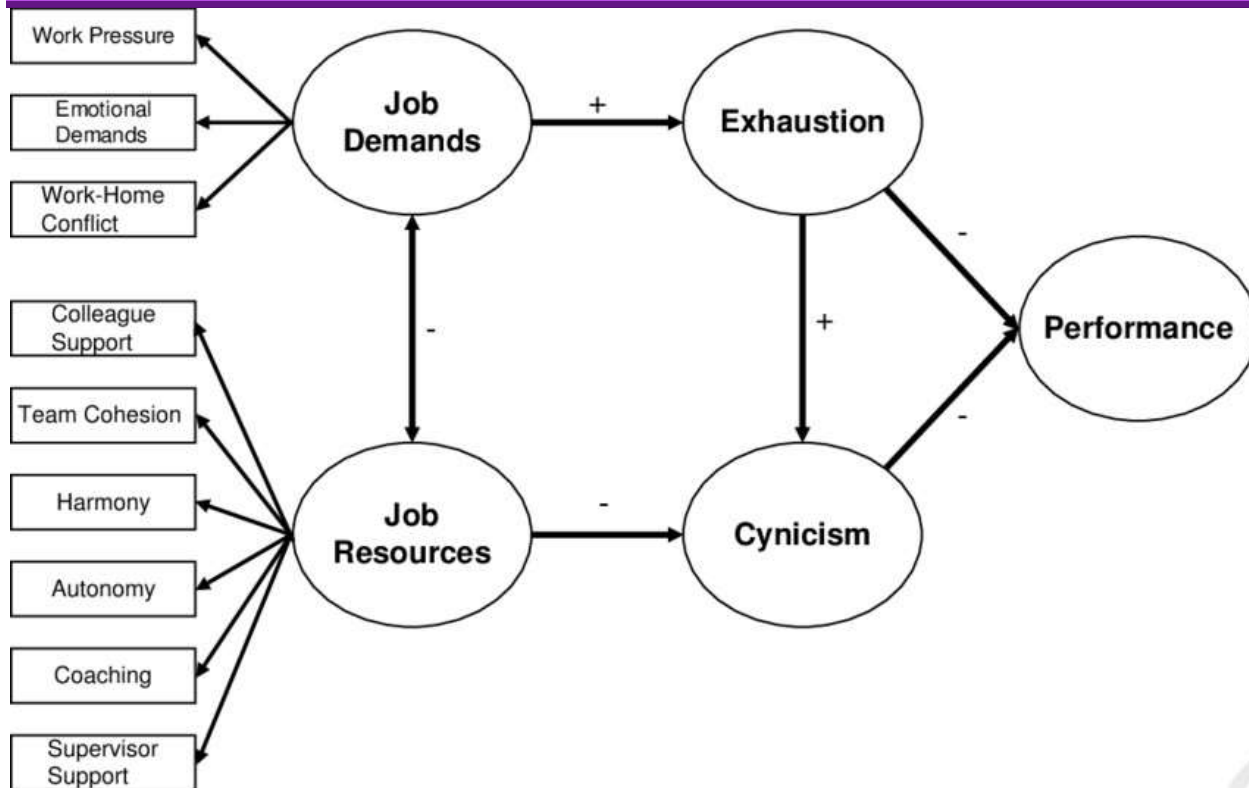
### 2.1 Theories

#### 2.1.1 Job Demand-Resources (JD-R) Model

The job demand-resources (JD-R) model is a theoretical foundation for psychology that was developed by Arnold B. Bakker and Evangelia (2006). This methodology facilitates the comprehension and handling of workplace stress and well-being. Each task has specific requirements and resources that could affect an employee's performance and well-being, according to Arnold B. Bakker and Evangelia (2006). Work demands are those aspects of a job that are related to emotional and physical costs and that require regular effort or expertise. These elements include the physical, psychological, interpersonal, and organizational aspects of the work.

According to Radic et al., (2020), work-related demands include, but are not limited to, a demanding workload, time restrictions, role ambiguity, and emotional labor. Overwhelming demands can lead to burnout, a reduction in satisfaction with work, and a variety of stress-related health issues. On the other hand, job resources are those elements of the work—be they physical, psychological, social, or organizational—that help fulfill work goals, reduce the psychological expenses and demands of the work, and promote personal growth. Resources include the social support of coworkers, their freedom, the clarity of their roles, possibilities for training, and performance appraisals. People who have access to adequate employment resources are more likely to feel happy, engaged, and well-being at work.

The JD-R paradigm states that the detrimental effects of job pressures on employee well-being can be mitigated by the availability of job resources. With the use of this framework, companies and governments can pinpoint and alter job requirements to improve job performance, foster employee well-being, and establish a healthier work environment. Effectively balancing the needs of the job and resources allows firms to provide a stimulating and long-lasting place of employment for their staff members (Kunte & Rungruang, 2019).

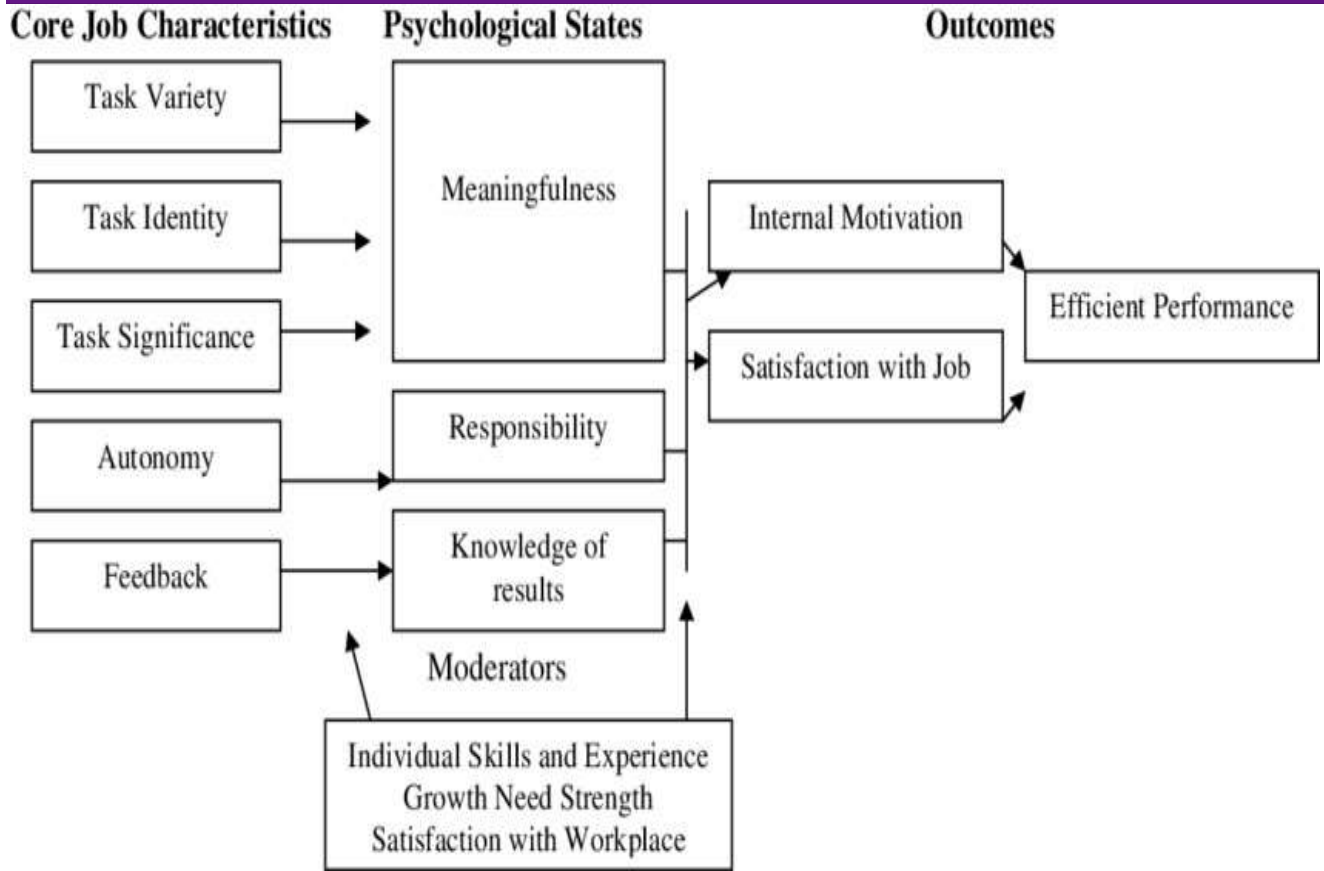


Source: Van Emmerik (2008)

### 2.1.2 Hackman and Oldham's Job Characteristic Model

Hackman and Oldham's Job Qualities Model focuses on what makes a job fulfilling and inspiring for workers. Five essential job attributes are identified by the model as having the potential to influence an individual's perception of meaningful employment and job satisfaction. First is the Skill Variety. This refers to the extent to which a profession necessitates the use of a range of distinct talents and abilities. A high-skill variety of jobs can provide individuals with greater engagement and challenge consequently impacting their satisfaction and work output (Ali et al., 2014) Second is the task Identity. It is the degree to which a job entails finishing a whole and recognizable piece of work from beginning to end. Employees may feel more satisfied and accomplished when they can see the results of their labor and how it fits into the larger scheme. The third aspect that relates to the importance and impact of the work in the larger organizational or societal environment is the main emphasis on task significance. According to Robert, (2001), employees are more likely to feel engaged and motivated when they comprehend the importance of their work and how it advances the objectives of the company or fulfills a meaningful purpose.

Autonomy as the fourth factor is the degree of freedom and discretion that workers possess when organizing and completing their tasks is referred to as autonomy. This theory resonates that Giving workers more autonomy can improve their job satisfaction since it gives them the freedom to decide for themselves what to do and how to do it. The fifth factor is Feedback. Within the framework of the Job Characteristics Model, feedback refers to how much employees are given honest and transparent feedback regarding how they perform at work. Employees who receive regular feedback are better able to assess their performance, pinpoint areas for growth, and modify their behavior. Through the integration of these five fundamental attributes into job design, firms may foster more fulfilling and stimulating work environments that enhance engagement among workers, productivity, and well-being. The concept posits that the presence of certain job traits increases the likelihood of individuals experiencing intrinsic motivation, finding meaning in their work, and achieving better job satisfaction as well as performance (Siruri, 2021).



Source: Hackman and Oldham's Job Characteristic model, (1980)

## 2.2 EMPIRICAL LITERATURE

Research consistently shows that job stress has a significant negative impact on job satisfaction and performance. An investigation by Trivellas & Reklitis, (2013) revealed that heavy workload, conflict, and lack of job autonomy have a negative relationship with job satisfaction. On the other hand, factors like shortage of information and feedback are positively associated with employee satisfaction with rewards and job security. Detailed analysis by Diana, (2015) showed that job stress significantly affects job performance in Indonesia. Similar findings were reported by (Hanafi et al., 2018), (Ratri & Wahjudono, 2021), (Widayati et al., 2021). Gyamfi, (2014) went further to postulate that coworker support has a significant contribution to job satisfaction as opposed to support from a supervisor. On the other hand, Mat et al., (2021) acknowledge supervisors' support as a positive force of employee satisfaction and consequently their job performance. According to Ogohi, (2019), pointers like; absenteeism, turnover, and increase in medical compensation are signals that workers have job stress, and if handled timely, a decrease in productivity can be avoided. Contrary findings were reported by Hassan et al., (2020) in Kuwait. Their analysis did not establish a significant relationship between job stress and job performance; however, job satisfaction and job performance were strongly related. Closely similar findings were reported in Pakistan by (Rizwan et al., 2014). Several studies have focused on Tanzania. Mwakasangula & Mwita, (2021), pointed out that job-related stress among public primary teachers was related to workload, leadership style, and working environment. All these factors negatively affected job satisfaction to a large extent. Kyara, (2013), went ahead to note other factors that contributed to primary school teachers' job stress. He noted that the availability of teaching materials, salaries, job training, and promotion were drivers of job dissatisfaction. The geographical limitations of the above-analyzed studies and conflicting findings formed the gap in this study.

### 3. METHODOLOGY

#### 3.1 Research Design

This study adopts a descriptive cross-sectional design. This design enables the study to provide a clear picture of the outcome and the characteristics associated with it, at a specific point in time. In addition, this design fits this study as the primary method of data collection is the survey technique hence the possibility of studying and drawing inferences from the existing differences between employee satisfaction, performance, and Job stress (Mann, 2018)

#### 3.2 Population of the study

The study population was the entire 30 employees of Morogoro Municipal, social welfare department. This department is responsible for supporting vulnerable persons, community development roles, policy and advocacy, and providing social security. Due to the demanding nature of these tasks, workers in this department are likely to suffer job stress. Hence this study chose this section of the municipal council as the study focus.

#### 3.3 Sampling method

The study's total population of 30 employees was adopted as it was financially and time-wise manageable to serve them with the questionnaire and they were willing to participate in the study.

#### 3.4 Data Collection

The researcher having been a full-time worker at the social welfare department for more than three months was able to share an online questionnaire with the department staff, through different online platforms. The survey contained open-ended questions, closed-ended questions, and Likert-scale questions. The respondents were given 5 days to fill in the online survey. Out of 30 issues questionnaires, 27 were filled and were qualified for data analysis.

#### 3.5 Data Analysis

To achieve the objective of this study, descriptive methods of data analysis were used. Furthermore, graphical tools were used to summarize a set of data and extract important information.

## 4. PRESENTATION AND DISCUSSION OF FINDINGS

### 4.1 Demographic Data of the Respondents

Table 4.1 below, shows demographic information of the respondents. In terms of sex, males formed 40.7% while females made up 59.3% of the respondents. The study also sought to know the participant's marital status. In this dimension, the singles formed 38.5 %, married persons 57.7% and those who identified themselves as widowed were 3.8%.

Table 4.1 Demographic of the respondents by sex and Marital status

Variables		Frequency	Percent	Valid Percent	Cumulative Percent
Males	Sex	11	40.7	40.7	40.7
Females		16	59.3	59.3	100.0
Total		27	100.0	100.0	
		10	37.0	38.5	38.5
Married	Single	15	55.6	57.7	96.2
Status	Widowed	2	3.7	3.8	100.0

Total	27	96.3	100.0
Total	27	100	

Source: Survey Data (2024), SPSS Analysis

#### 4.2 Descriptive statistics

Table 4.2; Descriptive statistics, on how often respondents experience stress at work

	Frequency	Percent	Valid Percent	Cumulative Percent
Never	-	-	-	-
Rarely	2	7.4	7.4	7.4
Sometimes	14	51.9	51.9	59.3
Often	7	25.9	25.9	85.2
Very Often	4	14.8	14.8	100.0
Total	27	100.0	100.0	

Source: Survey Data (2024), SPSS Analysis

Table 4.2 shows the answers of participants to the question if they experience any form of stress at work. Notably, none of the employees has experienced some form of stress in their work. The majority indicate that they often suffer work-related stress (51.9%). Only two persons, (7.4%) experience work-related stress rarely. According to Reif, (2021), Stress at work is becoming increasingly prevalent in contemporary society for a variety of reasons. The constantly evolving nature of work environments as a result of globalization, increased competition, and technological improvements is one important factor. Employee anxiety and uncertainty might result from the need to continuously adapt to new technologies and procedures. Furthermore, people find it difficult to unplug and unwind due to the blurring of work and personal life, particularly with the development of remote work.

Furthermore, the pressure for greater productivity and effectiveness, even in government initiatives, can lead to inflated expectations and unmanageable workloads, which can be detrimental to mental health. Problems such as inadequate communication, insufficient backing from supervisors, and unstable employment might also exacerbate stress levels. The sections that follow go into these factors in more detail.

Table 4.3 Sources of Job stress among staff

	Work load	Lack of control	Insufficient Resources	Long working hours	Poor life balance
Number of respondents	16	10	18	14	16
Percentage (%)	59.3	37.0	66.7	51.9	59.3

Source: Survey Data (2024), SPSS Analysis

The evidence that job stress exists among employees working at Morogoro municipal council formed the motivation of the study to seek the sources of the stress. Five factors were identified as the causes of stress, that is; workload, lack of control/ interpersonal conflicts, insufficient resources, and long working hours' inability to balance one's life affairs. Insufficient working resources had the highest percentage, 66.7%, followed by workload (59.3), poor life balance (59.3), then long working hours (51.95) and interpersonal conflict had the lowest percentage 37.0 as shown in Table 4.3.

Grindle, (2004) believed that several reasons frequently hinder government departments in developing countries from having enough resources. Due to conflicting objectives including healthcare, education, and building up infrastructure, these countries may have smaller finances, which is a major contributing factor. Funds that should be allocated to important services may also be diverted by corruption and poor administration. Moreover. It is challenging for these departments to function efficiently due to a combination of antiquated regulations, weak governance frameworks, and ineffective bureaucracies. Limited work tools add to the enormous workload and time required to complete a task, which forces staff members to work longer hours as they try to serve the large number of people seeking various social and welfare-related services.

**Table 4.4 Employee satisfaction with the job motivating factors**

Variables	Descriptives	Strongly dissatisfied	Dissatisfied	Neutral	Satisfied	Strongly satisfied
Salary and Benefits	%	18.5	40.7	22.2	18.5	-
Opportunities for career advancement	%	11.5	38.5	30.8	15.4	3.8
Recognition and Appreciation	%	23.1	30.8	26.9	19.2	0.4
Relationship with Colleagues	%	7.7	15.4	15.4	42.3	19.2

Source: Survey Data (2024), SPSS Analysis



Table 4.4 shows employee satisfaction with four main sources of job motivation. 18.5% of the respondents were Strongly dissatisfied, 40.7% were dissatisfied, 22.2% had neutral views, only 18.5% were satisfied and none were very satisfied with their salaries and benefits. A similar case was reported for opportunities for career advancement which recorded a dissatisfaction of 38.5%. In addition, Recognition and Appreciation scored a dissatisfaction of 30.8%. On the other hand, when comes to social relationships with colleagues, 7.7% were strongly dissatisfied, 15.4% were dissatisfied, 15.4% had neutral views, 42.3% were satisfied and 19.2% were strongly satisfied.

The rising dissatisfaction with remuneration can be greatly attributed to inflation. According to Manamba, (2016), The rise in inflation may cause employees to become dissatisfied with their pay. Consumers find their incomes are less compared to what they used to be as the overall cost of living rises as a result of inflation. Their income's purchasing power is reduced as a result, making it more difficult for them to pay for necessities like groceries, housing, and transportation.

Additionally, employees' disposable income may be impacted by inflation, making it harder for them to save money for the future or indulge in discretionary expenditure on personal growth or pleasure. Employees may also feel underappreciated and demotivated if they believe their efforts are not being sufficiently recognized. As a result, workers will eventually be less satisfied with their jobs, have poorer morale, and may even leave as they look for lucrative employment elsewhere to offset the effects of inflation.

### 4.3 Impact of job stress on job satisfaction and performance

**Table 4.5: Impact of job stress on job performance by gender**

	Job stress affects negatively my Job performance.					Total
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Male	0	2	0	4	5	11
Female	3	2	2	7	2	16
Total	3	4	2	11	7	27

Source: Survey Data (2024), SPSS Analysis

The respondents were made up of 11 males and 16 females. On the question of whether job stress affects their job performance negatively, 2 males disagreed, 4 agreed, 5 strongly agreed while none was indifferent or strongly disagreed. On the other hand, 3 females strongly disagreed, 2 disagreed, 2 were indifferent, 7 agreed, and only 2 strongly agreed. This finding resonates with those of He, (2005) Who proved that Different effects of job stress on performance can be seen in men and women. The way that people handle stress may be one factor contributing to this discrepancy. According to research, when it comes to coping with job pressures, men and women can have distinct coping strategies. For instance, men may be more prone to utilize problem-solving techniques or stay away from stressful situations entirely, whereas women may be more willing to express their emotions and look for social support (Richardson et al., 2016).

Furthermore, the effects of job stress on both males and females in Tanzania are influenced by gender norms and expectations from society. These expectations have an impact on how people perceive and manage stress at work. Men, for instance, experience pressure to live up to the stereotype of being tough and emotionless under pressure, which affects how they handle pressure at work. However, there are various expectations placed on women to be loving and sympathetic, which may also affect how they handle stress.

According to Toni, (2017), The way that job stress impacts performance is also influenced by the biological distinctions between men and women. Individual differences in hormone levels, the anatomy of the brain, and genetics all influence how people respond to stress at work. For instance, studies have revealed that women may be



more sensitive to the stress-relieving hormone oxytocin than men, which may affect how women react to work-related stress. Oxytocin is also linked to social bonding.

**Table 4.6 Impact of job stress on job satisfaction and job performance**

		Strongly disagree	Disagree	Indifference	Agree	Strongly Agree
Job stress	Frequency	1	3	2	14	6
Affects negatively my job satisfaction	%	3.7	11.1	7.4	51.9	22.2
	Frequency	3	4	2	7	11
Job stress affect negatively my Job performance.	%	11.1	14.8	7.4	25.9	40.7

Source: Survey Data (2024), SPSS Analysis

Table 4.6 summarizes, respondent’s views on the effect of job stress on job performance and satisfaction. The majority of the staff agree that job stress lowers their ability to perform at work. Concerning whether work-related stress can reduce staff satisfaction, 3.7% strongly disagree, 11.1% disagree, 7.4% are indifferent, 51.9% agree and 22.2% strongly agree.

In addition, regarding workers' views on whether job stress affects job performance negatively, 11.1% strongly disagreed, 14.8% (14.8) disagreed, 7.4% (2) were neutral, 25.9% (7) agreed and 40.7% (11) strongly agreed. These findings are similar to those of (Sharmilee, 2018), (Widayati et al., 2021) & (Diana, 2015). According to the study's findings, several interconnected factors, including job stress, can have a considerable detrimental impact on employee happiness and performance. Elevated levels of stress among workers may result in heightened emotions of annoyance, exhaustion, and discontentment. Employees may experience a decline in job satisfaction as a result of their inability to handle the demands and obligations imposed on them.

Furthermore, an employee's capacity to pay attention, focus, and make wise decisions may be compromised by job stress. People who are under stress may have compromised cognitive abilities, which could result in worse performance and productivity. Employee unhappiness may worsen as a result of this since they may believe that their performance falls short of expectations. In the office, interpersonal connections can suffer from job stress as well. People who are under stress may be less patient, more irritable, and find it harder to communicate clearly with their coworkers. This can lead to strained relationships, conflicts, and a decrease in collaboration and teamwork, all of which can contribute to lower levels of job satisfaction and performance. Additionally, Daniel, (2019) explains that prolonged exposure to excessive levels of work-related stress can be harmful to the mental and physical well-being of a worker. Anxiety, depression, sleeplessness, and cardiovascular difficulties are just a few of the health concerns that have been connected to chronic stress. Employee job satisfaction and performance are likely to decline when they are experiencing physical or mental health issues.

## 5. CONCLUSION AND RECOMMENDATION

This paper examines the effect of job stress on employee satisfaction and performance in the Morogoro Municipal Council social welfare department. The analysis showed that most respondents agreed that work-related stress affected their work performance and contributed to their dissatisfaction. It has been evident also that the effects are different on both genders. The municipal council needs to recognize these differences and implement strategies to support both male and female employees in managing job stress effectively. By promoting a supportive work environment, providing resources for stress management, and encouraging open communication, employers can help both males and females perform at their best despite the challenges of job stress. In addition, there is a need to reevaluate the workload assigned to each staff, come up with a budget for the provision of sufficient work tools as well and prioritize motivation as a way to improve employee satisfaction through ways like creating a structured career advancement policy, salary increase as well as adding on to the number of leave days.

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