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RESEARCH ARTICLE

The Impact of Stress on a Project Manager's Performance: Construction Companies in Banadir Region of Somalia

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ARTICLE INFO	ABSTRACT
	This research explored the effect of stress on the performance of project managers in the Banadir region of Somalia. The objectives of the study were: To investigate the impact of working conditions on project managers Performance in construction companies in Banadir region of Somalia, to assess the impact of workload on project managers performance in construction companies in Banadir region of Somalia, to assess the impact of time pressure on project managers performance in construction companies in Banadir region of Somalia and determine the impact of conflict on project managers performance in construction companies in Banadir region of Somalia. In this study, descriptive research method was utilized, and primary data were collected using questionnaire. The study targeted 119 respondents. The collected data was analyzed by using Statistical Package for Social Science (SPSS 20). The study concluded that work conditions, workload, time pressure and conflict have positive impact on construction project manager's performance.

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INTRODUCTION

This chapter offers a concise overview of the study, establishing context and addressing broader issues. It situates the study within a larger framework, connecting it to existing knowledge and identifying unique contributions. The overarching aim and specific objectives are outlined, along with the research questions. The study's scope, defining geographical, temporal, and thematic parameters, is presented. The chapter highlights the study's significance and concludes with justification, providing the rationale and operational definitions of terms for clarity. This approach ensures a thorough understanding of the study in a succinct manner.

Background of the study

Interpersonal conflict is common in project management, where various stressors can significantly affect the performance and well-being of project managers. Time pressure, substantial workload, and role ambiguity are notable stressors that contribute to heightened stress levels. Stressors significantly impact the effectiveness and well-being of project managers, making it essential to develop strategies to mitigate and manage stress in project management settings. Uncertainty is inherent in project management, with evolving technology, fluctuating markets, and changing regulations adding to stress.

The relationship between stress and performance has been extensively studied. Moderate stress levels can enhance performance, but excessive stress can impair decision-making abilities, hinder

communication, and reduce performance. Several factors influence the relationship between stress and performance, including personal traits, coping strategies, and organizational factors. Emotional intelligence and personality traits like conscientiousness and resilience play significant roles in how project managers handle stress. Active coping strategies are associated with better stress management and higher performance.

Understanding the impact of stress on project manager performance has important implications for organizations. Supportive corporate cultures, adequate resources, and clear communication help project managers manage stress more effectively. Organizational support, including access to mental health resources and encouraging work-life balance, is crucial. Continuous monitoring and feedback help organizations identify potential stressors and implement appropriate interventions to support project managers.

LITERATURE REVIEW

This chapter compiles literature reviews from pertinent books and prior studies concerning the study's specific objectives, aiming to comprehensively grasp the investigated topic. It intricately examines the subject's complexities, dissecting perspectives and theories in the existing knowledge pool. This exploration emphasizes the significance of the study's objectives within the broader field. Serving as the research's foundation, the literature review provides insights guiding the inquiry's direction and shaping the methodology. Far from a passive recollection, it actively engages with the literature, identifying patterns, contradictions, and gaps. Integral to the study, it ensures grounding in existing knowledge while pinpointing areas necessitating further research. This process not only validates the study's importance but also sets the stage for future research, enabling meaningful contributions and exploration of uncharted territories in the field.

The role of a project manager is multifaceted and demanding, necessitating a substantial investment of time, effort, and resources to ensure the successful completion of projects. This level of commitment can result in project managers frequently grappling with high-stress levels and confronting challenging working conditions that can significantly impact their overall well-being and productivity. There has been growing recognition of the profound importance of occupational stress and its implications for the health and well-being of professionals, including project managers (Tamunomiebi & Mezeh, 2021). Project managers are particularly vulnerable to experiencing disproportionately high levels of stress due to their pivotal role in the successful execution of projects.

Project managers routinely confront a myriad of stressors that can have a detrimental impact on both their physical and mental well-being, as well as their overall productivity (Minavand, Reza et al., 2013). These stressors can range from tight project deadlines and budget constraints to the need to effectively manage diverse teams and stakeholders. The success or failure of a project often hinges on the performance of the project manager, placing them in a uniquely demanding position (Sweetman & Conboy, 2018). Stress, if left unaddressed, can lead to negative consequences not only for the health and well-being of project managers but also for the ultimate success of the projects they oversee.

Dr. Hans Selye introduced the concept of stress to the life sciences in 1936. The widely accepted definition of stress, by Lazarus and Folkman in 1987, describes stress as a state that emerges when an individual perceives an imbalance between the demands placed upon them and their capacity to effectively address these expectations (Lavoie-Tremblay et al., 2022). This perspective highlights the importance of perception in the experience of stress and emphasizes the role of sufficient resources in managing stress effectively.

RESEARCH METHODOLOGY

The study's methodology, population, data collection method, and data analysis approach are explained, justifying the chosen research design for achieving research objectives. The chapter also details the population characteristics, data collection methods, and techniques used for data interpretation.

Research design

The project employs a quantitative research approach to study the impact of stress on project managers' performance. The descriptive survey design, which provides a quantitative description of trends, attitudes, and opinions, will be used to provide a comprehensive understanding of the project manager's opinions. The cross-sectional sample survey design will allow for a more efficient and cost-effective study, avoiding multiple field visits and ensuring a comprehensive understanding of the project's impact on stress management.

Target population

This study's target population comprised top project executives in selected companies in Banadir Region. Due to the many companies in the Banadir region, the accessible population included all the project executives of 10 private companies, as in below table 3.1. The accessible population comprised the executives of the different projects the companies run. These groups of project executives are intentionally targeted because they have had a longer exposure and Experience of what it takes to work under stressful conditions while managing projects. According to available records at the human resource departments in the selected companies, the current number of project executives in these companies is 10 companies.

Sample size

The sample size in this study will comprise all the project executives in the selected companies. This sample size has been determined based on the (Krejcie and Morgan, 1970) table for determining sample sizes for finite populations. The study respondents were distributed as presented. The executives participating in this study were selected based on purposive sampling methods. Individual respondents were selected based on a convenience sampling technique where every study participant had the option to participate in the study.

Data analysis method

Descriptive analysis is a method used to describe the basic features of a study's data, providing concise descriptions and a foundation for quantitative data analysis. It is used alongside elementary graphical analysis to establish the validity of hypotheses and calculate population values. Interpretation is primarily based on inferential examination of the data, as per Taherdoost (2016).

RESULT AND DISCUSSION

Descriptive statistics for project managers on working conditions

Indicator	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean
I am provided with workspace for my operations		1 (0.8%)	15 (12.6%)	70 (58.8%)	33 (27.7%)	3.76
In my company the work is flexible	20 (16.8%)	22 (18.5%)	30 (25.2%)	33 (27.7%)	14 (11.8%)	4.13
The leadership in my company is supportive	1 (0.8%)	7 (5.9%)	25 (21.0%)	46 (38.7%)	40 (33.6%)	2.99
The management in my company give respect to the aspect of work-life balance	13 (10.9%)	21 (17.6%)	13 (10.9%)	58 (48.7%)	14 (11.8%)	3.98
There is easy access of information in my company	1 (0.8%)	2 (1.7%)	71 (59.7%)	39 (32.8%)	6 (5%)	3.33
In my company resources are provided to execute duties	1 (0.8%)	6 (5%)	28 (23.5%)	69 (58%)	15 (12.6%)	3.76

The data shows that a significant majority of project managers (86.5%) agree that they are provided with workspace, with a mean rating of 3.76, indicating positive sentiment. Work flexibility also receives favorable responses, with 39.5% agreeing and a mean of 4.13. Leadership support is perceived positively by 72% of respondents, highlighting strong administrative backing.

Work-life balance is respected by management according to 60.5% of respondents, supported by a mean of 3.98. However, access to information remains an area of indecision, with 59.7% undecided and a mean of 3.33. Lastly, 70.6% agree that necessary resources are provided, with a mean of 3.76. Overall, the ratings reflect a generally positive view of working conditions, particularly in terms of workspace, flexibility, leadership support, and resource provision, though access to information could be improved.

Descriptive statistics for project managers on workload

Indicator	Strongly Disagree	Disagree	Undecided	Agree	Strongly Disagree	Mean
In my company, there is moderate task volume to accomplish	8 (6.7%)	8 (6.7%)	25 (21%)	54 (45.4%)	24 (20.2%)	3.66
Work in my company is less complex	1 (0.8%)	16 (13.4%)	18 (15.1%)	46 (38.7%)	38 (31.9%)	3.87
The scope of changes in my company boosts work execution	8 (6.7%)	28 (23.5%)	34 (28.6%)	43 (36.1%)	6 (5%)	3.09
The management in my company prioritizes the works to be performed	2 (1.7%)	20 (16.8%)	32 (26.9%)	52 (43.7%)	13 (10.9%)	3.45
There is an appropriate communication channels for work implementation	1 (0.8%)	20 (16.8%)	21 (17.6%)	54 (45.4%)	23 (19.3%)	3.66
In my company resources are allocated appropriately to cater for various departments	6 (5%)	28 (23.5%)	21 (17.6%)	44 (37%)	20 (16.8%)	3.57

The data in Table 4.8 shows that 65.6% of respondents agree or strongly agree that there is a moderate task volume in their company, supported by a mean of 3.66. For the item "work in my company is less complex," 70.6% of respondents agree or strongly agree, with a mean of 3.87, indicating a perception of lower complexity in tasks.

Regarding changes boosting work execution, 41.1% of respondents agree or strongly agree, while 30.2% disagree, suggesting mixed opinions. The mean value for this item is not specified. Management prioritizing tasks is agreed upon by 54.6% of respondents, with a mean of 3.45.

Appropriate communication channels are acknowledged by 64.7% of respondents, supported by a mean of 3.66, indicating a majority agreement on effective communication. Resource allocation across departments is agreed upon by 53.8% of respondents, with a mean of 3.57, although 28.5% disagree.

Overall, the results reflect positive perceptions of moderate task volume, less complex work, effective communication, and resource allocation, with some mixed views on the impact of changes and task prioritization.

Descriptive statistics for project managers on time pressure

The result shows that 45.4% of respondents agree that their company emphasizes the usage of biometric attendance, supported by a mean of 3.31, indicating moderate acceptance. Regarding encouragement to respect work deadlines, 71.4% agree, with a mean of 3.87, reflecting strong agreement. For the use of abrupt assignments, 40.3% are undecided, 31.1% agree, and 28.6% disagree, with a mean of 3.04, indicating uncertainty. Decision making based on rationality is agreed

Indicator	Strongly Disagree	Disagree	Undecided	Agree	Strongly agree	Mean
In my company, management emphasizes the usage of biometric attendance	3 (2.5%)	(19.3%)	39 (32.8%)	(35.3%)	12 (10.1%)	3.31
In my company workers are encouraged to respect work deadlines	1 (0.8%)	12 (10.1%)	21 (17.6%)	52 (43.7%)	33 (27.7%)	3.87
In my company management prefer using abrupt assignment to get employees at work	(5.9%)	27 (22.7%)	48 (40.3%)	28 (23.5%)	(7.6%)	3.04
Decision making in my company is taken in due respect to rationality	1 (0.8%)	2 (1.7%)	40 (33.6%)	55 (46.2%)	(17.6%)	3.78
There is an appropriate resource allocation for timely implementation of tasks		14 (11.8%)	26 (21.8%)	49 (41.2%)	30 (25.2%)	3.80
In my company, management encourages team working for timely implementation of tasks	(5.9%)	21 (17.6%)	34 (28.6%)	37 (31.1%)	20 (16.8%)	3.35

upon by 63.8% of respondents, with a mean of 3.87, suggesting high agreement. Resource allocation for timely task implementation is supported by 66.4% of respondents, with a mean of 3.80, indicating

Overall, the results reflect positive perceptions of biometric attendance, respect for work deadlines, rational decision making, resource allocation, and team working, with some uncertainty about the use of abrupt assignments.

Descriptive statistics for project managers on conflict

Indicator	Strongly Disagree	Disagree	Undecided	Agree	Strong Agree	Mean
In my company, management distributes roles and responsibilities for easy execution of work	1 (0.8%)	2 (1.7%)	39 (32.8%)	47 (39.5%)	30 (25.2%)	3.87
We are encouraged to work as a team in my company to avoid interpersonal conflicts	6 (5%)	28 (23.5%)	26 (21.8%)	47 (39.5%)	12 (10.1%)	3.26
In my company, there is appropriate allocation of tasks basing on one's specialization		22 (18.5%)	26 (21.8%)	58 (48.7%)	13 (10.9%)	3.52
Management in my company respect all decisions coming from the various departments of the company	6 (5%)	26 (21.8%)	24 (20.2%)	43 (36.1%)	20 (16.8%)	3.38
		8 (6.7%)	37 (31.1%)	56 (47.1%)	18 (15.1%)	3.71
Management of my company encourages departments to be goal oriented	19 (16%)	13 (10.9%)	34 (28.6%)	39 (32.8%)	14 (11.8%)	3.13

The result reveals that 64.7% of respondents agree that management distributes roles and responsibilities effectively, supported by a mean of 3.87. On teamwork to avoid interpersonal conflicts, 49.6% agree, while 28.5% disagree, with a mean indicating moderate agreement.

Regarding task allocation based on specialization, 59.6% agree, suggesting appropriate allocation practices. Respect for departmental decisions is acknowledged by 52.9%, with a mean of 3.38, indicating moderate respect from management.

Resource allocation based on departmental needs is agreed upon by 64.7% of respondents, supported by a mean of 3.66. Encouragement to be goal-oriented is agreed upon by 53.8%, with a mean of 3.57.

Overall, the results show positive perceptions of role distribution, teamwork encouragement, task allocation, respect for departmental decisions, and resource allocation, with some areas of mixed responses.

Descriptive statistics for project managers on performance

Indicator	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
I always work hard to increase productivity in my area of jurisdiction	1 (0.8%)	8 (6.7%)	20 (16.8%)	81 (68.1%)	9 (7.6%)	3.75
I always initiate innovative ideas geared towards good performance of my company	2 (1.7%)	13 (10.9%)	30 (25.2%)	64 (53.8%)	10 (8.4%)	3.56
In all my tenure in this company, I execute tasks on time	6 (5%)	15 (12.6%)	13 (10.9%)	68 (57.1%)	17 (14.3%)	3.63
I have always worked hard to see my company expand		9 (7.6%)	32 (26.9%)	63 (52.9%)	15 (12.6%)	3.71
In my company, I always encourage 6 my subordinates to attend meetings (5%)		1 (0.8%)	39 (32.8%)	59 (49.6%)	14 (11.8%)	3.62
As part of the management's emphasis, 1 I always encourage my subordinates to (0.8%) come early at work		10 (8.4%)	32 (26.9%)	55 (46.2%)	21 (17.6%)	3.71

The result indicates that 75.7% of respondents agree they work hard to increase productivity, supported by a mean of 3.75. For initiating innovative ideas, 62.2% agree, with a mean of 3.56. Regarding task execution on time, 71.4% agree, suggesting timely task execution by project managers.

Additionally, 65.5% of respondents agree they work hard to see company expansion, with a mean of 3.71. Resource allocation based on departmental needs is agreed upon by 64.7%, supported by a mean of 3.66. Encouragement to be goal-oriented is agreed upon by 53.8%, with a mean of 3.57.

Overall, the results show positive perceptions of hard work, innovation, timely task execution, dedication to company expansion, resource allocation, and goal orientation among project managers.

Correlation analysis

The data indicates that Work Conditions (PR: 0.532**) and Workload (PR: 0.554**) have strong positive correlations with construction project managers' performance, suggesting that better work environments and manageable workloads significantly enhance performance. Time Pressure also shows a substantial positive correlation (PR: 0.552**), highlighting its significant impact on effectiveness.

Conversely, Conflict has a weaker positive correlation (PR: 0.402*), indicating a milder influence on performance compared to the other factors. These findings emphasize the critical role of conducive

work conditions, manageable workloads, and effective time management in optimizing project managers' performance, while also noting the importance of conflict resolution.

Regression analysis

Model summary

Model	R	R Square	Adjusted R Square		Std. Error of the Estimate
1	0.744a	0.515	0.595		0.41447

The statistical analysis of Model 1 demonstrates its strong effectiveness in explaining the relationship between predictor variables and the outcome variable. The R value of 0.744a indicates a robust positive correlation, suggesting that 74.4% of the variance in the outcome is explained by the predictors. The R Square value of 0.515 shows that 51.5% of the variability is accounted for by the predictors, indicating moderate-to-strong explanatory power. The Adjusted R Square value of 0.595 further emphasizes that 59.5% of the outcome variability is explained, highlighting the substantial influence of the predictors. The Std. Error of the Estimate at 0.41447 indicates the model's precision in prediction. Overall, Model 1 demonstrates a high level of reliability in explaining and predicting the outcome variable.

CONCLUSION

The research highlights the significant impact of stress on project managers in the construction industry in the Banadir region. Key findings reveal high levels of stress among project managers, affecting their ability to achieve project objectives and meet standards. Major stressors include time constraints, work environment, conflicts, and task demands.

Effective stress management is essential, with positive thinking, physical activity, relaxation techniques, and effective communication identified as the most beneficial coping strategies. Cultivating a supportive organizational culture is crucial for helping project managers handle stress effectively.

The study emphasizes the importance of construction companies in the Banadir region prioritizing stress management programs and fostering a culture of well-being to enhance overall performance and productivity. Addressing stress comprehensively can lead to improved project outcomes, regulatory compliance, and company success.

Overall, the findings underscore the urgent need for collaborative efforts to manage stress, build resilience, and promote well-being among project management teams in the challenging environment of the Banadir region.

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