

Organizational stress factors and employee performance in NGOs in Uganda

Case study: International Rescue Community, Moroto district

A dissertation submitted to the faculty of business administration and management in partial fulfillment of the requirement for the award of degree of bachelors in business administration and management.

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Abonyo Sarah

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Dedication

For their love and support, this dissertation is dedicated to my mother, Rose Ocheru and my Sponsors, FAWEU (Forum for African women educationalist Uganda).

God bless you all

Acknowledgement

I would like to thank a wide range of individuals and institutions that offered their time to assist me complete this study. First and foremost, the respondents who accepted and participated in filling in the questionnaire in the due time and those who responded to the interviews directly, I wish to thank and acknowledge the concern and support accorded by the organization, IRC, Moroto who admitted my request to conduct my study in their organization. In a special way, I also thank my sponsors FAWEU for their financial support towards the study, and with due thanks to Mr. Okello Solomon Kokas for his kind words of encouragement and support too.

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Lists of abbreviations

EAP	Employee Assistance Programs
FAWEU	Forum for African Women Educationalists, Uganda
HSE	Health and Safety Executives
IRC	International Rescue Community
NGO	Non Governmental Organizations
SPSS	Statistical Package for Social Science

Abstract

Organizational stress continues to be a problem in many organizations and very rampant among employees. This has been one of many challenges facing organizations; it is widely regarded as a complex problem because of its impact on both the employees' health and the organizational outcomes. This has cost organizations billions over the year. It is therefore on this ground that the researcher conducted the study.

This study is a quantitative research and the major purpose was to assess the effect of organizational stress factors on performance of employees in NGO in Uganda. The study aimed specifically to establish the effect of job design, management style, interpersonal relationship and job security on employee performance in NGO in Uganda, most precisely IRC in Moroto district.

The research design used was descriptive and correlation research design. The target population was 40 employees got using Krejcie and Morgan approach and they included the functional managers and the operational managers of the organization. Simple random sampling and convenience sampling technique were used to choose the sample size. Data was collected using interviews, observation and questionnaire method and analyzed using descriptive statistics such as frequencies and percentages and Pearson correlation coefficient analysis technique was used to establish the relationship between various organizational stress factors and employee performance. Data was presented in form of percentages, tables and bar graphs.

Findings revealed that there is a positive relationship between organizational stress and employee performance. Favourable Job design, job security, management style and interpersonal relationship have got an effect of increasing employees' level of performance while unfavourable job design, management style, interpersonal relationship and job security reduces performance.

Based on the finding, the researcher concludes that organizations should ensure that organizations stress is kept to a very minimal level in order to reduce the negative effect of stress on employees. The researcher therefore recommends basing on the findings and conclusion that organizational effective job design, communication, training, EAPs, performance appraisals, career development should be incorporated in the organization to reduce organizational stress and improve employee performance.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

Stress is a dynamic and complex state that everyone faces in all walks of life depending on their different perceptions of the environment. It's a common perception that work life is changing in Africa and across the world, these changes have led to new challenges and problems for organizations and employees. These are characterized by the advancement of technology and the service sector, globalization, mergers, outsourcing and more or intense competition. The majority of these changes mean that the employees are under growing pressures to compete, adapt and learn new skills in order to meet the demands of their work (George and Andrew, 2008).

A combination of the new technology, globalized economies and new organizational products and processes, have also caused unprecedented changes and the increasing of stake. These shifts in the nature of the organizations have resulted in the increasingly stressful working environment which are manifested in many forms namely; lack of control at work, shorter holidays, long hours, insufficient rewards, job insecurity, poor promotion prospects, increased time pressure, lack of support, poor feedback, isolation, harassment, role conflict, and work life balance issues(Gibson et al,2009).

All of the pressures listed above have serious consequences for employees leading to high turnover, absenteeism, strikes, low morale and decreased productivity.

These negative implications of stress have costs most organization billions over the years;it is therefore on this ground that the researcher conducted a research to investigate the organizational stress factors and their effect on employee performance in non-governmental organizations in Uganda.

1.1 Background of the study

Stress is part of people's daily lives and everyone experiences the effects of stress in different ways. Anything that puts a demand on a person or that impels adjustment can lead to some form of stress. Over the years many authors have defined stress in different ways;

Ivancevich, et al (2011) define stress as an adaptive response, mediated by individual differences or psychological processes that are consequences of any external action, situation, event that places excessive psychological and /or physical demands upon a person. This definition emphasizes that stress is an adaptive response. It is important to view stress as responses of persons to certain stimulus condition (action, situation, and events) because it allows us focus our attention on the aspect of organizational environment that are potential stress producers.

Dubrin (1996) also defined stress as an internal reaction to a force that threatens to disturb a person's equilibrium. Mean while kretiner and knickl (2005) defined stress as a feeling or condition experienced when a person perceives that demand exceeds the personal and social resources that an individual is able to mobilize. Stress influence an individual's psychological and physical well being, as well as the employees efforts to cope with the stress by preventing. From these definitions, we realize that, one becomes stressed when our actual need deviates from the anticipated.

Stress is the outcome of work role that causes harmful effect for individuals. Occupational stress is considered harmful to the work environment. It has unpleasant effects on the health of an individual. Still on that, stress is usually thought of in negative terms; it is thought to be caused by something bad. This is a form of stress referred to as distress. But there is also the positive pleasant side of stress caused by something good, this is a form called *eustress*. Eustress subjects one to some level of pressure to work in order to complete the assigned tasks to them (Luthans, 2008). The presence of stress can be a motivator that urges the individual to strive for excellence. On the contrary, excess amounts of stress can lead to a lack of productivity, a loss of confidence, and the inability to perform routine tasks. As a result, quality employees lose their enthusiasm to work and eventually withdraw from the organization (Andrzej, Huczynski, and Buchana, 2007).

It should also be noted that organizations dramatically change to meet the environmental challenges like globalization, informational technology explosion, and diversity. There are more and more accompanying stressors for the individual employees in their jobs (Gibson et al, 2009). They contend that organizations today are fast, agile, and responsive. They have tried to quickly respond to ever-changing competitive environment, constantly re-inventing them. They have tried to undergo at least major change intervention in their business strategy in order to compete in today's ultracompetitive environment.

Programs like reengineering, restructuring, and downsizing have become commonplace as a result of intense pressures to outperform the competitions (Luthans, 2008). Downsizing in particular has taken and continues to take a toll on employees. The actual loss of jobs or even the mere threat of being laid off can be extremely stressful for employees. Additionally the survivors of downsizing often experience tremendous pressures from the fear of future cuts, the loss of friends and colleagues and an increase in workload.

In other words, downsizing often translates to long hours and more stress for the survivors. Such chronic occupational demands can lead to stress which affects one's health.

Occupational stress is quite normal. Rubina et al (2008) assert that the absence of stress is death; indeed it is true because stress is not always negative or harmful. However if excessive symptoms of stress are exhibited, then it interferes with productivity, performance and has an impact on physical and emotional health (Andrzej, Huczynski, and Buchana, 2007). Stress and job performance have long been linked. In most cases, stress is believed to have a negative effect on performance at work. This includes stress factors that are work related as well as other life stressors. Factors such as poor or unsafe working conditions, bad management and unreasonable expectations are most certainly detrimental to an employee's ability to perform well. Such factors often affect employee morale, making workers less enthusiastic about their jobs and about the company. Unmotivated workers will generally be less effective than those who are comfortable with their jobs and the work environment.

To add on that, workers who experience high levels of stress may be ill or absent more often, may be more prone to make errors and may have a lower tolerance for challenging situations or people. They are also likely to have lower levels of job satisfaction, a factor that is often linked to a decrease in performance levels and an increase in turnover rate(Stephan, Packard, and Manning,1986). However, stress can actually drive the worker to perform more effectively. This is not the reason as to why the researcher conducted the study; the major concern was to find out the effect of organizational stress factors on employee performance in organizations.

1.2 Statement of the problem

In the ever-changing environment, social, economic and technological pressures forces managers to put emphasis on employee performance. At the same time, there are negative health effects of these pressures. It is important to understand the effect of work on people. According to Stephan, Packard, and Manning (1986), many employees are experiencing disabling emotional ill health, suffer from psychological discomforts and physical ailments, those stress related symptoms contribute to absenteeism, low productivity and the health care expenses of the organization. These endanger their performance at the work place.

Organizations have tirelessly tried to respond to this ever changing environment in order to reduce stress related outcomes to meet the competition through putting in place programs and mechanisms like employee's involvement in decision making, decentralization, incentives and safe working conditions (Gibson et al, 2009). Despite the fact that some of these have been provided for in organizations, stress cases have continued to arise to the extent that even burnout cases have been registered in some organizations. This has affected job performance and employee satisfaction in organizations. It's therefore on this ground that the researcher is interested in investigating the organizational stress factors and their effect on employee performance in organizations amidst all the strategies put in place to respond to the ever changing environment.

1.3 Objectives of the study

1.3.1 Major objective

To assess whether organizational stress factors affect employee performance in non-governmental organizations in Uganda

1.3.2 Specific objectives

The study was guided by the following objectives:

- To find out whether job design affects employee performance in NGOs in Uganda
- To examine whether management styles affect employee performance in NGOs in Uganda.
- To investigate the effect of interpersonal relationship on employee performance in NGOs in Uganda
- To find out whether job security affects employee performance in NGOs in Uganda

1.4 Research questions

- What are the effects of job design on employee performance in NGOs in Uganda?
- How does management style affect employee performance in NGOs in Uganda?
- How does interpersonal relationship affect employee performance in NGOs in Uganda?
- What are the effects of job security on employee performance in NGOs in Uganda?

1.5 Scope of the study

This study assessed the organizational stress factors that affect employee performance in non-governmental organizations in Uganda. Some of the organizational factors it examined were job design, management style, job security, and interpersonal relationship and how they affect employee performance in organizations. The indicators of employee performance that was examined by the research included; faulty decisions, degree of absenteeism, the level employee turnover, work place aggressions, employee satisfaction , number of errors due to fatigue, productivity and efficiency, on-the job injuries, mental block, and the level of concentration.

1.6 Significance of the study

This study may be of significance to various stakeholders in the organizations, since stress is one of the factors that affect most employees in organizations;

It may help the employers in implementing the right stress management strategies that may suit the interest of both the employers and the employees from the recommendations suggested.

It may also equip the employees with some knowledge on how to control and manage stress, it will sensitize them on the positive implications of stress though in most cases all they know is the bad side of stress and they forget that to some extent it boost their morale to work harder and meet some targets.

It may also be significant to the researcher in that she may get equipped with knowledge about stress and how it will be handled as “a manager to be” in any organization. The researcher will also get exposed to how to manage personal stressors and how to control it.

1.7 Justification

Occupational stress is a phenomenon that affects most employees. Though some level of stress should be encouraged in boosting employee performance, its negative impact seriously endangers employee performance, satisfaction and their morale to work in organizations. This is why the researcher aims at drawing the attention of the concerned authorities like NGOs' and the employers to take initiative in maintaining it to some level that may not endanger productivity of employees.

Secondly, sufficient information about the impact of organizational stress factors on employee performance may not be adequate to make them control those stressors hence inadequately researched upon.

Thirdly, it is a requirement from the faculty to the student for the award of a bachelor's degree in business administration and management. Therefore, the findings of the study is aimed at helping NGOs and its stakeholders to formulate comprehensive strategies and engage effectively in addressing the problem of organizational stress as the most vital issue in organizations.

1.8 Conceptual framework

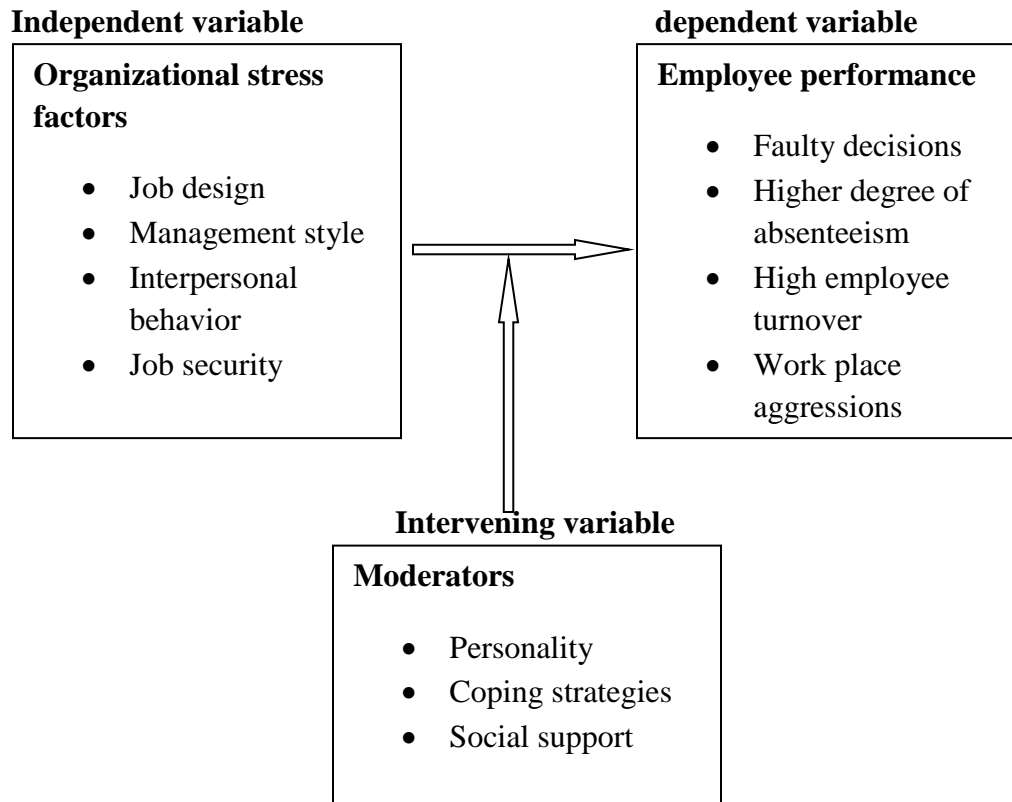


Figure I: Conceptual framework

Source: Ivancevich, Konopaske, and Matteson (2005), and Folkman and Lazarus (1986); Newstrom and Keith (1989).

The conceptual frame work above is to guide the researcher in achieving the objectives of the study. The variables are inter-related based on the concepts shown that is the organizational stress factors under study; job design, management style, interpersonal relationship, and job security and employee performance through the level of absenteeism, employee turnover, employee aggression, and decision making. The moderators which are intervening variables namely personality, coping strategies, and social support moderate the effect of the organizational stress factors on the performance of employees by either increasing or by

reducing its level of intensity. It either increases or reduces the effect of organizational stress on employee performance.

1.9 Definitions of the key terms and concepts

Organizational factors; these are the elements within the organization that affect either indirectly or directly affect its operations.

Stress; this refers to any response that an individual perceives to be psychologically or physiologically taxing/challenging the body and his or her social life.

Employee performance; this refers to the output that is expected from the employees work.

Non-governmental organizations; it is a not for profit organizations that is created by legal persons that operate independently from the government.

1.10 Conclusion

The chapter explored the background, problem statement, the overall and specific objectives, scope of the study, justification, significance, conceptual framework and the key terms in relation to how organizational stress factors affect employee performance in NGOs in Uganda and Moroto district in particular.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter the researcher reviewed various literature related to the topic organizational stress factors and employee performance in Non-Governmental Organizations in Uganda with the aim of conceptualizing and illustrating valid information related to the specific objectives of the study. The chapter focused and related the two variables those are various organizational stress factors and employee performance that were derived from the research topic under study.

2.1 Occupational stress and employee performance in organizations

As highlighted in the background, many scholars have defined occupational stress in different ways. Occupational stress is caused by a number of things. One may feel under pressure at work because of the workload, deadlines, the environment one work in or their colleagues (Andrzej, Huczynski, and Buchana, 2007).

A number of factors cause occupational stress among others are poor working conditions, such as noise or bad lighting; long working hours; relationships with colleagues; having too much or too little to do tasks assigned; lack of control in the working environment; not feeling valued for the work you do; bullying at work; and being under pressure to meet deadlines colleagues (Andrzej, Huczynski, and Buchana, 2007). However the personal stressors like personality should not also be ignored.

As a result of occupational stress, physical symptoms like fatigue, headache, stomach problems, muscles aches and pains, chronic mild illness, sleep disturbances and eating disorders may result. To add on that, even psychological and behavioral problems of stress namely; anxiety, irritability, alcohol and drug use, feeling powerless and low morale will also affect employees. If exposure to stressors in the workplace is prolonged, then chronic health problems can occur including stroke and burnout which in turn affects performance (Colquitt et al, 2011). The various works of other scholars are reviewed as shown below for the organizational stress factors under study;

2.2 Job design and employee performance

Gibson et al (2009) define job design as the process by which managers specify the contents, methods, and the relationships of jobs to satisfy both organizational and individual requirements. It involves creating or defining jobs by assigning specific work tasks to individuals and groups. Job design major goals are high levels of job satisfaction and job performance. Job satisfaction refers to the degree to which an individual feels positively or negatively about various aspects of the job for example on the pay, tasks assigned, supervision, co-workers, work settings and advancement opportunity. These factors are very important in organizations for the achievement of the desired performance. When employees get involved and are familiar with the job design they become more motivated to take active part in the achievement of organizational goals and as a result performance of employees increases which positively impacts the outcomes. Job design also plays a crucial role in the achievement of organizational as well as personal goals.

According to (Memoona, Kiran, and Bahaudin,2013), a job should be well designed according to the desires of the employee to achieve extra ordinary outcomes.

They give three approaches that can be used to achieve an employee's satisfaction and motivation. That is job enlargement which brings variety in tasks and can be used for learning of employee, job rotation that moves employee from one specialized task to another and job enrichment that builds achievement, recognition, responsibility, stimulates work and vertical loading of tasks. Through these approaches an effective combination of tasks, assignments and objectives can be achieved for the employees so they can formulate their goals aligned with organizational goals.

They also contend that “a well-motivated and satisfied employee by an ideal job design become loyal to the organization and considers himself or herself a part of the organization and organizational goals becomes his/her personal goals. If the job is designed according to the attitude of the employees their stress level declines. They feel delighted and consider the job the appropriate one for them. Involved and motivated employees tend to show low absenteeism and spend their time in meaningful pursuits. They remain with the organization for longer tenures and become valued asset for the organization in the long run ((Memoona, Kiran, and Bahaudin, 2013)

On the contrary ibid contend that if the job is not according to the psychological perception of the employee it will become hard for the organization to involve them with work. They become highly de-motivated and frustrated. These employees tend to remain with organizations for shorter periods and leave the organization to face a higher employee turnover cost. Employee turnover cost is a huge cost that companies bear if they fail to involve and motivate their employees. Such employees if they remain with the organization become less productive, show higher absenteeism. (Memoona, Kiran, and Bahaudin,2013).

Effective job designs also enhance the performance of employees up to optimum level and organizational productivity increases with it. The mind of employees, attitude or behavior should be well analyzed and considered while designing tasks and assignment to satisfy, motivate and involve them in their work and retain them within the organization in the long run (Knicki and Kretiner, 2006). In order to have an effective job designs as early highlighted, job rotation, job enrichment and job enlargement, can be used to engage, encourage and involve employees in their work. They are as discussed below;

2.2.1 Job enrichment

In job enrichment rather than changing the number and frequency and tasks a worker performs, it incorporates high level motivators to the job including the responsibility, recognition, opportunities and growth, and learning and achievement (Daft, 1995). Jobs can be enriched either by improving job content factors (such as responsibility, recognition and opportunities for achievement, advancement and growth) or by core job characteristics (such as skill variety, tasks identity, tasks significance, autonomy and feedback). This leads to motivational states or experienced meaningfulness, responsibility and knowledge of results (Knickl and Kretiner, 2006).

According to McShane and Von Glinow (2009), meaningfulness, responsibility and the knowledge of results uses skill variety, task identity, task significance and feedback to analyze a job.

According to Andrzej, Huczynski, and Buchana(2007), responsibility is measured by the amount of autonomy a job provides; this is the degree to which the employee has substantial freedom and independence on the job.

The perception of meaningfulness may be measured by three core factors that is skill variety, task identity, and task significance. Skill variety is the amount of different skills that are needed to do the job. Task identity has to do with knowledge of results. If an employee can oversee the process and see the end results, the experienced meaningfulness becomes higher. Task significance is the overall perception of the usefulness of the employee. This depends on the degree to which the specific or the entire organization has impact on the lives of other people or on the world at large. Knowledge of results is not just about being able to see the visible end results. It also includes getting feedback from other people. Getting feedback improves the overall perception of the job and influence knowledge of results, meaningfulness and responsibility. By using these core factors, managers find the origin of motivating employees and how to solve satisfaction problems. In a nut shell, job enrichment can be successful if the four core dimensions are improved that is variety, autonomy, task identity and feedback.

Abdul (1978) argues that the way employees cope with stress depend on the enrichment levels of the job they have. Individuals on highly enriched jobs are able to direct stress into performance. This is because stress causes them to become more involved in planning and understanding the work itself, their personal roles and the roles of others in it. On the other hand individuals on low enriched jobs have less option to direct stress in a positive way. An incomplete view of the work process makes it more difficult for employees to understand the importance of demands and high dependence on external sources makes it more difficult to change the outcome. This low decision latitude is a stress factor itself, this combination with high demands will result in a high level of stress that is likely to have a negative effect on the workers performance and satisfaction. This shows that implementation of job enrichment as a motivational tool can influence the effect of stress on employees (Abdul, 1978).

To add on that, Luthan and Keith (1995) argue that enriched tasks eliminate stressors found in more routine, structured jobs. Though not all people respond to enriched job designs favorably, at least with some people the enriched job may actually lead to increased job stress. People respond differently to stress. Recent research also show that people have different experiences in that they have different threshold levels of resistance to stressors, while others may be affected by enriched job design others may not (Mchane,2009).

It should also be noted that individuals with low growth needs, low self efficacy, lack of hardiness, and low fear of failure may also experience increased stress in an enriched job (Ferris,et al,2005).

2.2.2 Job enlargement

Daft (1995) define job enlargement as a process that combines a series of tasks in to one new broader job. This is responsive to the dissatisfaction of employees with over simplified jobs instead of only one job; an employee may be responsible for three or four and will have more time to do them. This provides job variety and greater challenge for them.

The idea behind is that, simplified and routinized jobs are so specialized that workers find them monotonous, boring and not satisfying, Due to this, many employees leave the organization leading to high levels of turnover, absenteeism and fatigue. On the other hand, although job enlargement requires a longer training period, job satisfaction usually increases because boredom is reduced, hence job enlargement will lead to improvement in other performance outcomes (Gibson et al, 2009). Each of these changes involves balancing the gains and losses of varying degree of division of labour. However, some employees cannot cope up with enlarged jobs because they cannot comprehend complexity more over they may not have a sufficiently long

attention span to complete an enlarged set of tasks. Job enlargement would increase satisfaction and product quality and decrease absenteeism and turnover only if employees are amenable to job enlargement and have the requisite ability.

In recent years, effective job enlargement involves more than simply increasing task variety. In addition, it is necessary to design certain aspects of job range including worker paced rather than machine paced control (Ivancevich, Konopaske, and Matteson, 2011). Job enlargement involves both the horizontal and vertical enlargement. In horizontal, the nature and content of the job can be changed by adding more tasks of a similar nature and skill level while in vertical enlargement, tasks of similar skill level but different nature are added to the employees existing tasks.

2.2.3 Job rotation

Job rotation involves moving workers from one job to another usually after short periods of time. It involves rotating managers and non-managers alike from one job to another (Ivanceich, Konopaske and Matteson, 2011). Though there may no change in the job content, job rotation reduces boredom and monotony by exposing the employee to a broader variety of tasks and skills needed to meet them. This helps to meet need for variety, increased experienced and knowledge. In so doing, the individual is expected to complete more job activities since each job include different tasks. It also involves increasing the range of jobs and the perception of variety in the job content. Increasing tasks variety increase employee satisfaction, reduce mental overload, decrease the no of errors due to fatigue, improved productivity and efficiency, and reduce on-the job injuries. However, job rotation does not change the basic characteristics of the assigned jobs. Critics' state that job rotation often involves nothing more having people perform several boring and monotonous jobs rather than one.

Job rotation is also considered as a method of job design by which employees learn job skills from different parts and relieve exhaustion due to repeated task by changing those tasks. It involves working in different situations at time periods which are classified based on a range of individual knowledge, skill and capability of employees. Job rotation is regarded as learning role in firms as employees get a chance to accomplish various tasks and changing roles. Job rotation is planned in the job training phase because it proves helpful while transferring employees from one job to another in order to learn more and increase their knowledge by doing various jobs. As a result efficiency of employees increase and it positively impacts the performance of employees (Memoona, Kiran, and Bahaudin, 2013). Job rotation also improves management and supervision in an organization. It helps validate decisions and decrease unnecessary operational errors hence decisions are made based on rich information with minimum error and more so it creates mutual trust between the employees which helps them to improve on their jobs. An efficient job rotation system also enhances productivity of human resources and improves the organizational performance in the organization by employees.

This result from training multi-skilled employees, creating a logical efficient interaction between skill and motivation and providing practical participation for employees whose greatest advantage is to increase satisfaction of the employees.

In a nutshell, it should be noted that, job enlargement, enrichment, and rotation can be used a tool of motivation because the advantages they offer to encourage people work harder and be able to achieve high performance levels which are beneficial to the organization.

To add on that, Ivancevich et al (2008) assert that job design is important to stress in that they help; employers identify the most important needs of employees and the organization; and help

employers remove obstacles in the work place that frustrate those needs. Some studies have reported that employees who participate in teams get greater satisfaction from their jobs than the reverse.

2.3 Management style and employee stress

The word management style and leadership style have been used by scholars interchangeably. Leadership style is defined as the pattern of behaviours that leaders display during their work with and through others (Mullins, 2005). People respond according to the manner in which they are treated. The behavior of the managers and their style of management will influence the efforts expended and the level of performance achieved by subordinates.

According to Kavanaugh and Ninemeier (2001), there are three factors that determine the type of leadership style: leaders' characteristics, subordinates' characteristics and the organization environment. More specifically, the personal background of leaders such as personality, knowledge, values, and experiences shapes their feelings about appropriate leadership that determine their specific leadership style; employees also have different personalities, backgrounds, expectations and experiences, for example, employees who are more knowledgeable and experienced may work well under a democratic leadership style, while employees with different experiences and expectations require a autocratic leadership style. Some factors in the organization environment such as organizational climate, organization values, composition of work group and type of work can also influence leadership style. However, leaders can adapt their leadership style to the perceived preferences of their subordinates.

Leadership styles can be classified according to the leaders' power and behaviour as autocratic, democratic, and laissez-faire, where styles are distinguished by the influence leaders have on subordinates (Mullins, 2005). More specifically, power is considered the potential of a process to influence people, a part of the influence process at the core of leadership, and the rights that allow individuals to take decisions about specific matters. The influence of leadership will differ according to the type of power used by a leader over their subordinates. Hence, leaders will be more effective when they know and understand the appropriate usage of power. Meanwhile a democratic style implies that leaders share their authority of decision making with employees and delegate, and finally a laissez-faire or free-rein style exists where leaders give their employees most of the authority over decision making.

Andrzej, Huczynski, and Buchana (2007) contend that as managers and supervisors, one is responsible for the health and safety of employees and ensuring that they are not affected by work related stressors. The management style can have a serious impact on skills to minimize some of these problems. It is important the management style used takes into consideration the stress related issues that may affect the employees at the work place, poor management styles that affect employees also inconsistent, competitive, crisis management, autocratic management, and excessive time pressures placed on employees.

Goleman (2000) identifies six leadership styles that is coercive, authoritative, affiliative, democratic, pace setting and coaching. In his view, he contends that effective leaders use all these leadership styles in order to have an impact on the working atmosphere and financial performance. Each style relies on an aspect of emotional intelligence which concerns skills in managing your own emotions and that of others. He argues that coercion and pace setting besides their uses can damage the working atmosphere, reducing flexibility and employee commitment

while the other four styles have a consistently positive impact on climate and performance. The most effective leaders or managers are those who apply the four or more of these styles and those able to switch styles as a situation commands. Some of the common management styles used in organizations today is as discussed below;

2.3.1 Authoritarian management style

Early work in the relationship between management style and stress was carried out by Lewin in which he documented the stressful and unproductive effects of authoritarian management style. On the same vein, Carpenter and Sanders (2009) also points out that authoritarian management style can be problematic.

In authoritarianism, leaders ignore inputs from others who soon stop offering it. Authoritarian Managers tend to become either averse to change or unable to implement it effectively because they lack the information they need. A related experience may be lack of managerial depth, which is often a byproduct of authoritarian leadership. This arises when a strong leader refuses to be surrounded by equally strong people. Lack of this managerial depth has been cited as contributing factor to the failures of many organizations. Another effect of faulty leadership is the tendency of top management to become unbalanced, this occurs when experience by management team in one product or functional area dominates the team.

According to the study by Dhamodharan and Arumugasamy (2011), relationship oriented leadership style is significantly related to the stress levels. Among the six leadership styles (coercive, authoritative, affiliative, democratic, pace setting and coaching) they identified, they found out that all the twelve stressors (unreasonable group and political pressures, responsibilities for persons, under participation, powerlessness, poor peer relations, intrinsic

impoverishment, low status, strenuous working conditions, , overload, role ambiguity, conflict and unprofitability) were directly related to coercive and authoritative leadership. The more the stress between the managers, the more dominant their coerciveness and authoritativeness became.

2.3.2 Autocratic management style

Ikechukwu (2012) argues that in this management style, the manager makes decisions unilaterally and without much regard for subordinates. As a result, decisions will reflect the opinion and personality of the managers which in turn can project an image of confidence well managed business. On the other hand strong and competent subordinate may change because of limits on decision making freedom, the organization will get limited initiatives from those on the front lines and turnover among the best subordinates will be higher. Autocratic leaders are not work friendly, believe in command and obedience and normally apply strong force on their subordinate in getting work. He commands and expects compliance, is dogmatic and positive and lead by the ability to withhold or give rewards and punishment. In this case, the employees are totally subservient to the manager. He contends that leaders who adopt this management style enforce rules and regulation on their subordinate. They do not create room for subordinate opinion and suggestion leaving the follower with little or no work freedom of choice.

To add on that, Gordon et al (1990) also argues that autocratic leaders tells subordinates what to do and expects to be obeyed without question. In other words, the style is embedded in leaders who have full organizational power and authority for decision making without sharing it with their subordinates.

2.3.3 Democratic management style

This is also called participative or supportive style of leadership which often requires the utilization of controlling tactics of influence. A participative leadership involves the use of various decision procedures that allow other people some influence over the leaders decisions (Yukl, 2013, pp115). The leader expects his followers/subordinates to behave in certain ways and as such deliberate with them on the mode of operation. The leader also motivates his followers by applauding their successful performance.

A democratic manager shares the decision making activities among his subordinates however this is done without relinquishing his responsibility and authority. Any situation where the leader is required or forced to make a decision alone, his reasons are made known to his subordinates. This style of leadership encourages objective criticisms and praises and it also create room for effective delegation; which is very crucial to a modern day organizations (Gordon, et al, 1990).

Yukl's (2013, pp 116) work also highlights the importance of managers providing workers with greater control at work or a mere participative management style. These include high decision quality, high decision acceptance, high satisfaction and more skill development. Offering greater opportunities to employees to participate in decision making can result in improved performance, lower staff turnover, and improved levels of mental and physical wellbeing. A participatory style of management should also extend to the worker involvement and improvement of safety in the work place.

Job control and work schedules freedom are significant indicators of risk of coronary heart disease. Restriction of opportunity for participation and autonomy results in increased depression, exhaustion, illness rates and pill consumption.

Feelings of being unable to make changes concerning a job and lack of consultation are commonly reported stressors especially among the blue collar jobs (Karasek's ,1990). A participative management style can creates its own potentially stressful situation for example a mismatch of formal and actual power, resentment of the erosion of formal power, conflicting pressures both to be participative and to meet a high production standards, and subordinates refusal to participate.

Although there has been a substantial research focus on the difference between authoritarian and participatory management style on employee performance and health, there have also been other particular approaches to management styles.

According to Luthans (1995) supportive leadership or management styles normally have most positive effects on satisfaction for subordinates who work on stressful, frustrating or dissatisfying tasks. This is because it is friendly and approachable and it also shows a genuine concern and subordinates. Close supervision and rigid performance monitoring also have stressful consequences. In this connection, a great deal of research have been carried out which indicates that a management style characterized by lack of consultation and communication unjustified restrictions on employee behavior and lack of control over one's job is associated with negative psychological moods and behavior responses like excessive drinking, heavy smoking, escapist and other stress related manifestations.

Additional leadership theories suggest that, task oriented managers or leaders create stress. It is believed that intellectually stimulating leaders increased perceived stress and burnout among their subordinates. On the other hand, transformational and charismatic leadership theories (Luthan and Keith, 1995) focus up on the effects which those leaders have upon their

subordinates who are generally more self assured and perceive more meaning in their work. It has been found that these types of leader or manager reduce stress levels of their subordinates.

On balance, therefore managers who tend to demonstrate considerate behavior to have a participative management style to be less production or task oriented and to provide subordinates with control over their jobs are likely to reduce the incidence of ill health and accidents at work (Mullin, 2005).

2.4 Interpersonal relationship and employee performance

Interpersonal relationship refers to the strong association among individuals working together in the same organization. In order for employees to deliver as expected by the organization, there should be a strong bond among them. This relationship can be among supervisor, co-workers, and subordinates ((Luthan and Keith, 1995).

Interpersonal relationships can also be the quality of relations an employee usually has at the work place. A potentially stressful relationship with in the workplace may be found in the interaction with the clients or customers. Interpersonal relationship has been consistently linked to occupational stress. Employers may be come easy targets to stress because of the strong feelings of personal responsibility they experience in helping others and because of the frequent feedbacks about work success that they receive. Another group that may consistently be at risk of experiencing occupational stress and burnout are those individuals involved in providing services to ((Mullin, 2005).

Having to live with other people is one of the most stressful aspects of life; good relations between members of a work group are considered a central factor in individual and organization health, particularly in terms of the boss-subordinate relationship.

Poor relationships at work are defined as having low trust, low level of supportiveness and low interest in problem solving with the organization. Mistrust is positively correlated with high role ambiguity which leads to inadequate interpersonal communication to the individuals and psychological strain in form of low job satisfaction, decreased well being and a feeling of being threatened by ones superior and subordinates (Luthan and Keith,1995). Where mutual trust exists, friend ship, respect and certain warmth between the boss and the subordinates there is reduced feeling of pressure. It is important to note that poor co-worker relationships are associated with low trust, low supportiveness and low interest and willingness to listen.

To add on the above, some of the common stressors resulting from interpersonal relations may include; poor social environment and lack of support or help from co-workers and supervisors. (Luthan and Keith, 1995) considers Social support to be a positive aspect of interpersonal relationships counter balancing other negative psychological factors at work. On the other hand, the lack of support is not restricted to mere lack of positive buffering. It can cause stress or tension itself. One way social support can lead to stress in relation to level of support expected from colleagues, employees or supervisors, usually the norms and established traditions for interpersonal interactions will set the standards to what we consider minimum level of support can lead to stress due to a feeling of loss of security. (Luthan and Keith, 1995) suggest that social support in the form of group cohesion, interpersonal trust and liking for a superior as part of a supervisor appears to contribute to feelings of job pressure.

Supportive relationship is yet very significant in organizations because it prevents, reduces and aids effective coping with stress. Social support mitigates the effects of stress or a variety of production (Mullin, 2005). It is also true that to mediate the negative effects of exhaustion, which is a central component in burnout process, reducing turnover intentions, social support is

very vital in it. Mullin (2005) highlights the four types of this social support namely; emotion such as esteem, trust, concern and listening; appraisal such as affirmation, feedback, social comparisons; information such as advice, suggestions and directions ; instrumental such as aid-in kind, money, labour, time.

The amount of perceived help received from social relationship also contributes a lot to employee stress. Supportive social relationships at work are less likely to create interpersonal pressures associated with rivalry, office politics and unconstructive competition (Kretiner and Knickl.2010). Meanwhile Mchane and Glinow (2009) contend that informational or emotional support from co-workers, supervisors and even family members buffer stress as it becomes easy for them to handle when they get these support from the respective persons than when they are left alone.

2.5 Job security and employee stress

Job insecurity is one of the common organizational stress factors in organizations. Job insecurity refers to the powerlessness and the threat to maintain desired continuity in ones one's current job (Greenhalgh and Rosenblatt, 1984). Gone are the days of a job for life. The threat of losing a job makes life generally very stressful. Workers also put up with more hassles just to keep a job. Changing occupations is far more common now days - this can be one of the most stressful times in a person's life. The nature of jobs in organizations is too much risky because there is no certainty of having a life time job as they are normally on contracts; they put employees on pressure to keep looking for secure jobs, this cause stress for them. The study conducted by Naaem et al (2007) show that job insecurity is positively associated with the overall job stress. In their study they also found out that work overload, job insecurity, and poor co-worker relations

were the major contributors to the bankers stress. Due to these factors, employees fail to balance the work and family life as the tasks become too much to enable them attend to their family responsibilities (Naeem et al, 2007).

Job insecurity consistently presents itself as a stressor with regard to the consequences; job stress brings about subjective effects like feeling undervalued, work place victimization, bullying, unclear roles, work home interface, fear of joblessness, exposure to traumatic incidents at work, and economic instability. These leads to mental block, poor concentration and poor decisions (Laiba et al, 2011). According to the researchers, job performances also vary with demographic variables for example various research shows that male employees are more stressed than their female counterparts. This is due to the possession of more bearing capacity. The burden also depends on the nature and the position in the job. In most cases employees in high positions are more stressed than those at the lower positions, this is due to the heavy tasks they hold by those positions.

As a matter of fact, job insecurity has been among the most investigated job stressors. In the last twenty years, research has generated wide empirical evidence about the negative impact of job insecurity on a number of aspects related both to individuals' well being and to organizational functioning. On the other hand, as regards the organizational consequences, higher feelings of job insecurity were associated to lower job satisfaction and organizational commitment, intention to quit the organization, reduced organizational trust, proactive job search and noncompliant job behaviours, work withdrawal behaviours such as absenteeism, tardiness and task avoidance, lower job performance, impaired safety outcomes such as higher levels of workplace injuries and accidents (Greenhalgh and Rosenblatt, 1984).

According to Hellgren, Sverke and Isaksson (1999), there are two different forms of job insecurity: a quantitative job insecurity that refers to worrying about losing the job itself, and a qualitative job insecurity that refers to worrying about losing important job features.

While the quantitative job insecurity is related to the general, comprehensive (and most used) operationalization of the construct, the qualitative job insecurity refers to feelings of potential loss in the quality of organizational position, such as worsening of working conditions, lack of career opportunities, decreasing salary development (Sverke and Hellgren, 2003). However, these two different facets of job insecurity have in common the underlying assumption that job insecurity is intended to be a subjective experience, based on individual perception and understanding of the environment and the situation, and refers to the anticipation of the stressful event of losing the job itself (Sverke and Hellgren, 2003). As one would expect, objective job insecurity, originated by situations such as organizational downsizing, restructuring, such as worsening of working conditions, lack of career opportunities, decreasing salary development dismissals, generally leads to greater subjective job insecurity.

As regards the individual consequences, higher feelings of job insecurity were found to correlate with poorer mental and physical health, psychological distress and burn out, worse psychological moods, lower self esteem, life dissatisfaction, spoiled marital and family relations. However, feelings and perceptions of job insecurity may vary from one individual to another despite the objective situation they are currently living in. After all, literature on stress has widely documented that reactions to stress depend on how individuals cope with the situation they are facing (Lazarus and Folkman, 1984), and has underlined the importance of internal resources (such as coping strategies, hardiness, and dispositional optimism) and external resources (such as material resources, social support) in coping with stress.

Similarly, research on job insecurity is recently focusing on those intervening variables that could mitigate and reduce its negative consequences (Sverke and Hellgren, 2003). Individual differences in personality traits such as self-care, self-esteem and optimism, emotional intelligence, locus of control and need for security may moderate the negative effects of job insecurity on well being outcomes. On the other hand, external resources such as social support , perceptions of process and work control participations in decision processes, fairness of treatment and organizational justice were shown to affect work attitudes (like satisfaction and commitment) and well being, and thus may moderate the effects of job insecurity (Sverke and Hellgren, 2003).

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter consists of the systematic techniques used during the study and they entail: the research design used area of study, population and sample size, data collection methods and instruments, validity and reliability, research procedures, data analysis, ethical considerations, and the study limitations.

3.1 Research design

The research design that was used includes descriptive and correlation research design. The descriptive research design was used in order to describe the respondent's occurrences, events and experience the way they were expressed by them, the researcher used this because of the interest in association of organizational stress factors and employee performance. Meanwhile the correlation research design was used in order to compare the relationship between organizational stress factors and performance among employees in organizations.

3.2 Area of the study

The study was carried out in IRC an international NGO in Moroto district. It began its' operation in 1988 in Uganda. Its' mission is to serve refugees and communities victimized by operation and violent conflict worldwide. It is committed to freedom, human dignity and self reliance. This commitment is expressed in emergency relief, protection of human rights, post-conflict development, resettlement, assistance and advocacy.

IRC Moroto is involved in operations like support initiatives to improve livestock health and diversity economic activities, efforts to build peace in Karamojong, train health workers to treat women and children been sexually harassed and empowering girl child education, broadening the fight against child labour, and supporting survivors of sexual assault. This organization employs many people in the region especially the energetic youth as social workers, development workers, medical workers and others(Annual review, 2009). Human factor being a very important part of an organization should not be ignored hence the reason why the researcher chose IRC, Moroto in order to assess the effect of this organizational stress factors on their performance.

3.3 The study population

The population of the study is the employees of international rescue community, Moroto district. The population under study included the functional managers (accounting officers, human resource officer, ICT manager, Procurement officer and the administrators),and the operational managers which included social workers, medical workers, data analyst, and the trainer which comprised of the most population.

The table below shows how the population of the study was distributed as shown below.

Table I: The distribution of the population of the study

	Number	percentage
Functional managers		
Human resource officer	1	3.2%
Accountants	2	6.5%
ICT	1	3.2%
Administrators	2	6.5%
Operational managers		
Trainer	1	3.2%
Health workers	5	16.1%
Social workers	18	58.1%
Data analyst	1	3.2%
Total	31	100%

Source: Abonyo Sarah, 2014

3.4 The sampling procedure

3.4.1 Sample size

The researcher used Krejcie and Morgan approach table to determine the population. Using this approach, 40 people were taken as the sample population and the sample size estimated at 36 respondents according to the table, these were respondents and interviewees who answered both the interviews and filled in the questionnaires.

The sampled population included procurement, human resource personnel, finance and accounts managers, the health workers, social workers, trainer, ICT analysts.

3.4.2 Sampling technique

The researcher also used simple random sampling to obtain its sample population. The researcher prepared an exhaustive list of all members of the organization and it is from this list that the sample was drawn. This method was used because the method gives opportunity to every member. It's chosen in order to ensure that from the sample drawn, each person has an equal chance of being drawn from the population during each selection round. It was also so that a simple random sample is drawn without introducing researcher bias. This was achieved through lottery use to impartially select the members of the population to be sampled.

Further, the study also made use of a convenient sampling technique; this is a type of non-probability sampling technique. This technique did not create a platform where every respondent had equal chance of being a part of the sample. However, this technique was appropriate for this study because the respondents had different work schedules, from the lists prepared by the researcher in simple random sampling, some of the employees were for other programs outside the organization hence this method bridged that gap simple random sampling created by using the available employees during that week. Respondents were thus selected primarily on the basis of their availability and willingness to respond.

3.5 Data collection methods and the instruments

The researcher used the questionnaire method, interview methods and observations as the primary source to collect the data.

The questionnaire method; the research tools used included questionnaires. This was designed by the researcher and was delivered to the respondents after the researcher was granted permission to conduct the study in the organization.

The questionnaire contained mainly closed ended questions which was likert scaled. The researcher chose to use closed ended questionnaires because they are convenient in collecting factual data, easy for respondents to complete and can be pre-coded which makes processing of data for computer analysis into a fairly simple tasks. The questionnaire comprised of three parts; part A which was the background of the study, part B contained questions pertaining the objectives and part C was on the indicators of employee performance. The researcher used questionnaire because this method was considered appropriate to the respondents as they are literate and it was more convenient for them as they did it at their free time. It would also make them feel free to answer in case of sensitive questions, and a lot of data would be collected in a shorter period which was indeed the case.

Interview methods; the research tools that was used was the interview guide. The interview guide contained 10 structured interview questions which were meant to guide the interviewer so she would not deviate from the research questions. Answers to the questions posed to interviewees were jotted down during the interviews as the respondents would answer. The researcher used the method because it has a higher response rate than questionnaires hence it helped solve some of the weakness of using questionnaire for example the researcher had the chance of clarifying the questions which they did not understand and also had the chance to directly observe facial expression of the respondents.

3.6 Data control methods

The researcher ensured control over data to give valid and obtain reliable information for the study. Reliability is the degree to which a measure of concept is testable. It means findings would be consistent and the same if the study was to be conducted again while validity is the

truthfulness of the findings. It is about ensuring that the data collected represents a true picture of what is being studied (Bryman and Bell, 2007).

To ensure these, the findings that is to be collected should be consistent, concurrent and truthful, a test re-test method and pretesting was done to ensure that the findings would be reliable and valid. 10 respondents were given questionnaires to answer these questions to test reliability and validity. This helped the researcher to detect questions which were vague as they were revealed, corrected and rephrased. The data collection instruments were also given to the supervisor who identified some errors in the items and guided on the parts that needed correction. They were then corrected to ensure that the findings are valid at the end of the research.

3.7 Data management and processing

The data was processed and analyzed to ensure accuracy, uniformity and completeness of the data. This was done by first of all, coding and entering the raw data. Coding involved assigning a number to the participants' responses so that they can be entered in the data base. After responses were coded, they were entered into the database through SPSS data editor, this helped to enter, edit, and view the contents of the data file.

It was then edited after the data were keyed in to check blank responses to check for inconsistent data and cross check all the errors and omissions and later it was analyzed.

3.8 Data analysis

The data was analyzed both quantitatively and qualitatively. The quantitative technique used involved descriptive statistics and inferential technique most specifically correlation analysis technique.

The raw data were first tallied and coded. Coding involved the researcher in converting the raw data to numerical codes, in order to represent measurement of the variables. The coded data was then analyzed using SPSS 16 package and then presented in percentages, figures, and in tabular form in respect to the main variables with the help of the SPSS package. Analyzing the data using this technique involved the creation and application of codes to the data collected. For the qualitative analysis, the data/ information gathered from respondents were presented the way they were expressed by them.

3.9 Ethical consideration

Permission was sought from the organization to conduct the research. The study was evaluated and commissioned by the organization. After then, permission was granted; participants were informed via emails about the intended study and its use. Consent letter was distributed along with other questionnaires. Participants' anonymity was ensured, and the identity of the participants was promised not to be revealed.

The consent letter which was distributed was to seek their consent before asking the questions and even before getting any essential documents referring to the study from them. The researcher assured the respondents that whatever information they were going to contribute would be confidential and exclusive for the study. However, they had discretion to either accept to participate in the study or to abstain. They were not to be forced to speak when it is not their will.

Protection of participants from harm, the researcher also made sure as part of her responsibility that participants are not in harm during this research. To execute the above, the researcher ensured that information got during the study was kept confidential. Confidentiality and privacy of the respondents' personal views was ensured in the course of the study.

3.10 Limitations of the study

These were anticipated constraints to the study and these include the following:

The results of the study was limited by the honesty of the participants, the researcher doubted their honesty at first because some of them were not willing to participate in the study as they had participated during pretesting. In order to ensure that the respondents were willing to participate in the study, they were assured of the aim of the pretesting done and were requested to respond to questions honestly or participate without biasing the study results which they consented to.

Secondly, there were issues with regard to respondents' expectations, identification and time management of interviews with working officials considering the limited time for study. They had different work schedules.

However, In order to overcome the limitations, the researcher used the official letters of introduction detailing the purpose and significance of carrying out the study. The letters was from the faculty business administration and management. These served the purpose of easy identification and time-management schedules for interviews with respondents who were less willing to provide information and tried to avoid the interviews. On the other hand, the high expectation of some respondents on sitting allowance and other personal interest was solved through clear explanations about the aims and objectives of the study.

3.11 Conclusion

This chapter stated the methodology used for the study, how the data was collected, managed, and analyzed from the research field work. The chapter also showed research design as a correlation research design and the descriptive study with an in-depth description of the area of the study, the population features, sample size and categories of respondents involved in the study, and the challenges anticipated and the means and ways on how to overcome these challenges (limitations and delimitations).

CHAPTER FOUR

PRESENTATION, ANALYSIS, AND DISCUSSION OF FINDINGS

4.0 Introduction

This Chapter presents the findings from an in-depth research on the impact of organizational stress factors on the performance of employees in Non-Governmental organizations in Uganda. The major objective was to assess the organizational stress factors and their effect on employee performance in non-governmental organizations in Uganda with the case study of IRC, Moroto district.

The study specifically focused on the effect of job design on employee performance, the effect of management style on employee performance, the effect of interpersonal relationship on employee performance, and the effect of job security on the performance of employees in IRC.

4.1 The demographic description of the respondents

The total numbers of 36 key respondents out of the targeted population of 40 respondents were involved in the study. These included the functional managers (human resource officer, finance and accounting, ICT officers, procurement officers and the administrators) and the operational managers (trainers, social workers, and medical workers and data analyst). The respondents were divided into two groups of 30 respondents for questionnaires and 6 for interviews. 26 out of 30 respondents answered the questionnaires and 5 out of 6 respondents were interviewed respectively.

These give a good response rate of 86.1% which can be relied upon. They are shown below in the table;

Table II: Categories of Respondents involved in the Study

Category	Frequency	Percent	Cumulative Percent
Functional managers	6	19.4%	19.4%
Operational managers	25	80.6%	100.0%
Total	31	100.0%	

Source: The Primary data

From the table II above, the respondents were categorized into two groups namely the functional managers which formed 19.4% of the sampled size and 80.6% of the operational managers.

Table III: Respondents' gender

Gender	Frequency	Percentage	Cumulative Percent
Female	15	48.4%	48.4%
Male	16	51.6%	100.0%
Total	31	100.0%	

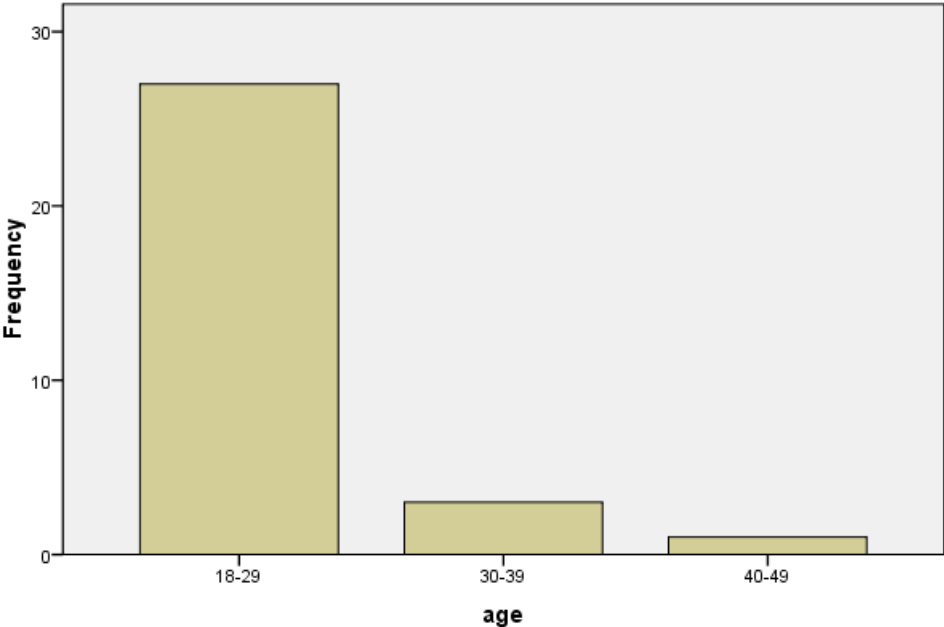
Source: Primary data.

The table III above shows the respondents according to sex in the study. The total number of 16 male with 51.6%, and 15 female with 48.4% participated in the study respectively. The sex and gender representation with a difference of 1% does not significantly affect validity of the findings as presented.

However, Laiba et al (2011) study show that job performances vary with demographic variables for example various research shows that male employees are more stressed than their female

counterparts. This is due to the possession of more bearing capacity. Out of the sampled population, a greater number of males were selected to verify or confirm this; however, the researcher intends to conduct further research since this study did not confirm this.

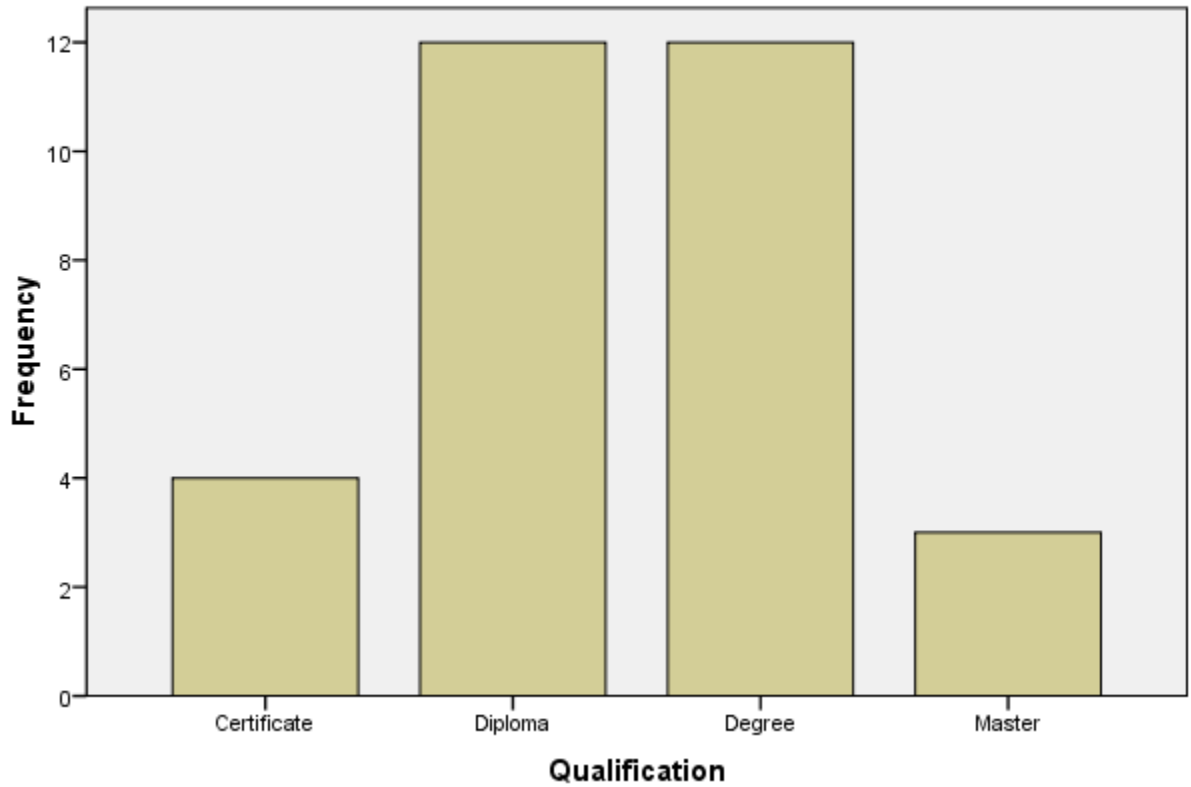
Figure II: Respondents' age



Source: Primary data

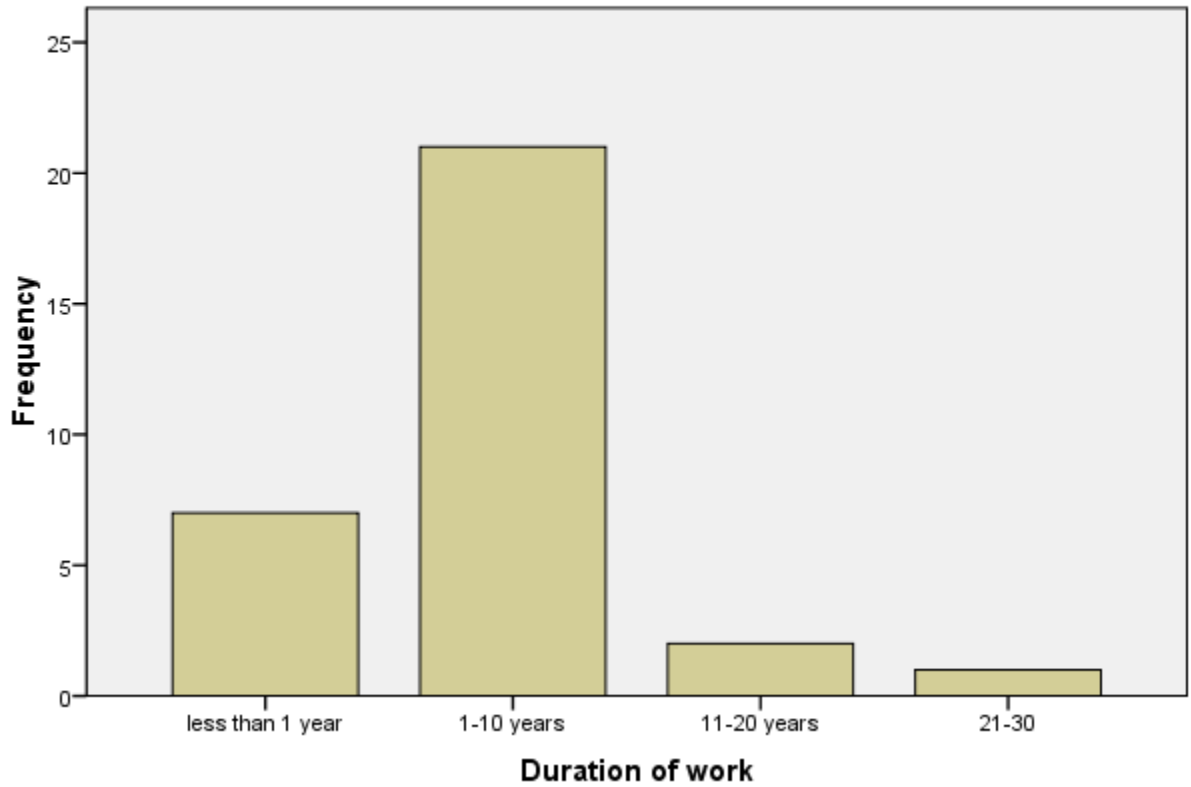
From the figure II above, out of the total number of 31 respondents, the age range of 18-29 formed the largest percentage of 67.7% and 22.6% were between the ages of 30-39 while 9.7% of the respondents were between the ranges of 40-49.

Figure III: The bar graph showing the respondent qualification



From figure III above, 38.7% were certificate holders and 38.7% were degree holders while only 12.9% and 9.7% were certificate and masters holders respectively. This implies that the majority of the participants were degree and diploma holders. The burden of stress also depends on the nature and the position in the job. In most cases employees in high positions are more stressed than those at the lower positions, this is due to the heavy tasks they hold by those positions (Laiba et al, 2011).

Figure IV: The bar graph showing the respondents' duration of work



Source: primary data

From figure IV above, 64% of the respondents had worked in the organization for a period of between 1 to 10 years, 22.6 % had spent less than a year meanwhile 9.7% and 3.2% had spent between 11to 20 years and 21 to 30 years respectively. The 64% was satisfactory enough for the researcher to base her conclusions on since the researcher believes they had got some experience in the organization and would give meaningful data that can be relied upon.

4.2. The job design and employee performance

Table IV: The table showing the correlation coefficient for the relationship between job design and employee performance

	Employee performance
Job enrichment	
I have control over my job	Correlation coefficient 0.431 Sig.(2 tailed) 0.080 N=31
I can see how my work tasks contributes to my organization's vision	Correlation coefficient 0.312 Sig.(2 tailed) 0.031 N=31
I have mastered the skills necessary for my work	Correlation coefficient 0.307 Sig.(2 tailed) 0.000 N=31
My supervisor/manager delegates important tasks/projects to me that significantly impacts my overall department's success	Correlation coefficient 0.349 Sig.(2 tailed) 0.090 N=31
My supervisor/manager recognize when I completely perform my job	Correlation coefficient 0.438 Sig.(2 tailed) 0.050 N=31
Throughout the year, my department celebrates its progress towards achieving its' goals	Correlation coefficient 0.416 Sig.(2 tailed) 0.080 N=31

Job enlargement	
There is a variety in tasks available	Correlation coefficient 0.248 Sig.(2 tailed) 0.007 N=31
I am contented with the content of my work	Correlation coefficient 0.495 Sig.(2 tailed) 0.050 N=31
I have significant autonomy in how I do my work	Correlation coefficient 0.410 Sig.(2 tailed) 0.050 N=31
I am responsible for the entire piece of my work	Correlation coefficient 0.366 Sig.(2 tailed) 0.070 N=31
I regularly receive evidence/information about my progress towards achieving my overall performance goals	Correlation coefficient 0.395 Sig.(2 tailed) 0.010 N=31
Job rotation	
Normally employees are moved from one job to another within their area of specialty	Correlation coefficient 0.316 Sig.(2 tailed) 0.061 N=31
There is opportunity to be moved to another branch/location	Correlation coefficient 0.304 Sig.(2 tailed) 0.046 N=31)

The significant correlation coefficient is 0.05 (2-tailed)

Source: primary data

4.2.1 Job enrichment

According to the table IV above, Probability most values showing correlation coefficients' level of significance are smaller than 0.05 hence correlation coefficients are significant statistically. Pearson correlation coefficients are 0.431, 0.312, 0.307, 0.349, 0.438, and 0.431 which show that there is a strong positive relationship between job enrichment and employee performance. Hence there is a statistical evidence to claim that there is significant relationship between perceived use of job enrichment of an organization and its employee performance.

Furthermore, from the findings 51.6 % of the respondents agreed that they have control over their jobs, 64 .2% agreed that their work tasks contributes to their organization's vision, 91.8 % agreed that they have mastered the skills necessary for the job, 73.8 % agreed that their supervisors delegates tasks to them and 70.2% agreed that they celebrate their progress in their department often. The employees showed they were passionate about their jobs because of the existence of the core dimensional factors above. This implies that their jobs are highly enriched because responsibility, perception of meaningfulness and knowledge of results were witnessed.

They were measured by the level of control they had over their jobs, the contribution of their work tasks to their organizations vision or their achievements, delegation of tasks by supervisors that significantly impacts their overall department's success, the necessary skills they had for their work, recognition of their tasks by giving feedback and evaluation of their performance for their achievements as shown in the table with their level of correlation coefficient showing their relationship to their performance. The percentages given above also show their level of agreement on these core dimensional elements. For the purpose of enhancing job enrichment, it

is therefore essential to work on all the five dimensions of variety, autonomy, task identity, significance and feedback.

These findings empirically confirm the theoretical arguments given by Knickl and Kretiner (2006). They explained that the more employees perceive that their jobs have the five core dimension that is skill variety, skill significance, autonomy, feedback, the more motivated and satisfied they will be compared to those who do not perceive that these core dimensions exists. These dimensions influence the critical physiological states of experienced meaningfulness, knowledge of results, and experience responsibility, which in turn will affect employee performance.

Employees' job involvement and performance increases if the job design is associated with the employee's psychological requirements and perceptions about the job design dimensions of task variety, skill variety, autonomy, task significance and feedback. An effective job design for the employees can increase their involvement in the job; they enjoy performing tasks and exert all their cognitive, emotional and physical energies to achieve the organizational goals. This leads to full performance. The job design of one's own choice brings involvement, satisfaction and motivation. Such employees bear more pain for their work, they enjoy their work and stay extra hours willingly. They will consider their work as their virtue and part of their life. They will feel that they are getting what they want from their jobs and fulfill their ethical responsibility.

These motivated behaviours tend to enhance employee performance and ultimately organizational productivity. On the contrary, if the employees are not satisfied with their job design they will feel exhausted and unwilling to work properly for the sake of the organizational goals. They will not utilize all their efforts instead they will waste their time in unproductive

issues, these destroy the organizations culture, they become a burden to the organization if they remain and if they quit or shift to other organizations they cause high employee turnover costs for the organization.

4.2.2 Job enlargement and employee performance

According to the Human resource manager, IRC, ‘‘the nature of the operations in IRC normally give the employees the opportunity to perform a diversity of tasks depending on their skills, normally the social workers perform many tasks when they get to the field and we train the employees on how to treat the sexually assaulted victim and those who are affected by gender based violence.’’ (Interview with human resource manager on 28/02/2014, at IRC).

According to the table IV above, Pearson correlation are 0.248, 0.495, 0.410, 0.366, and 0.395 which indicates that there is a strong positive relationship between job design and employee performance as the probability values showing correlation coefficients’ level of significance are smaller than 0.05. The found correlation coefficient is statistically significant. Hence there is a statistical evidence to claim that there is significant relationship between perceived use of job enlargement of an organization and its employee performance.

Further, 58.1% of the respondents agreed that there is a variety in their tasks, 67.7% agreed that they are contented with their job, 70% agreed that they have significant autonomy over their work, 70.9% agreed they are responsible for their entire piece of work and 80.7% agreed that they regularly receive feedback about their performance.

This empirically confirms the argument given by Gibson et al (2009), they argue that more tasks will mean that an employee has more tasks to perform which is contrary to the dissatisfaction that employees will derive from having only one monotonous tasks to perform over and again.

It provides job variety and a greater challenge for them owing to reduced boredom, hence the job satisfaction which will motivate the employee to work towards achieving the desired job performance.

Employees consider the nature of work very important, though employees behave differently, perform differently and achieves differently, the findings indicate that some require a variety, new, difficult to achieve and challenging tasks than others who will want casual and simple routine tasks. Some desire to perform different tasks and the ones they have control over. In the same way some feel good in team work; collaboration and communication, while others want to work alone. Some are motivated by authority, empowerment, and responsibility while others want to work in teams as subordinates. An effective job design that considers these blends it all through job enlargement.

4.2.3 Job rotation and employee performance

According to the table IV above, Pearson correlation is 0.304 and 316 respectively. These values suggest that there is a positive relationship between job rotation and employee performance as the found correlation coefficient is statistically significant. Hence there is a statistical evidence to claim that there is significant relationship between job rotation of the organization and its employee performance. This is in line with what Ivanceich, Konopaske and Matteson (2011) stresses that job rotation affects employee performance in that it increases tasks variety which increases employee satisfaction, reduce mental overload, decrease the no of errors due to fatigue, improved productivity and efficiency, and reduce on-the job injuries.

According to the IRC's economic recovery and development technical coordinator, the nature of their operations normally gives their employees the opportunity to change locations.

“To address the pressing need for food and livelihoods security in karamojong, and to improve the livestock health, we train community animal health workers who are moved across the district of Moroto and Nakapiripiti districts, and they are also moved from one job to another within their area of specialty, this motivates them to interact with other employees from other branches, and reduces monotony and boredom in their work which in turn reduces employee mental block.”(Interview with employees, IRC on 28th February 2014)

The findings also show that 64.6% agreed they are moved from job to another and 64.2% agreed there is opportunity to be moved to another location. In line with the above response from the interviews, this implies there is reduced monotony hence they are motivated and satisfied hence high performance, this confirms the empirical positive correlation between job rotation and job performance.

The strength of job rotation are that it reduces boredom and increases motivation of workers through diversifying their activities. Is also gives some direct benefits to the organization since employees with a wider range of skills give management more flexibility in scheduling work , adapting to changes and filling vacancies (Stephen Robbins).

4.3 The management style and employee performance

Another specific objective of the research is to investigate whether there is an impact of management style on employees' performance. In order to validate this, the relationship between management style and employee performance was analyzed through tests based on Pearson Correlation Analysis.

The results obtained are shown in Table V.

Table V: The table showing the correlation coefficient for the relationship between management style and employee performance

	Employee performance
My superiors are supportive	Correlation coefficient 0.244 Sig.(2 tailed) 0.001 N=31
We work in teams have discussions about the organization in small groups	Correlation coefficient 0.344 Sig.(2 tailed) 0.000 N=31
My plans and inputs are considered by my managers and supervisors	Correlation coefficient 0.376 Sig.(2 tailed) 0.005 N=31
I freely interact with my fellow employees, supervisors during break, lunch, and free time in the organization	Correlation coefficient 0.266 Sig.(2 tailed) 0.001 N=31
My supervisor evaluates my performance	Correlation coefficient 0.306 Sig.(2 tailed) 0.000 N=31
I freely interact with my supervisors when they are giving feedback about our performance	Correlation coefficient 0.378 Sig.(2 tailed) 0.000 N=31
My supervisor sometimes delegates duties to employees	Correlation coefficient 0.366 Sig.(2 tailed) 0.000 N=31

We have meetings held normally with our supervisors	Correlation coefficient 0.710 Sig.(2 tailed) 0.000 N=31
I feel it is difficult to adopt to my supervisors style either because it is too autocratic or too participative	Correlation coefficient 0.346 Sig.(2 tailed) 0.000 N=31

The significant correlation coefficient is 0.05 (2-tailed)

Source: primary data

Probability values showing correlation coefficients' level of significance are smaller than 0.05. Therefore all correlation coefficients are significant statistically. There is a significant positive and high correlation between management style elements and employee performance as indicated by correlation coefficients of 0.244, 0.344, 0.376, 0.266, 0.306, 0.378, 0.366, 0.710, and 0.346 as shown in the table V above. It indicates that there is a strong positive relationship between the management style dimensions that were under study and the employee performance.

The findings indicate that favorable management attitudes toward supervision help employees to achieve employee job performance. This is confirmed in the empirical evidence were 67% of the respondents agreed that their supervisors are supportive, 51.6% agreed that their input and plans are considered by their managers and supervisors, 81% agreed that supervisors delegates duties to them, 51.6% agreed they evaluate their performance and 67.7% agreed that they interact with their supervisors. Therefore, for any successful manager, they should have the ability to handle people effectively. People respond according to the manner in which they are treated.

The behavior of managers and their styles of management will influence the effort expended and the level of performance achieved by subordinate staff (Mullin, 2005).

Managers can also use their management behaviours to increase the level of performance among the employees. In deed the study confirmed the significance of management behavior in making a difference in the employees' performance. Managers should not ignore the inputs of their employees because as soon as they realize their contributions are not valued in the organization the more they will refrain from giving in their input. It is at this point where incase a meeting is called they even fail to contribute in the decision making process, therefore the behavior managers portray towards their subordinates matters, they should freely interact with them, delegate duties to them where necessary and be supportive in case they are in problems, these motivates the employees to work hard as they know they are recognized and valued in the organization. According to carpenter and sanders (2009), an effective style of management is one that considers employees an important factor in an organization.

The study also confirms that the autocratic leadership leads to lower levels of employee performance. When one of the employees was interviewed whether autocratic management style was an effective management style to be in the organization, he explained that it is very difficult dealing with autocrat managers than one would love to deal with a participative styled manager. According to the interviews, though autocrats give their subordinates the opportunity to explore their talents and capabilities by getting engaged in most of the tasks in the organization, they normally command and they expect the employees to comply by the rules and regulations that they give them to follow, this according to Ikechukwu (2012) denies the employees their freedom to do their work at their appropriate time and will. This is evidenced from the high correlation coefficient realized from the study and the findings also confirm that it affects a range of factors like the employee turnover, their satisfaction, their communication and their intention to work towards productivity and efficiency in the organization.

Employees like it when they are given the opportunity to express their thoughts and suggestions freely and see that they are taken seriously and even realized, this means there is good communication process in this environment. For this reason management should encourage employees to use self initiatives and show that they trust them. Suggestions of employees to problems or suggestions being discussed in the meetings would honour them. Besides recognizing their input would increase their commitment to work for the organization.

4.4 The interpersonal relationship and employee performance

Another specific objective of the research is to investigate whether there is an impact of interpersonal relationship on employees' performance. In order to validate this, the relationship between interpersonal relationship and employee performance was analyzed through tests based on Pearson Correlation Analysis. The results obtained are shown in Table VI.

Table VI: Relationship between interpersonal relationship and employee performance

	Employee performance
I find it difficult getting along with most of the employees	Correlation coefficient 0.662 Sig.(2 tailed) .000 N=31
My trust in problem solving is low	Correlation coefficient 0.600 Sig.(2 tailed) .000 N=31
There is low supportiveness between the employees	Correlation coefficient 0.609 Sig.(2 tailed) .000 N=31
There is low interest in interacting with each	Correlation coefficient 0.747

other by employees	Sig.(2 tailed) .000 N=31
There is willingness to listen to each other	Correlation coefficient 0.609 Sig.(2 tailed) .000 N=31
There is lack of respect and fair treatment from the boss	Correlation coefficient 0.630 Sig.(2 tailed) .000 N=31
Harassment and/discrimination of employees by supervisors is common in my organization	Correlation coefficient 0.662 Sig.(2 tailed) .000 N=31
There is poor communication from management	Correlation coefficient 0.657 Sig.(2 tailed) .000 N=31
I lack support from my supervisor/ boss	Correlation coefficient 0.623 Sig.(2 tailed) .000 N=31
I have witnessed low trusts and interests in employees by our bosses	Correlation coefficient 0.669 Sig.(2 tailed) .000 N=31

The significant correlation coefficient is 0.01(2-tailed)

Source: Primary data

As drawn from the table VI above, the correlation coefficients are 0.600, 0.747, 0.609, 0.630, 0.662, 0.657, 0.623, 0.869, 0.699 which indicates a positive relationship between interpersonal relationship and employee performance. This means that if there is good interpersonal

relationship between the employees and subordinates or between employees themselves, their performance as well will be good and incase the relationship is not cordial then their performance will as well be negatively affected.

Still according to the findings, 41.9% of the respondents disagreed that they have no difficulty in dealing with their employee, 32.3% agreed that they have trust in problem solving, 45.2% agreed that there is supportiveness among employees, 48.4% agreed that there is interest in dealing with other employees, 67.8% agreed that there is listening to each other, 73.1% agreed that there exist respect and fairness for each other in the organization, 63.2% agreed that there is poor communication from management, and 45.2% agreed that there is low trust and interests in employees by bosses. This implies that there is fair interpersonal relationship with their subordinates and amongst themselves. However, the findings show that there is poor communication management. This is part of interpersonal relations but most of the factors are cordial. Hence there is a fair relationship in the organization.

The interviews conducted revealed that, the communication channels are not very effective. Interpersonal relationship streamlines communication, employees express their ideas, suggestion and reacts to each other in case of any indifference through communication hence the organization should ensure that proper communication channels are ensured. However, a few complained of lack of regular meetings at which they could hair out their grievances, according to the respondents especially the social workers, the nature of the operations require them to leave for the field at 8:00 am and get back late, so most of the communication they get are normally from the notice boards which sometimes is plucked off before others get access to it.

They feel they should get involved in most of these meetings as communication through email is not so effective for them; they are field workers with no office and computers. They feel they could be more motivated if they had proper communication channels with the management.

An effective and cordial relationship among management, and employees is very vital because it leads to high possibility of working towards achieving the organizations goals and objectives, the extent to which the parties will have respect, fair treatment, trust, support and interest in each other and even feel comfortable in having each other around them will lead to improvement in their performance in the organization. This is because they will work toward solving issues to gather, they will be committed and cooperative in resolving conflicts and other organizational problems will be looked at as a team hence it will improve performance and the reverse is true if there is poor communication.

Good employee relationships are an important factor in overcoming negativity in the organization in the organization. Superior-subordinate relationships and relationships between members of the organization are very effective for the performance of employees in the organization. Employees pleased with warm and sincere treatment from the superiors would carry out the orders voluntarily. For this reason management should ensure that a harmonious environment is created for the employees to provide for them the environment that will reduce stress amongst them and that conducive enough to promote better performance. They can create such an atmosphere by arranging events like breaks, birthdays or even wedding anniversaries parties and trips.

4.5 Job security and employee performance

Another specific objective of the research is to investigate whether there is an impact of job security on employees' performance. In order to validate this, the relationship between job security and employee performance was analyzed through tests based on Pearson Correlation Analysis. The results obtained are shown in Table VII.

Table VII: The table showing the correlation coefficient for the relationship between job security and employee performance

	Employee performance
I have witnessed proactive job search and noncompliant job behaviour	Correlation coefficient 0.597 Sig.(2 tailed) .000 N=31
The working conditions are worsening in my organization	Correlation coefficient 0.694 Sig.(2 tailed) .000 N=31
I have witnessed impaired safety outcomes such as higher levels of workplace injuries and accidents	Correlation coefficient 0.808 Sig.(2 tailed) .000 N=31
I intend to quit the organization	Correlation coefficient 0.712 Sig.(2 tailed) .000 N=31
I have less trust in this organization	Correlation coefficient 0.577 Sig.(2 tailed) .001 N=31
I feel there is decreasing salary development in this organization	Correlation coefficient 0.676

	Sig.(2 tailed) .001 N=31
I feel there is lack of career opportunities in my organization	Correlation coefficient 0.609 Sig.(2 tailed) .000 N=31
I fear I will lose my job	Correlation coefficient 0.766 Sig.(2 tailed) .000 N=31
I feel job satisfaction and organizational commitment are low	Correlation coefficient 0.793 Sig.(2 tailed) .004 N=31
I feel the job performance are also low	Correlation coefficient 0.706 Sig.(2 tailed) .000 N=31
I am sure I can keep my job	Correlation coefficient 0.304 Sig.(2 tailed) .001 N=31
I have witnessed absenteeism, tardiness and task avoidance	Correlation coefficient 0.739 Sig.(2 tailed) .000 N=31

The significant correlation coefficient is 0.05(2-tailed)

Source: Primary data

Probability values showing correlation coefficients' level of significance are smaller than 0.05.

Therefore all correlation coefficients are significant statistically.

- There is a significant positive and high correlation between job insecurity elements shown in the table and job performance. That is 0.808, 0.712, 0.577, 0.676, 0.609, 0.766, 0.793, 0.706, 0.304, 0.739.

Therefore due to the existence of a statistically significant correlation for all factors, there is a significant relationship between job security and employee performance. This implies that an increase in the job security level in the organization will also result into high employee performance and decrease in job security will likewise lead to lower employee performance.

From the findings, 54.2% agreed they witnesses proactive job search and noncompliant behavior, 76.2% agreed to lack of career opportunity, 70.5% agreed that they have less trust in the organization. This implies there is a likelihood of uncertainty felt by employees in the organization. An environment of economic uncertainty leaves employees more defenseless because in such an atmosphere, organizations tend to protect or resist protective regulations which increase employees work stress and also affects their psychology deeply. That fear of being fired can affect employees' psychological and physical health seriously this has a serious impact on the performance of employees.

Employees who were interviewed expressed this fear that they are worried about losing their jobs just like any other person would be because jobs with NGOs are normally on contracts, after expiry of contract you either quit or your contract is renewed. It is not like government where you work until you retire at an older age (Interview with employee at 28th February, 2014 at IRC, Moroto). When employees are sure of having their jobs for a reasonable time, it changes the negative work behaviors and that thought of leaving the job. Therefore it is natural for employees to fear job loss and to leave or not to leave.

For this reason since it is difficult to estimate the impact of job loss on the employees as it means different things to different people, there should be some assurance of job security.

The empirical evidence above can be supported by what Laiba et al, (2011) and Sverke and Hellgren, (2002) contend. They highlight the negative impact of job insecurity on a number of aspects related both to individuals' well-being and to organizational functioning. With regards to the organizational consequences and for this matter employee performance, higher feelings of job insecurity negatively impacts job satisfaction and organizational commitment, results into high employee turnover, reduces organizational trust, proactive job search and noncompliant job behaviours, work withdrawal behaviours such as absenteeism, tardiness and task avoidance, lower job performance , impaired safety outcomes such as higher levels of workplace injuries and accidents, working conditions, lack of career opportunities, and decreasing salary development.

Having a secure job and being protected from job loss, physical dangers, crime and risky duties are all part of employees security. And within the concept of job safety, job security which guarantees' the continuity of employment is so important. The assurance that they will work at the same job for a long years eliminates questions and worries about the future. This is a source of safety for them. Fear of being dismissed from the organization brings oppression for the employees hence creating tension for them and with the nature of the economy today where there are limited employment opportunities. Their attitudes change automatically they realize that they are not secure in the job where they are. They will even begin not to obey the rules and regulations and this leads to increase in accidents and in the long run even the performance of the employees are endangered.

Career opportunities are yet another job security factor that affects performance, there may be times when promotional opportunities are just not available, but there may be opportunities for on the job training. These opportunities can be identified by reviewing employees' current job duties to see where responsibilities can be moved among staff members, thereby increasing skill levels and bench strength within a department. The key is keeping employees engaged and growing their skills so they can be ready when promotional opportunities become available. Ultimately, your efforts will pay off for the organization by increasing employee involvement, improving the overall skill level of the organization, and reducing turnover.

4.5 The effect of organizational stress factors on employee performance

The performance of an employee at the workplace is a point of concern for all the organizations irrespective of all the factors and conditions. Consequently the employees are considered to be very important asset for their organizations. A good performance of the employees of an organization leads to a good organizational performance thus ultimately making an organization more successful and effective and the poor performance of the employees of an organization will likewise lead to the failure and ineffectiveness of the organization (Armstrong & Baron, 1998). Ultimate success or failure of an organization is determined majorly by the performance of their employees. From the findings, the performance of the employees are seen to be affected the organizational stressors under study are existing.

According to the findings, 27 respondents answered yes when they were asked whether management style, job design, interpersonal relationship and job security affect their performance, while only 4 respondents answered that it does not affect their performance.

This gave the percentages of 87% and 13% respectively as shown in table IX below.

Table VIII: The table showing the effect of organizational stress factors on employee performance

	frequency	percentage	Cumulative percentage
Yes	27	87%	87%
No	4	13%	100%
Total	31	100%	

Source: primary data

According to the interview of the human resource manager, IRC, the common indicators of poor performance witnessed in the organization was employer turnover, poor communication, and some degree of absenteeism which was resulting from job insecurity and the interpersonal relationship. “For the last two years, some of the social workers left the organization without clear reasons, and not even writing resignations while others seek for transfers to other branches, this mean something.”

Employee turnover affects the organizations performance in that it is associated with low productivity and inefficiency. First of all, an employee leaving the organization means another has to be got to replace the leaving employee. Either it is going to be a transfer or completely quitting the organization means costs like that resources needed to acquire the new employee for example advert, interviews, and all the costs involved in the process are incurred or even the costs to resettle the new employee, all this is a cost to the organization which affect its efficiency.

The findings also indicated that there are poor communication channel used in the organization “sometimes there is a lot of circulation of information through rumour mongering which dies out

often before management gets the right information, this makes it difficult for such issues to be handled in the organization.”(Interview with employee on 28th February, 2014 at IRC, Moroto)

Ivancevich, Konopaske, and Matteson, (2008, pp 371) contend that communication is a glue that holds organizations together. It assists the employees to accomplish both individual and organizational goals, implement, and respond to organizational changes, coordinate organizational activities and engage in virtually all organizational behaviours. However, due to some factors in the organization like stress, employees are normally affected hence making breakdowns in communication pervasive. Serious problems arise when directives are misunderstood, when the informal remarks by top level managers are misunderstood, all this brings about those breakdowns in communication which affects the elements mentioned above by *ibid*.

The interview and questionnaires received also show that decision making were mostly by the top management and other employees only get the results of the process in notice boards and emails, this implies that the level of participation in decision making is low yet employees tend to be motivated when they are given the chance to actively participate in the decision making process and when they are consulted on some issues concerning the organization this gives them some sense of belonging to the organization. It further motivates them to work harder towards attaining the organizations goals and working towards attaining high productivity.

4.6 Conclusion

In conclusion, the major purpose of the study was to assess the relationship between organizational stress factors and employee performances in organizations .The findings presented, discussed, and analyzed were obtained from the interviews conducted with the

respondents, and the questionnaires answered, they reflect the overall and specific objectives of the study. Hence, the study achieved its objectives as clearly stated in the findings.

The findings indicate that there is a positive relationship between organizational stress factors and employee performance; this implies favourable organizational stress factors boosts performance while unfavourable organizational stress factors endanger employee performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes the findings of the study on the impact of organizational stress factors on the performance of employees. The data presented, analyzed and discussed in the preceding chapter on the job design, management style, interpersonal relationship, and job security and their effects on employee performance subsequently draws conclusion on the main purpose of the study. The study too came up with a number of viable recommendations for Non-Governmental Organizations and other Humanitarian Agencies on how to address the issues according to the findings of the study. It also gives suggestions for further research in how these factors should thoroughly be managed in organizations.

5.1 Summary of findings

The following include a summary of the findings.

The results from this study indicate there is a positive relationship between the organizational stress factors that were under study that is job design, management style, interpersonal relationship and employee performance and employee performance in organizations.

When an employee perceives the job design to be satisfactory, this will motivate them to work towards organizational goals attainment hence it will also improve performance while the unsatisfactory job design will likewise lead to poor performance in the organization.

The same applies to management style, if the supervisors are democratic, they involve employees to participate in decisions and consider their inputs, it will also make them satisfied and motivates them to work towards achieving the goals of the organization, this in turn reduces the elements of poor performance hence bringing about improved performance in the organization.

Good interpersonal relationship leads to high possibility of working towards achieving the organizations goals and objectives, the extent to which the parties will have respect, fair treatment, trust, support and interest in each other and even feel comfortable in having each other around them will lead to improvement in their performance while poor interpersonal relationship discourages employees from giving their bests to the organization as they will feel unsafe with everyone around them, this endangers their performance in the organization.

Job security, when employees are sure of having their jobs for a reasonable time, it changes the negative work behaviors and that thought of leaving the job hence they will perform better while a feeling of job security leaves them with a lot of worries that affect them both physically and psychologically which will in turn affect their performance too.

5.2 Conclusions

From the findings, it can be concluded that minimal organizational stress factors lead to better performance and unfavourable organizational stress factors reduces performance. All in all, it is vital to ensure that organizational stressors are made favourable to the employees in order to get better performance since the performance of an employee at his/her workplace is a point of concern for all the organizations. Consequently, the employees are considered to be very important asset for their organizations. A successful organization results from good performance

of the employees of an organization hence their health and condition should be taken account of by keeping these stressors at a level that will motivate them to work harder than have them at a level that will affect them as well as the organizational goals. Organizational stress leads to high turnover rates, high absenteeism, lower productivity and decreased effectiveness in the workplace .Thus, it is important to acknowledge the organizational stressors that are associated with lowering performance in order to establish organizational interventions aimed at preventing and decreasing stress.

5.3 Recommendations

Based on the findings in chapter four above, the following recommendations have been suggested to ensure that organizational stress is curbed in organizations.

Managers should design jobs that will increase positive perception of variety, identity, significance, autonomy and feedback. By so doing the potential for high quality work performance and high job satisfaction is increased given that the employees' possess relatively high growth needs strength. Therefore to ensure these managers should ensure that the design of jobs permit use of skill and discretion by employees, incorporate sufficient interest, ensure that the tasks are sufficiently related to form a coherent task, provide the mechanism to giving early feedback on performance. Design jobs so as to allow responsibility by the employees, the design should also provide authority to the employees to carry out their responsibilities adequately and to share in decision making that affect their work in order to set clear goals and targets that do not conflict those of others.

The management of IRC should give employees and supervisors advanced training and development programs on management styles and principles. Training needs to be made especially for managers and supervisors who play the greatest role in establishing the organizational climate for employees. The different management styles adopted by managers of the organization should be documented and made available both on soft and hard copy. This will strengthen and assist researchers that would want to conduct further research on the management styles of the organization. This study also recommends that managers should hold tenaciously to the principles of management, by objectives which are goal-setting program based on interaction and negotiation between employees and managers. This study recommends that managers should direct all attention and energy to achieving both organization and subordinates goals and objectives. In other words, they should adopt the management styles that will make them achieve this.

In addition to training, the organization should also ensure that career development opportunities are established, communicated and encouraged. Having a career goal to work toward will help alleviate role ambiguity, reduce turnover, enhance job performance and encourage other high performing employees to apply for positions within the organization.

Communication is important at all times especially during times of stress. It should be timely and multidirectional. Utilizing a website with email links can be good way to hear from or communicate to a larger group of individuals and on a smaller scale holding inclusive weekly or monthly staff meetings to voice concerns or asks questions in an effective method of keeping employees informed and involved. To help alleviate fear, and build trust it is crucial to enhance communication as soon as a new stressor is perceived.

Employee assistance programs (EAP) should also be used to alleviate stress by providing a free, confidential avenue for employees to openly express the stress they are experiencing. Having a trained professional who objectively listens rather than commiserate or becomes defensive will produce a healthier environment and potentially a safer one as well. While EAPs are clearly beneficial, it remains important for the organization itself to confront and strive to remedy organizational stressors.

Appropriate use of performance appraisal can actually be effective in reducing organizational stress. Management should ensure that performance appraisals are conducted year round, proactively and should include mutual goal setting and clarifications of expectations. It should also encourage continuous feedback and multidirectional communication. Offering employees the opportunity to have input and to help establish time frames for completion of projects will result in a healthier and more productive organization.

Support from the supervisor and colleagues are also very vital. The supervisors need to recognize the good work and outstanding contributions of their employees to keep them motivated to do their best. Promoting a culture of support will set the example and it will make them realize that co-worker support is very important.

5.4 Suggestions for further research

Despite the fact that this studies did not measure organizational stress factors and employee performance directly, the management style, job design, interpersonal relationship and job security have been shown to significantly increase the employee performance in the organization. Future research should re-examine the organizational stress factors categories of job design, management style, interpersonal relationship and job security, in order to establish more

conclusively their relationship to employee performance and find out how the moderating factors of personality, coping, social support moderate their effect on the performance of employees in organizations.

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APPENDIX I: CONSENT LETTER

UGANDA MARTYRS UNIVERSITY

P.O BOX

KAMPALA, UGANDA

21st FEBRUARY, 2014

Dear sir/madam

RE: CONSENT LETTER

I wish to submit this letter to your office for the purpose mentioned above. It is important to inform that your consent and to participate in this study is very vital. I am ABONYO Sarah a student at Uganda Martyrs University in the faculty of business administration and management. I am conducting a study to find out the effects of organizational stress factors on the performance of employees in Moroto district and the case study is IRC (International Rescue Community).

I kindly request that you participate in answering the questions and interview as honestly as possible. There is no need to disclose your name. All information collected will be treated with highest degree of confidentiality and anonymity and used only for the purposes of the study.

I therefore request your acceptance, and cooperation to make this successful.

Yours faithfully

.....

ABONYO Sarah

APPENDIX II: QUESTIONNAIRE

**EMPLOYEES QUESTIONIARE ON THE EFFECTS OF ORGANIZATIONAL STRESS
FACTORS ON THE PERFORMANCE OF EMPLOYEES IN NON GOVERNEMENTAL
ORGANIZATIONS IN UGANDA, CASE OF IRC, MOROTO DISTRICT.**

Dear sir/madam

I am Abonyo Sarah a student at Uganda Martyrs University in the faculty of business administration and management. I am conducting a study to find out the effects of organizational stress factors on the performance of employees in Karamoja.

Kindly answer the following questions as honestly as possible. There is no need to disclose your name. All information collected will be treated with highest degree of confidentiality and anonymity and used only for the purposes of the study. I therefore request your acceptance, and cooperation to make this successful.

I thank you in advance for your cooperation.

A: Background of the respondents

(a). Name (optional) -----

(b). Occupation (position) -----

(c). Age: 18-29 30-39 40-49 50 and above

(d). Gender: female Male

(d). Qualification: Certificate Diploma Degree Masters

(e).Duration of work: less than 1 year -10years 11-20years 21-30year
 31 and above

B: OBJECTIVES

(i) Job design

How do you feel about your job? Please show your level of disagreement by ticking the appropriate option given in the boxes below. Strongly agree (SA) =5, Agree (A) =4, Neither (N) =3, Strongly Disagree (SD) = (2), disagree (D) =1

Job design	5	4	3	2	1
Job enrichment					
I am passionate about my work because: I have control over the job					
I can see how my work tasks contribute to my organizations corporate vision					
I have mastered the skills necessary for my work					
My supervisor/ manager delegates important projects/tasks to me that significantly impacts my overall departments success					
My supervisor/manager recognize when I completely perform my job					
Throughout the year, my dept celebrates its progress towards achieving its goals					

Job enlargement					
There is a variety in tasks available					
I am contented with the content of your work					
I have significant autonomy in determining how I do my work Autonomy in terms of opportunity to exercise controls over my job					
I am responsible for the entire piece of work					
I regularly receive evidence /information about my progress towards achieving my overall performance goals.					
Job rotation					
Normally employees are moved from job to another within their area of specialty					
There is opportunity to be moved to another branch, location					

(ii). Management style

How do you relate with employees, supervisors in your organization? Please show your level of disagreement by ticking the appropriate option given in the boxes below. Strongly agree (SA) =5, Agree (A) =4, Neither (N) =3, Disagree Strongly = (2), disagree (D) =1

Management style	5	4	3	2	1
My superiors are supportive					
We work in teams and have discussions about the organization in some small groups?					
My plans and inputs are considered by my managers and supervisors					
I freely Interact with my fellow employees, supervisors during break, lunch and free time in the organization?					
My supervisors evaluates my performance					
I freely interact with my supervisors when they are giving feedback about our performance?					
My supervisors delegates some duties to employees					
We have Meetings held normally with our supervisors					
I feel it's difficult to adopt to my supervisors style either because it is too autocratic or too participative					

(iii).Interpersonal relationship

Regarding interpersonal relationship, do any of the following exist in your organization and do they cause you problems? Please show your level of disagreement by ticking the appropriate option in the boxes below. Strongly agree (SA) =5, Agree (A) =4, Neither (N) =3, Disagree Strongly = (2), disagree (D) =1

Interpersonal relationship	5	4	3	2	1
Poor relationship with the work mates					
I find it difficult getting along with most of the employees					
My trust in problem solving is low					
There is low supportiveness between the employees					
There is low interest in interacting with each other by employees					
There is less willingness to listen to each other					
Poor relations with supervisors/boss					
There is lack of respect and fair treatment from the boss					
Harassment and/discrimination of employees by supervisors is common in my organization					
There is poor communication from management					
I lack support from my supervisor / boss					
I have witnessed low trusts and interest in employees by our bosses					

(iv). **Job security**

Have you ever witnessed some of these elements in your organization? Please show your level of disagreement by ticking the options given in the boxes. Strongly agree (SA) =5, Agree (A) =4, Neither (N) =3, Disagree strongly = (2), disagree (D) =1

Job security	5	4	3	2	1
I have witnessed proactive job search and noncompliant job behaviors					
The working conditions are worsening in my organization					
I have witnessed impaired safety outcomes such as higher levels of workplace injuries and accidents.					
I intend to quit the organization					
I have less trust in this organization					
I feel there is decreasing salary development in the organization					
I feel there is lack of career opportunities in the organization					
I fear I will lose my job					
I feel job satisfaction and organizational commitment are low					
I feel the job performance are also low					
I am sure I can keep my job					
I have witnessed absenteeism, tardiness and task avoidance					

C. INDICATORS

(i) Do you feel some of the elements highlighted above have some impact on your performance and satisfaction?

Yes No

(ii). If yes, do they result into the following? Please show your level of disagreement by ticking the options given in the boxes. Strongly agree (SA) =5, Agree (A) =4, Neither (N) =3, Disagree strongly = (2), disagree (D) =1

Indicators of employee performance	5	4	3	2	1
There is faulty /poor decisions making in the organization					
There is higher degree of absenteeism in the organization					
There is high employee turnover in the organization					
There is work place aggressions in the organization					
There is increase employee satisfaction in the organization					
There is decreased number of errors due to fatigue in the organization					
There is low productivity and efficiency in the organization					
There is increasing on-the job injuries in the organization					
There is increased mental block in the organization					
There is poor concentration in the organization					

THANK YOU

APPENDIX III: THE EMPLOYEES INTERVIEW GUIDE

THE EMPLOYEE GUIDE ON THE ORGANIZATIONAL STRESS FACTORS THAT AFFECT EMPLOYEE PERFORMANCE IN ORGANIZATIONS

QUESTIONS:

1. What do understand organizational stress factors in your organization?
2. Which of the organizational stress factors are common in your organization?
3. Which strategy is used to improve your skills and knowledge? Are you encouraged to go for training, workshops and seminars?
4. Do your bosses delegate some duties to you to motivate you?
5. Are your performances normally evaluated? Which people are responsible for evaluating your performance as an employee?
6. Are employees in your organization involved in making decisions?
7. Are you given feedback about your performance and any other communication that needs feedback by our employers?
8. How is your relationship with the supervisors and other subordinates in your organization, do you freely interact with them, do they support you in case of stress?
9. In what ways do you think organizational stress factors affect performance in your organization?
10. What do you think are the strategies you can put in place to control stress in your organization?

END