

**IMPACT OF STRESS ON EMPLOYEES' PERFORMANCE IN
ORGANISATIONS IN UGANDA**

CASE STUDY: SEYANI INTERNATIONAL COMPANY

Submitted by

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DEDICATION

I dedicate this research paper to my dear parents Mr. Lubwama Mukasa Patrick and Mrs. Nakabuka Cissy who supported me financially and morally. To my aunts and uncles especially Nakimuli Cissy, Nabbagala Annet, Kato Paul, Wasswa Peter, Kanya Augustine, Ssebbagala Godfrey and Mummy Yayona Prosy for their emotion and financial support and their willingness to help at all times. I also dedicate it to my beloved Grandmother Mrs. Nalongo Nakakande Juliet, yes you have done a lot to bring me this far and if it was not of your love, moral and financial support, I would not have attained this level of education.

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Glory and praise to the almighty God who has seen me through my academic life successfully and for having brought me this far, without his protection and graces I wonder what I would be today. May he bless those who contributed greatly towards the completion of this dissertation?

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ABSTRACT

This study seeks to examine the impact of stress on employee performance in organizations in Uganda. Stress is a common problem across occupations and impacts both positively and negatively on employee performance depending on its level of occurrence and in different forms. This study will base on occupational forms of stress like role overload, role ambiguity, role conflict and task control and how they impact on employee performance in organizations in Uganda. Most contemporary studies highlight the negative impacts of stress on employee performance (distress) but mild stress is known to enhance employee performance (eustress) and the symptoms can affect employee's energy levels, motivation and their quality and quantity may suffer and cause anxiety, depression, absenteeism, turn over and also mental problems among employees. In this regard stress can either be helpful or harmful to job performance of employees depending upon its level for instance when employees are not stressed, job challenges are limited and therefore performance becomes low but when stress increases gradually, job performance also tends to increase because stress helps employees gather and use resources to meet job requirements. Therefore this study is intended to provide possible impact of stress on employees' performance in organizations so that employees are aware of them and managers of different organizations devise ways of managing it among their employees for better performance.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

This chapter introduces the impact of stress on employee performance in organizations and provides the basic cores for the study which includes; the background of the study, statement of the problem, purpose of the study and the scope of the study which are the settings required to put the research problem in its proper context and examines the subsections of the study as discussed below;

1.1 Background of the study

Kinicki and Williams (2003) argued that stress is a universal effect experienced by employees all over the world. They further noted that although most workers are satisfied with their jobs, 24% of the employees say that their work is very stressful and 43% of employees say that it is moderately stressful. They added that a study by one health plan of 46,000 people working for six larger employers found that the employers paid nearly 8% a year of total health care for treatment of what employees characterized as out-of-control stress related illnesses such as migraines, back pain and gastrointestinal disorders which had 46% higher health costs.

However, on the grass root of an environmental demand, Luthans (2008) affirmed that there is considerable evidence that most managers report experiencing work-related stress, and that the recent work environment is making work worse; for instance globalization and strategic alliances have led to a dramatic increase in executive travel stress and relocation but the other major environmental impact of advanced information technology presents a new term which is known as techno-stress which indicates that the exploding technology created problems

such as; loss of privacy, information inundation, erosion of face-to-face contact which affect employees at all levels in the organization.

Mcshane and Von Glinow (2008) argued that employees in the United Kingdom feel very or extremely stressed which condition has become the top cause of absenteeism. They further noted that the Japanese government which tracks work-related stress every five years found that the percentage of Japanese employees who experience strong worry, anxiety or stress at work or in daily working life increased from 51% in 1982 to almost two-thirds of the population today whereas Nantambi in New Vision (2010) argued that in Uganda work stress has been identified as one of the major cause of mental illness among the working class in companies more especially contributing to 20% of the total mental problem in Uganda for example Dr. David Basangwa a senior psychiatric consultant revealed that the majority of the patients suffering from stress being received at Butabika hospital are work related cases and mostly due to lack of rest and working beyond normal working hours.

Seyani International Company is a sister company with Seyani brothers international company and it is number one (1) construction company in Uganda, Africa. It was established and registered on 28th August 2000 under the chairmanship of Mr. Khimji.B.Seyani followed by Nimesh.K.Seyani as the managing director, Hirji.K.Seyani as the executive director and lastly Karsan.K.Seyani as finance director.

It is a limited liability company and its registered office is located at plot No: 124/5/6, Bombo road, kawempe-kampala. It deals in building and civil engineering, construction and carpentry, surveyors and architects. The company's growth has not only been marked by profitability but also by the extension of fabrication department as well as capacity development through acquisition of new plant and equipment and it has 100-180 employees of whom 80 are temporary workers.

1.2 Statement of the problem

Robbins and Decenzo (1998) defined stress as a force or influence a person experiences when he/she faces opportunities, constraints or demands that he/she perceives to be both uncertain and important. They further argued that stress can be caused by two (2) major categories of stressors that is to say, organizational and personal stressors, and that employees' performance is often impacted by work stress for instance; if an employee is overworked and not supported in the organization or work place, the result may be symptoms of anxiety or depression. They continued to affirm that work stress may also begin to affect their personal life which could be carried over to their work place and the symptoms can affect employees' energy and motivation level thus impacting on the quality and quantity of their work.

Kinicki and Williams (2003) argued that in Japan, employees experienced a higher risk of 'karoshi' which means death from work overload caused by stress because of globalization which demands for more workers' efficiency but then went ahead and contended that in China, it is known as 'guolaosi' that is brought by over work that causes stress among the company workers.

From the above this research therefore; seeks to establish the impact of stress on employee performance in organizations.

1.3.1 Major objectives

To find out the impact of stress on employee performance in organizations.

1.3.2 Specific objectives

1. To find out the effect of work/role overload on employee performance in organizations.
2. To find out the effect of role ambiguity on employee performance in organizations.
3. To find out the effect of role conflict on employee performance in organizations.
4. To find out the effect of task control on employee performance in organizations.

1.3 Research questions

1. What are the effects of role overload on employee performance in organizations?
2. What are the effects of role ambiguity on employee performance in organizations?
3. What are the effects of role conflict on employee performance in organizations?
4. What are the effects of task control on employee performance in organizations?

1.4 Research hypothesis

1. There is a positive effect of role overload on the performance of employees in the organization.
2. Role ambiguity positively impact on employee performance in the organization.
3. Role ambiguity has a great positive effect on the performance of employees in the organization.
4. Task control has a great impact on employee performance in the organization.

1.5 Scope of the study

The research was carried out in Seyani international company which is located at 124/5/6 Bombo Road Kawempe- Uganda in Wakiso district and it was carried out on its employees on how stress impact on their work performance in organizations; the study will therefore review the different aspects and dimensions of stress which are work overload, role ambiguity, role conflict and task control in the organization. It will be spread in different departments of the organization which include the finance and accounting, procurement, engineering, technical and human resource.

1.6 Significance of the study

1. The findings from the study will help the employees to be able to know how to deal with stress since they would be aware of the effects thereby being creative, innovative and productive in performance.
2. The organization is being able to devise ways on how to manage stress among the employees which would lead to better performance.
3. The study enables organizations to understand in depth the causes and effects of stress on employee performance or productivity so as to find ways of curbing it in the organizations.
4. The study also enables the organization or the top managers on how to handle the employees who might have been affected with stress in their performance instead of laying them off.
5. The results of the study enables the employee to know the factors that lead to stress and devise ways of how to avoid them for better performance at the work place thus better productivity of employees.

1.7 Justification of the study

It is imperative that the study was carried out immediately because there is overwhelming need for finding out the impact of stress on employee performance to clearly understand the concept of stress on employees' performance; a function that will enable them manage their organization more professionally. This study is intended to improve the quality of performance and how stress impacts on employee performance in organizations.

1.8 Definition of key words

Stress: Ivancevich et al (2011) defined it as an adaptive response moderated by individual difference that is a consequence of any action, situation or events that place special demands on a person.

Productivity: is the ratio of outputs (goods and services) divided by the inputs (resources such as labor and capital).

Role overload: Ivancevich et al (1997) defined it as a condition where a task's demands overwhelmed the role occupants' ability to perform the task.

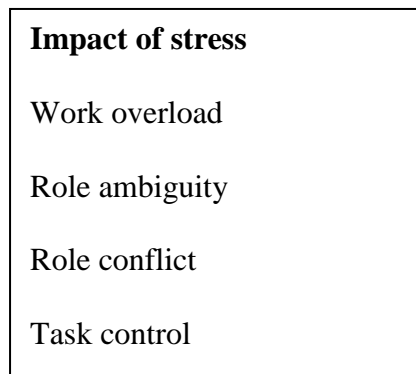
Role ambiguity: refers to a lack of clear expectations about one's job or role in the company or organization.

Role conflict: Bernardin (2010) defined it as the process when pressures from two/more sources are exerted such that complying with one source creates greater problems regarding another source.

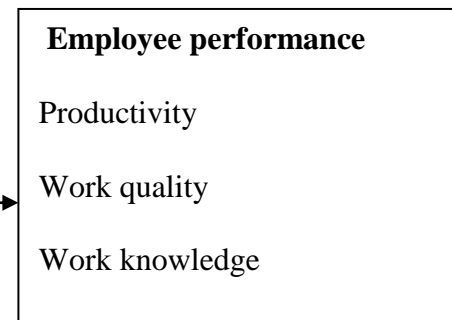
1.9 STRESS FACTORS THAT IMPACT ON EMPLOYEE PERFORMANCE AND THEIR INTERVINING FACTORS.

Conceptual framework:

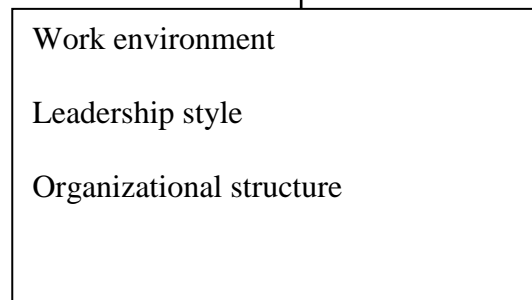
INDEPENDENT VARIABLE



DEPENDENT VARIABLE



INTERVINING FACTORS



Source: Developed from Colquitt et al (2011)

The above conceptual frame work consists of independent variables that is to say; work overload, role ambiguity, role conflict and task control which are the stressors, and depends on the dependent variables that is to say; productivity, work quality and work knowledge factors that determine employee performance with the intervening variables that is to say; work environment, leadership style and organizational structure, which influence the independent variable through their existing relationship. This conceptual frame work therefore shows how these variables influence each other in order to bring desired results which are the purpose for this research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the impact of stress on employee performance in organizations in Uganda as a result of role related, environmental and family related factors which have to be addressed by the managers in order to increase employee performance thus the need to cause awareness to managers and the employees themselves on the impact of stress which is a very important aspect in the employee performance in organizations. Different authors have come up with ideas and arguments about stress on employee performance in organizations for instance in Uganda to enlighten them about the impact of stress which is both positively and negatively affecting employees due to its period of occurrence as Lussier (2010) argued that too much stress over a period of time can have negative consequences and therefore went ahead to give the positive side of stress and the negative and how they impact on employees as discussed in the overview below:

2.2 The overview of the impact of stress on employee performance in organizations.

Ivancevich et al (2011) defined stress as an adaptive response, moderate by individual differences that is to say a consequence of any action, situation or event that places special demands on a person which occurrences are represented as stressors and divided into four categories that is; individual, group, organizational and work or extra organization and the first three (3) stressors are work related. They went ahead and affirmed that there is at least some relationship between stress and absenteeism and also turnover which affects the performance of employees whereas Lussier (2010) disagreed with Ivancevich by listing the other four common stressors related to work which are different from those of the above

author as; personality type, organizational climate, management behavior and the degree of job satisfaction.

However Huczynski and Buchanan (2007) argued that workload and other pressures lead to exhaustion, absenteeism, staff turnover, depression, and anxiety, mental and physical illness which affects the employee performance in organizations. They further asserted that the performance of stressed employees is poor as there is; high levels of absenteeism, low commitment to work and the organizations are also likely to fall while other authors for instance Kinicki and Williams (2008) argued that stress is the tension people feel when they are facing or enduring extra ordinary demands, constraints or opportunities and are uncertain about their ability to handle them effectively.

Jones (2000) defined stress as a condition that individuals experience when they face important opportunities or threats and are uncertain about their ability to handle or deal with them effectively whereas Lussier (2010) defined stress as an emotional and or physical reaction to environmental activities and events. He further contended that situations in which too much pressure exists are known as stressors which are the situations in which people experience anxiety, tension and pressure. He also went ahead to mention the positive side of stress as some of it helps to improve performance by challenging and motivating the employees as many may perform best under some pressures. In this case, he added that as when deadlines are approaching, their adrenaline flows and they rise to the occasion with top-level performance as to meet deadlines, managers often apply pressure to themselves and their employees as well.

He further gave the negativity associated with too much stress as it being the major problem as corporate downsizing requires employees to increase their job responsibilities therefore too much stress affect personal health, morale, productivity, organizational efficiency,

absenteeism, medical costs and also profitability in the organization. He continued to argue that stress also causes physical illness as it has been linked to heart problems, ulcer, asthma, diabetes, multiple sclerosis, cancer, and other maladies. Furthermore, he contended that stress may lead to alcohol/drug problems and suicide. He continued to argue that mental stress is increasingly a reason for calling in sick; therefore stress can be blamed for headache which reduces the employees' performance.

2.3 Impact of role/work overload on employee performance:

Mcshane and Von Glinow (2003) argued that work overload is a far more common stressor these days and employees have either too much to do in too little time or they work too much or for many hours on their jobs where long work hours lead to unhealthy lifestyles which in turn cause heart diseases and strokes thereby affecting the employee performance for instance work overload is such a problem in Japan in that death from overwork has its own name- "Karoshi" whereas Ivancevich et al (1997) asserted that role overload is a condition where a task's demand overwhelmed the role occupants' ability to perform the task. They further confirmed that too much, too little or conflicting information may surpass the role occupant's ability to perform the task at a satisfactory level; therefore it is very likely that role/work overload is a common contributory symptom of role stress thus decreasing the employee's effectiveness and performance in organizations.

Shah (2003) argued that the term stress is borrowed from physical science where it is used to mean force, pressure or strain applied on an organism which resists this force and struggles to maintain its original position. He further defined stress as a dynamic condition in which an opportunity, constraint or demand related to what the individual desires and for which the outcome is perceived to be both uncertain and important. He further noted that high stress involves an interaction between the person and environment beginning with the

environmental demand or opportunity for a person to behave and ends with the person's response to that opportunity or demand in which he contended that it is natural and healthy to maintain optimal level of stress. In this case he adds that a reasonable level of stress positively relates to job satisfaction, involvement and high level of stress (hyper stress) is responsible for poor performance, physical and psycho-physiological disorder. He argues that role erosion, role overload and personal or resource inadequacy are the other potential sources of stress with the average ratings of more than 50% and such employees feel that they are doing less important when having work to do on their jobs. He therefore contends that role ambiguity and self-role distance are dimensions of stress.

Singh and Singh (2006) argued that stress symptoms and the magnitude of various organizational stressors produce stress such as getting irritated, difficulty in making judgments and poor organizational structure and climate. They noted that various stress related problems like coronary heart disease, hyper tension, diabetics, gastrointestinal disorders and depression are accountable for poor employee health which further affects organizational performance adversely by contributing to absenteeism, low employee morale and higher degree of satisfaction. They further argued that the present study factor analysis has yielded ten organizational factors such as work overload, work inhibitor, role ambiguity, rigid rules, and lack of resources, monotonous job and other related factors. They continued to affirm that the correlation between role ambiguity and stress is significant but partial correlation of both the variables is insignificant thus revealing that both variables are superficial and contribute nothing to stress variance. In addition, they indicated that poor interpersonal relations, poor organizational structure and climate, work inhibitors and rigid rules are considered to be the major factors responsible for stress among employees working in the electronic industry thus reducing their performance.

Singh and Singh (1992) argued that the major source of stress is work overload or role assigned to employees. They noted that work roles may create stress because they are in conflict with each other or with the employees' own needs, values or abilities and therefore contends that stress may create as well as promote employee's involvement in the job and the excessive and persistent stress is however harmful resulting in deterioration in employee's adjustments with various dimensions of his or her job life. However the experience of ambiguity and conflict in turn can negatively affect job satisfaction, job related attitudes and performance. They affirmed that managers with role stress experience more environmental frustration, anger reaction and job anxiety whereas the managers of lower role stress experience, lower environmental frustration, anger reaction and job anxiety which in the process affect their performance.

Parasuraman and Alluto (1984) noted that job stressors like role overload, role conflict, role ambiguity and task control are situational factors potentially capable of producing stress reactions. However Parasuraman and Alluto (1981) conceptually defined stressor as job demands, constraints or opportunities and job related events or situations that may affect an individual's role fulfillment which may constitute to potential sources of felt stress. They further argued that felt stress is the primary psychological response of individuals to job stressors and therefore conceptually defined felt stress as the psychological response state of disturbed effect experienced by an individual in relation to various job demands or constraints encountered in the work environment. They went ahead to note that seven situational stressors like role overload, role ambiguity, and role conflict are categorized by means of the scales.

Tarafdar et al (2007) argued that role overload happens when the requirements from an individual's role exceeds his or her capacity in terms of the level of difficulty or the amount of work. They continued to argue that quantitative role overload describes the situations where there is simply too much to do and qualitative role overload relates to instances where the job that is required to be done is too difficult for the individual to accomplish. They further affirmed that role overload can also happen when a person has to fulfill a number of different roles more than what he or she can effectively manage therefore in such a situation, the individual is exposed to too many requirements from different roles and simply becomes overwhelmed which makes them to further contend that role stress negatively affect performance of the employees which decreases work quality and productivity because it creates conditions that impair an individual's ability to effectively accomplish his or her tasks that leads to other dysfunctional outcomes such as dissatisfaction with the job as a result of work environment thus affecting the performance of employees.

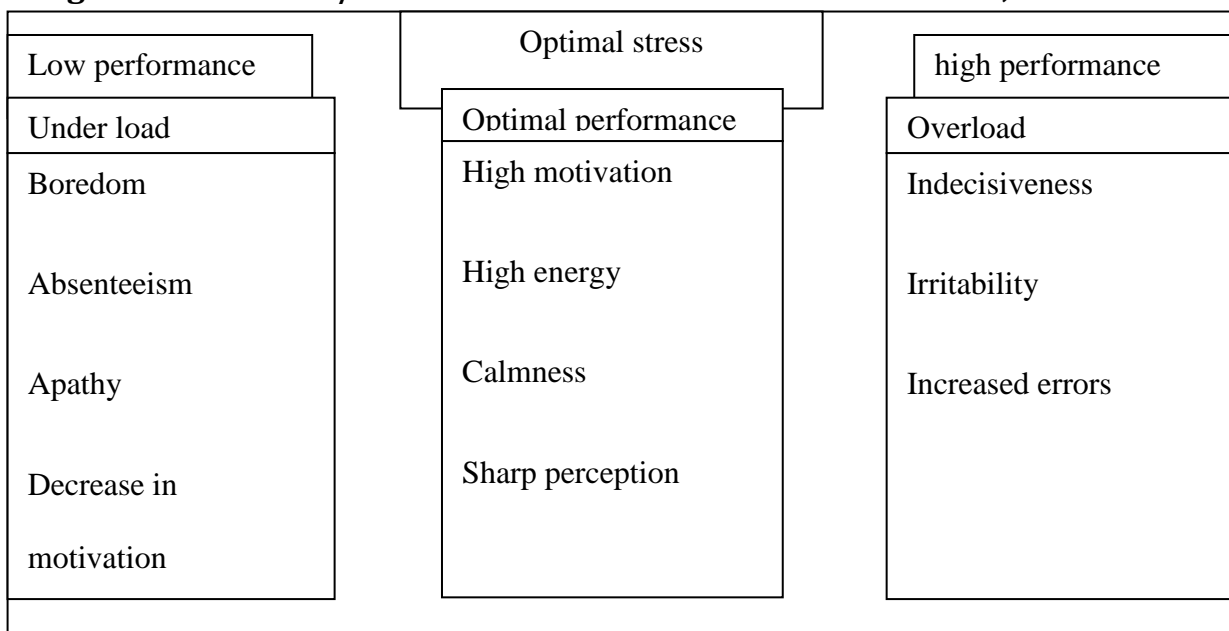
Mullins (2005) argued that some authors distinguish between role/work overload by saying that role overload is in terms of the total role set which implies that the person has too many separate roles to handle whereas work overload is where there is too many expectations of a single role which is a problem of quantity that affects employee performance. He continued to contend that role overload is when a person faces too many separate roles or great variety of expectations which enables the employees to meet satisfactorily all their expectations.

Ivancevich et al (2008) argued that virtually everyone experiences work overload which is a common individual stressor and may be of two types that is to say, qualitative and quantitative whereby qualitative overload occurs when employees feel they lack the ability needed to complete their jobs/ their performance standards have been set too high while

quantitative overload results from having too many things/work to do or insufficient time to complete a job which reduces their productivity hence impacting on their performance in the organization.

Gibson et al (2009) argued that as the organization attempts to increase productivity while decreasing work force size, quantitative overload increases. They further contended that the relationship between overload, under load and stress is expressed in the overload and under load continuum below.

Figure 1: The work/role overload and under load continuum;



This figure shows that when there is low performance, employee will experience work under load which leads to boredom, absenteeism, apathy, and also decrease in motivation. When the performance is at its optimal level, employees will experience high motivation, high energy, calmness, and sharp perception and when the performance is high in the organization, the employees will experience overload which will lead to; increased errors, irritations and indecisiveness in the organizations.

Pettegrew et al (1981) defined role overload as the absence of adequate job resources to perform in an adequate manner. They further noted that an overloaded employee generally has too many responsibilities and inadequate resources to carry them out and to a lesser degree; the overloaded employee is also precisely not relaxed and not attentive. They argued that the leadership style seems to accurately reflect an inappropriate behavior of the overloaded employee for example pre-occupied with myriad issues on their minds thereby affecting their performance in the organization as well as the work quality.

Neo et al (2009) affirmed that role overload results when too many expectations or demands are placed on a person and after an organization downsizes, it may expect so much of the remaining employees which as a result they experience role overload which lowers their productivity and capacity to perform thus impacting on their performance.

2.4.1 Impact of role ambiguity on employee performance;

Role ambiguity refers to a lack of clear expectations about one's job or role in the organization. Sweeney and Mcfarlin (2002) argued that uncertainty associated with not knowing either what to do or how to accomplish it is stressful leading to absenteeism of employees thereby reducing their performance in the organizations.

Kinicki and Williams (2008) argued that role ambiguity occurs when others' expectations are unknown for example finding one's job description and criteria for promotion vague, a complaint often voiced by new employees to an organization which cause absenteeism and lack of concentration at work place, the use of downward communication which in the process affect the employee performance in the organizations.

Cook and Hunsaker (2001) argued that the role set is all the people who interact with a person or group in a specific role and have expectations about appropriate behavior and role ambiguity exists when role sets do not make clear the expectations of role holders. They

continued to affirm that role ambiguity has several causes and sometimes those role set are not clear themselves about the expectations or the expectations communicated are vague which leads to disgust and frustration among employees as well as centralization and formalization in the organizational structure which impactson the performance of employees.

Mcshane and Von Glinow (2003) argued that role ambiguity exists when employees are uncertain about their duties, performance expectations, level of authority and other job conditions. They went on and contended that role ambiguity tend to occur when people enter new situations such as joining the organization or taking unknown assignments or responsibilities which are not in their area of specialization hence uncertain about tasks to be done and social expectations of their assignments which affect their performance in the organization.

Kousar et al (2006) defined role ambiguity as an additional source of stress that may be present in the work place when an employee does not have adequate information in order to carry out the task; or does not understand or realize the expectations with that particular role. They continued to argue that stress arising from unclear goals and or objectives can ultimately lead to job dissatisfactions, lack of self- confidence, feelings of futility, a lowered sense of self-esteem, depression, low motivation to work, increased blood pressure, pulse rate and intention to leave the job. They went ahead to note that when there is no stress, job challenges are absent and performance tends to be low as stress increase, performance tends to increase and eventually stress reaches a plateau that corresponds approximately with an employees' day to day performance capability. They further confirmed that if stress becomes too much, performance begins to decline, because stress interferes with performance and employee/ individual loses the ability to cope and becomes unable to make decisions and

erratic in a behavior which is part of the organizational process that affects the performance of the employees.

Colquitt et al (2011) defined it as a degree to which the requirements of the work in terms of knowledge, skills and abilities exceed the capabilities of the person who is responsible for performing the work for instance the employee development practices that organizations use to train future executives and organizational leaders which involves giving people/ employees jobs that require skills and knowledge that the people do not yet possess and at the end results into stress which impacts on their performance.

Greenberg (2005) argued that even if individuals are able to avoid stress associated with role conflict, they may still encounter an even more common source of work/job related stress known as role ambiguity which occurs when people are uncertain about several aspects of their jobs for example; the scope of their responsibility, what is expected of them and how to divide their time among various duties, therefore most people dislike such uncertainty and find it quite stressful and difficult to avoid thus impacting on their performance.

Neo et al (2009) defined role ambiguity as uncertainty about what the organization and others expect from the employees in terms of what to do or how to do it. He continued to argue that employees suffer when they are unclear about work methods, scheduling and performance criteria perhaps because others hold different ideas about these, therefore employees particularly want to know how the organization will evaluate their performance and when they are not sure, they become dissatisfied hence poor performance.

2.4.2 Impact of role conflict on employee performance

Tarafdar et al (2007) defined stress as a cognitive response that individuals experience when they anticipate their ability to respond adequately to the perceived demands of a given situation accompanied by an anticipation of substantial negative consequences due to inadequate response for example low productivity, dissatisfaction at work, lack of job involvement and poor performance. They further noted that role conflict and role overload are the two (2) major factors that contribute to role stress and in this case an individual experiences role conflict when he or she is exposed to contradictory, incompatible or incongruent role requirements which can happen when he or she is asked to fulfill the requirements of more than one role and the expectations which may be at odds with another such that compliance with one makes compliance with the other difficult for instance, persons occupying positions where they are to drive organizational innovation tend to experience role conflict because they are placed in a situation where they have to simultaneously push change by introducing new ideas and contend with both the existing bureaucratic procedures and those who have an interest in maintaining the status quo.

They added that role conflict can also happen when different members of an individual's social network at work hold different or contradictory expectations of a person's behavior which often happens in the case of a boundary role that is to say, a role that crosses departmental or organizational boundaries.

Van Dyne et al (2002) argued that understanding the links between types of psychological strain and multiple aspects of work performance as well as moderators of these relationships have theoretical as well as practical implications. They further noted that expanding models of work performance to include domain conflict from multiple domains can enhance the ability of organizations to anticipate performance problems while facilitating

specific intervention to help employees cope with difficult situations. They further affirmed and drew role conflict as well as role stress literatures to develop and test a model that contracts the effects of strain based on interpersonal conflict at home and at work on two forms of employee work performance whereby the research on strain focus on role conflict, role ambiguity and the well-being at work which affects the performance of employees in the organizations if not revised well.

Mcshane and Von Glinow (2003) contended that role conflict occurs when people face competing demands and inter role conflict exists when employees have two roles that conflict with each other. They went on to affirm that role conflict occurs when employees receive contradictory messages from different people about how to perform a task or work with organizational values and work obligations that are incompatible with their personal values thus impacting on their performance.

Cook and Hunsaker (2001) contended that role conflict occurs when the behavioral expectations of the role holder and those of others in the role set do not agree and that there are four types of the conflicts that is to say, intrasender conflict, intersender conflict, interrole and person-role conflicts all of which disrupts the employees' perception and disturbed customer relationship hence impacting on employee performance.

Gibson et al (2009) further argued that role conflict is present whenever compliance by an individual with one set of expectations about the job is in conflict with compliance of another set of expectations. They went ahead and confirmed that the facets of role conflict included being affected by conflicting demands from a supervisor about the job and being pressured to get along with people with whom one is not compatible with. They further contended that an increase in prevalent type of role conflict occurs when work and non work

roles interfere with one another and the most common non work roles involved in this form of conflict are those of spouse and parent which affect employee performance.

Mahfuz (2011) defined role conflict different from those of other authors in terms of the dimensions of congruency-in congruency or compatibility-incompatibility in the requirements of the role, where congruency or compatibility is judged relative to a set of standards or conditions which impinge upon role performance. They continued to say that role conflict is the incompatibility of different tasks in the same role, often arising when the priorities of one system come in conflict with the priorities of the other systems and an employee's list of tasks may find one task at odds with another task therefore role conflicts usually come from incompatible demands made by people who have a stake in the role, incompatible pressures arising from the employee's membership in multiple groups, opposing pressures from different role senders, and a conflict between personal values and prescribed role behavior. For instance, general managers of joint ventures usually experience role conflict because of two or more bosses with two sets of expectations thus affecting their performance.

Bernardin (2010) defined role conflict different from other authors that role conflict is when pressures from two/more sources are exerted such that complying with one source creates greater problems regarding another source for example, employees may try to maintain a high quality standard while simultaneously trying to meet a very difficult quantity standard . He therefore argued that employees in matrix organizational structures may experience role conflict if they have two bosses where one is in charge of their line job and another one in charge of the project job/ team they have been assigned to; thus impacting the performance.

Colquitt et al (2011) argued that work family conflict is a special form of role conflict in which the demands of a work role hinder the fulfillment of the demands of a family role as well as for the work place. He further gave an example, that employees who have to deal with lots of hindrances at work may have trouble switching off their frustration after they get home and as a consequence, they may become irritable and impatient with family and friends. He continued to argue that work family conflict can occur in the other direction as well for example family to work conflict would occur if a person who is experiencing stress of marital conflict comes to work harboring emotional pain and negative feelings which makes it difficult to interact with the customers effectively due to high stress thus poor employee performance.

Neo et al (2009) argued that role conflict is an employee's recognition that demands of the job are incompatible/ contradictory and a person cannot meet all the demands and many employees may feel conflict between work roles and family roles. In this case he continued to contend that a role conflict may be triggered by an organization's request that an employee take assignment overseas which assignments can be highly disruptive to family members and the resulting role conflict is the top reason that people quit overseas assignments hence affecting their performance.

2.4.3 Impact of task control on employee performance.

Mcshane and Von Glinow (2009) argued that low task control occurs where the work is replaced by a machine, the job involves monitoring equipment or the work schedule is controlled by someone else for example computers, cell phones and other technology which also increase stress by limiting a person's control of time and privacy that causes job dissatisfaction thereby impacting on the employee performance.

Kinicki and Williams (2008) affirmed that there is considerably high stress caused by worries over the prospective loss of the job and that the recent surveys indicate that employees frequently worry about being laid off plus job insecurity which is an important stressor to manage because it results into reduced job satisfaction, organizational and commitment as well as performance which all impacts on employee performance.

Hunter and Thatcher (2007) noted that organizational commitment and job experience are likely to affect the employee performance relationship. They continued and defined felt stress as a sense of time pressure, anxiety and worry that is associated with job tasks. They further argued that the mere presence does not automatically lead to such felt stress but individuals may endure stressors and dissipate their effects either cognitively or behaviorally and thus contended that felt job stress can be distinguished both from stressors and physiological symptoms. They went ahead and noted that the attention theory of stress should be a positive association between felt job stress and job performance. In addition, they noted that as individuals devote their attention to the task at hand or attention to the symptoms of stress such as fatigue may become less able to give the focused attention to the task at hand. They further noted that attention theory suggests driving performance which is influenced by the extent to which workers under stress identify key work tasks.

Bernardin (2010) argued that a positive work environment makes employees feel good about coming to work which provides motivation to sustain them throughout the working day. He further affirmed that when employees fulfill their various needs and goals in life such as those of family, friends, spiritual pursuits, self-growth, they will feel more confident about themselves and perform their best at work thus increasing their performance.

Alan (2011) argued that the organization is the means by which human and other resource are deployed so that work gets done. He contended that the organizational structure formally dictates how jobs and tasks are divided and coordinated between individuals and groups within the organization. He therefore, argued that a proper organizational structure helps organizational members and the outsiders to understand and comprehend how work is structured within the organization which enables the employees to perform their tasks effectively hence high employee performance.

Jone and George (2003) defined leadership as a process by which individual exerts influence over other people and inspires, motivates and directs their activities to help achieve group or organizational goals. They further affirmed that through the use of path goal theory, leaders should clarify the path to goal attainment for their subordinates, remove obstacles to high performance and express confidence in the subordinates' capabilities in order to ensure that they are clear about what they should be trying to accomplish and have the capabilities, resources and confidence levels needed to be successful which prevent role ambiguities thus enhancing their performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter is intended to discuss in details the approaches which were used to make the study successful by looking at the research design, target population, sample size, sampling techniques, data collection methods, data instruments, validity and reliability of data, data analysis, ethical consideration and study limitation.

3.1 Research Design

The researcher used the descriptive design which involved classification, analysis, comparison and interpretation of data and explanatory which involved giving in details the data collected for better interpretation and understanding in order to come up with better conclusions. They were administered through designed questionnaires. The study also used quantitative and qualitative methods; under quantitative method surveys were used as data was collected on the variables of interest from the selected sample. It also involved collecting of data such as numerical data that was examined as unbiased to come up with statistical results which were scientific in nature while under qualitative method the researcher went beyond the statistical results as the provided information as was given by the respondent was used.

3.2 Area of the study

The study was carried out at Seyani International Company in Wakiso district one of the largest districts in Uganda, located at plot No. 124/5/6 Bombo road, Kawempe -Uganda Seyani International Company is found in Nabweru town council sub-county, Kyadondo

County, Jinja karoli parish in Kampala diocese. This is because Kawempe branch is the main branch in Uganda.

3.3 Study Population

The accounts department (2013) of Seyani International Company noted that it has over 80-100 permanent employees and 180-200 casual and contract employees who were categorized into administrative and non-administrative staff. These categories were both used because they were the best source of information about the impact of stress on employee performance since all of them experience stress. Therefore management and staff of Seyani International Company constituted the target population for this research. All the departments of the organization participated in the exercise to provide the desired information for this research.

3.4 Sampling procedure

3.4.1 Sample Size

The researcher used a sample size which was got from the total population of 80 employees out of which 60 were used both administrative and non-administrative staff. The sample size was obtained using the formulae By Amin, M, E., 2005

$n = \frac{\text{Total Population}}{1 + Ne^2}$

$$\begin{aligned} n &= \frac{80}{1 + 80(0.05)^2} \\ &= \frac{80}{1 + 80 * 0.0025} \\ &= \frac{80}{1.2} \\ n &= 66 \text{ employees} \end{aligned}$$

Where; n- the sample size

N-the total population of Seyani International Company

e-the error which can be either 0.05 or 0.01

3.4.2 Sampling technique

Simple random sampling technique was used in selecting the respondents. This technique was used where by a small group of people was selected to represent the rest/ the entire population in the organization.

Purposive sampling technique was also used were the researcher purposely chose who in her opinion was thought to obtain the desired information.

3.5 Data Collection Method and instruments

While collecting data for the study, the researcher used both primary and secondary sources of data. By using the Primary sources the researcher got first-hand information for the study using methods like questionnaires and observation. In using secondary source the researcher got information from the works of other people (authors) for example journals, newspapers, text books and other sources that gave desired information about the research topic.

3.5.1 Observation

Here an individual or individuals gather first hand data/information on programs, process/behaviors being studied. It also involves systematically selecting, watching and recording, behavior and characteristics of living beings, objects or phenomenon. The researcher used non participant observation method to observe how stress impact on employees' performance in the organization (Seyani International Company) for example their efficiency, effectiveness, skillfulness, productivity, work knowledge and hardworking which give room for interaction. The researcher used non participant method where she was not part but just studying peoples' behaviors during working.

3.5.2 Interviews/field work methods

It is a data collection technique that involves oral questioning of respondents either individually or as a group. It can be conducted on or through the phone and answers to questions paused during interview can be recorded by writing them down or by tape recording the responses. Here the researcher did not use interview as most of the managers did not have much time to answer the questions.

3.5.3 Questionnaire method

Nice (2002) defines a questionnaire as simply a ‘tool’ for collecting and recording information about a particular issue of interest. It was the main collection mode which consisted of a list of questions that were made for the respondents to fill in. Items in a questionnaire were arranged in a logical sequence for purposes of easy coding and follow up by the respondent and they were made attractive using good quality papers. Items in the questionnaire were numbered hence making the questionnaire easy to follow.

It was used because it’s cheap to administer to respondents scattered over a larger area, the respondents feel free to answer sensitive questions and the researcher acquired first-hand information. It involved the use of structured and unstructured questions that were designed according to the objectives and research questions of the study. This instrument helped the researcher to collect data from busy respondents.

Questions were formulated by the researcher to be answered by the respondent and they were self/personal administered. The researcher gave out 60 questionnaires out of which 50 were answered and returned whereas 10 were not returned. These questionnaires had a guide which directed the respondents on what to do and explained what the researcher wanted which helped the researcher to get views of the different people within the company and analyzed it to get the correct conclusion.

3.5.4 Use of available information

It is a large amount of data that has already been collected by authors. Locating these sources and retrieving the information is a good starting point in any data collection effort that is to say, analysis of information routinely collected by company departments which was unpublished. Census data, unpublished reports and publications in archives and libraries were used for this research.

3.5.5 Data instruments

The following instruments of data collection were involved; clock for observation, questionnaires and data compilation forms for available information were all be used during the process of collecting data.

3.6 Quality Control Management

3.7 Data Management and Processing

Here the researcher described the state of affairs as they existed and it involved measurement, classification, analysis, comparison and interpretation of data. It also involved cleaning free from errors, inspecting through the use of scientific formulae to ensure that data provided was error free, true and fair, transforming and modeling data with the goal of highlighting useful information.

3.7.1 Data Editing

This involved checking for errors and omissions to ensure accuracy, uniformity and completeness. Data editing will also include checking for gaps, errors, incompleteness and misreporting.

3.7.2 Data Summarizing

During the process, answers were clarified into meaningful categories so as to bring out essential patterns.

3.7.3 Data Processing

After collection process of data, the researcher compared and reduced data into tables and allocated them into values and percentages. The statistical package for social scientists (SP SS) was used to process data. Data processing involved editing, summarizing and tabulation were the findings were analysed, interpreted to give meaning to the raw data.

3.8 Data analysis

3.8.1 Reliability of data

Bryman and Bell (2007) argued that reliability is fundamentally concerned with the issues of consistency of measures and therefore internal reliability was applied which meant applying multiple indicator measures in which each respondent's answers to each question is aggregate to form an overall score and the possibility was raised that the indicators relate to each other. Testing the instruments of data collection to ensure the accuracy in perceiving, truthfulness which was measured by the use of facial expression and used Statistical package for social scientists (SPSS).

3.8.2 Validity of data

To ensure the validity and reliability of the available/ collected data. The validity will be pre-tested using the coefficient of validity index (CVI) and the research tools which will

be used are; questionnaires, and observation. Out of the 60 coefficient of validity used, the items rated relevant were 50 and 10 were rated irrelevant from questionnaires.

$$\text{CVI} = \frac{\text{Items rated relevant}}{\text{Total number of items}} * 100\%$$

Total number of items

0<50 is rated unreliable and 50>is reliable

Items rated relevant=50

$$\text{CVI} = 50/60 * 100$$

$$\text{CVI} = 83.3\%$$

Therefore this percentage (83.3%) shows that the instruments were valid and for testing the reliability, the researcher gave out the questionnaires to experts in the research to read through and they concluded that the questions were reliable and so is in position to give all the required information for the study.

3.9 Ethical considerations

It refers to correct rules of conduct necessary when carrying out research that is to say, moral responsibility to protect research participants from harm.

The researcher had to first explain to the respondents all about the purposes of the study and then ask for permission from the participants to help release the information required for the research on the impact of stress on employee performance.

The conducive environment for participants was created as promised by the researcher and the information given was preserved with anonymity and confidentiality by the researcher.

The researcher ensured that right information about the study was provided to enable potential participants to decide for or against their participation. The researcher ensured that individual's consent to participate were truly voluntary and the following information was provided to all potential research participants; proper identity of the researcher, the purpose of the research study, the procedures that were followed to ensure confidentiality of information given the participants, methods that were used to record responses.

The researcher ensured to observe ethical standards in professional practice during the research study by ensuring accuracy in data collection and processing, using systematic procedures and ensure that data collected and information processed is accurate.

The researcher also ensured that the key findings were agreed accurately reporting without any bias and also explaining the methods that were used in the collection and analysis of data. The research problems, errors or any distortions known to the researcher ere stated in the report.

3.10 Limitations of the study

The study had limitations such as target population and the small sample size which lead to limited information received by the researcher.

The limited data collection instruments were very expensive for the researcher to afford for better data collection in order to come up with accurate information for example the continuous printing of questionnaires.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter presents results from the analysis of the findings which were collected during the field study on the “**impact of stress on employee performance**”. The presentation, analysis and discussion focused on the four specific objectives which were put in line with the research questions and the background of the respondents mentioned below. The specific objectives include finding out the effects of role overload, role ambiguity, role conflict and task control all on employee performance. The researcher designed questionnaires and supplied them to the lower managers, middle managers and top managers of Seyani International Company.

4.0.1 Quantitative Presentation and Discussion

The respondents were given questionnaires about impact of stress on employee performance of Seyani International Company. The researcher distributed 60 questionnaires of which 50 were effectively returned and 10 were not returned and the various respondents include assistant procurement manager, front desk manager, human resource in the department of casual workers and casual workers themselves, engineers and contractors. The percentage of those received was 83.3% and for those which were not returned was 16.7% and though the remaining was not received, it did not affect the research and was effectively completed.

4.0.2 Background information of respondents

The background information of the respondent was collected in accordance to gender, age, experience, level of management, marital status and education level. The questionnaire was designed in such a way that it could capture the above information. The male respondents were 28 at 56.0% as shown by the frequency and female respondents were 22 at 44.0% employees of Seyani International Company. Most people in the organization were between 26-35 years of the age bracket and the most people were degree holders who were 23 followed by diploma 16, post graduate 8 and then 3 with certificates and most of them were in middle level management followed by the lower level managers and lastly the top manager as revealed in the findings as shown in the frequency below:

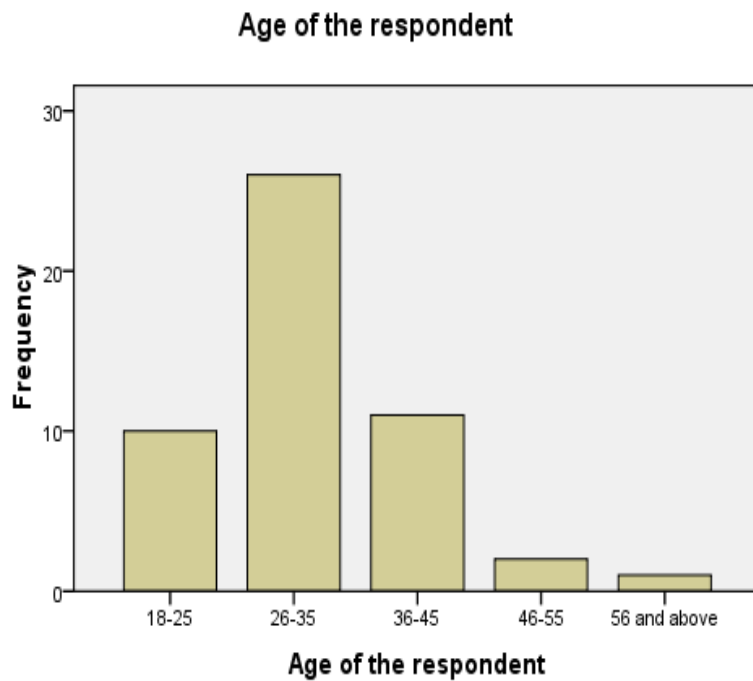
Table 4.0.3 Frequency and distribution of sex of the respondent.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	28	56.0	56.0	56.0
female	22	44.0	44.0	100.0
Total	50	100.0	100.0	

Source: Primary data 2014

The above table reveals that out of the total number of the respondents from Seyani International Company, 56% were male and 44% were female. The study received gender balance which was effective for the study and the researcher was able to get information for the above gender which indicates that there was gender quality in Seyani International Company when recruiting its employees so as to have a balanced gender to enhance various activities as a Company.

Fig 4.0.4 Frequency and distribution of Age of respondents.



Source: Primary data 2014

The figure above reveals that most of Seyani International Company's employees are in 26-35, 36-45, 46-55 and 56 age bracket which is comprised of knowledgeable and experienced employees both academically and field work. This indicates that such employees experience different stress levels while performing their tasks at work and some forms of stress they experience are role overload, role ambiguity, role conflict and task control which impact on their performance as they perform their duties.

Table 4.0.5 Frequency and distribution of experience of respondents.

	frequency	percent	Valid percent	Cumulative percent
Valid 1 year	7	14.0	14.0	14.0
2 years	19	38.0	38.0	52.0
3-5 years	22	44.0	44.0	96.0
5-10 years	2	4.0	4.0	100.0
Total	50	100.0	100.0	

Source: Primary data 2014

From the research carried out at Seyani International Company, the researcher found out that the greatest number of its employees had work experience of 3-5 years which is 44%, followed by 2 years of 38% employees whose response was helpful to the study because they had worked in Seyani International Company for a period of 3-5 years and having a percentage of 44%. This implies that there is low turnover of employees in that company and the lowest percentage of 14% implies that few there are few employees without enough experience which did not affect the success of the study.

Table 4.0.6 Frequency and distribution of level of management of respondents

	Frequency	Percent	Valid percent	Cumulative percent
Valid top management level	9	18.0	18.0	18.0
Middle management level	27	54.0	54.0	72.0
Lower management level	14	28.0	28.0	100.0
Total	50	100.0	100.0	

Source: primary data 2014

The above table reveals that Seyani International Company's highest number of management is that of middle level management comprising of 27 at 54% followed by the lower managers of 14 at 28% and lastly by the top managers of 9 at 18% which was not very bad number for the study. This implies that Seyani's middle managers experience a lot of stress compared to other levels of management since they handle the tasks that are carried out for the day to day running of the company.

Table 4.0.7 Frequency and distribution of marital status of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid single	12	24.0	24.0	24.0
married	25	50.0	50.0	74.0
divorced	5	10.0	10.0	84.0
engaged	8	16.0	16.0	100.0
Total	50	100.0	100.0	

Source: Primary data 2014

Most of the employees of Seyani International Company are married at the frequency of 25 and percentage of 50% followed by singles of 12 at 24% then engaged employees of 8 at 16.0% and divorced of 5 at 10.0% which implies that most married respondents of the company are affected they stress.

FINDING OUT THE IMPACT OF STRESS ON EMPLOYEE PERFORMANCE:

Max= maximum, Mini=minimum, N=total number of sample, Std.Dev=standard deviation.

Table 4.0.8 Mean and standard deviation of role overload.

	N	Minimum	Maximum	Mean	Std. Deviation
I have much work to do within the limited time allocated to me.	50	1	4	1.60	.670
I work for extra time hours in order to accomplish my tasks.	50	1	3	1.48	.544
There is unfair distribution of work or tasks.	50	1	3	1.82	.691
I find it difficult or hard to meet the deadlines in my work.	50	1	3	1.72	.536
There is underutilization of skills.	50	1	3	1.76	.591
There are adequate resources to perform the required workload/responsibilities.	50	1	5	2.82	1.137
I have the necessary ability needed to complete my work or tasks or responsibilities.	50	1	4	1.76	.870
Valid N (list wise)	50				

Source: Primary data 2014

Table 4.0.8 reveals that Seyani International Company’s respondents strongly agree with the maximum and minimum number as shown in the table above that role overload affects their performance in the Company in terms working for extra hours in order to accomplish their tasks, unfair distribution of work or tasks, find it difficult to meet the deadlines, underutilization of skills which are the most effective points for the success of this study. They analyzed the impact of role overload on employees of Seyani International Company and achieved Ivancevich et al (2008)’s argument about role overload that virtually everyone experiences work overload which is a common individual stressor and may be of

two types that is to say, qualitative overload which occurs when employees lack the ability to complete their job or their performance standards have been set too high and the second which is quantitative overload which results from having too much work to do within the insufficient time to complete the job which reduces the employees productivity thus impacting on their performance in the Company.

Table 4.0.9 Mean and standard deviation of effects of role ambiguity and employee performance.

	N	Minimum	Maximum	Mean	Std. Deviation
We have a good communication system with the managers.	50	1	4	1.98	.845
I have adequate information to carry out my duties/tasks.	50	1	5	3.82	1.224
I am certain about my duties, performance expectations, level of authority and other job conditions.	50	1	4	1.94	.682
The job specification and description is clearly explained.	50	1	4	1.68	.741
I clearly know the methods, scheduling and performance criteria in the organization.	50	1	5	3.78	1.266
I am certain on how the organization evaluates our performance.	50	1	5	4.14	1.178
Performance standards have been set too high compared to my abilities.	50	1	3	1.54	.579
I find ease when doing my work.	50	1	5	3.30	1.555
Valid N (list wise)	50				

Source: Primary data 2014

The above table 4.0.9 discloses that Seyani employees experience role ambiguity which impacts on their performance as seen in the table as they strongly disagree as represented by the maximum number of 5 that they find ease when doing their work, they are certain on how the organization evaluates their performance, they clearly know the work methods, scheduling and performance criteria in the organization and also they have adequate

information to carry out their tasks/duties according to the maximum number of 5 with a Mean of 3.30, 4.14, 3.78 and 3.82 and standard deviation of 1.555, 1.178, 1.226 and 1.224 respectively. The respondents also disagree that they have a good communication system with the managers, they are certain about their duties, performance expectations, level of authority and other job conditions and lastly the job specification and description is clearly explained as seen with maximum number of 4 with a Mean of 1.98, 1.94, and 1.68 and standard deviation of 0.845, 0.682 and 0.741 respectively which are analyzed in relation to each other which means that the study found out the effects of role ambiguity on employee performance and achieved part of Mcshane and Von Glinow (2003), Kousar et al (2006) and Neo et al (2009)'s arguments on role ambiguity that it exists when employees are uncertain about their duties, performance expectations, level of authority ,other job conditions, do not have adequate information in order to carry out the tasks and when they are unclear about work methods, scheduling and performance criteria because when they are not sure about how the company evaluates their performance, they become dissatisfied thus poor performance in the Company. Seyani International Company's employees experience role ambiguity as revealed in the table.

Table 4.0.10 Mean and standard deviation of role conflict and employee performance.

	N	Minimum	Maximum	Mean	Std. Deviation
My work does not conflict with that of the others.	50	1	5	3.06	1.346
Contradictory expectations about the members of my social network at work hold different my behaviors.	50	1	4	2.02	.892
I face competing role demands at work.	50	1	5	2.04	1.124
I receive contradictory messages from different managers about how am supposed to perform my work.	50	1	5	2.22	1.217
I receive conflicting demands from my supervisor about my job/work.	50	1	5	2.90	1.403
I am pressured to get along with people am not compatible with.	50	1	5	2.20	1.107
I have different tasks to perform at work.	50	1	5	1.78	.815
I have two bosses for example the line manager and the project manager.	50	1	5	2.44	1.198
I fulfill both work and family demands.	50	2	5	4.14	.808
Valid N (list wise)	50				

Source: Primary data 2014

The table 4.0.10 above shows that the respondents strongly agreed that their work conflicts with that of others, the members of my social network at work hold different or contradictory expectations about their behaviors, they face competing role demands at work, receive contradictory messages from different managers about how they are supposed to perform their work, receive conflicting demands from their supervisors about their job/work, pressured to get along with people they are not compatible with, had different tasks to perform at work and having two bosses for example line manager and the project manager as

reflected by 1 minimum. However the respondents agree that they can fulfill both work and family demands which is very good for their performance. Nevertheless the study achieved it's intended point about role conflict through Tarafdar et al (2007) , Mcshane and Von Glinow (2003)'s argument that role conflict can happen when different members of an individual's social network at work hold different or contradictory expectations of a person's behavior which often happens in case of a boundary role that is to say, a role that crosses departmental or organizational boundaries and that role conflict occurs when people face competing demands and when employees receive contradictory messages from different people about how to perform a task or work with organizational values respectively.

Table 4.0.11 Mean and standard deviation of task control and employee performance.

	N	minimum	maximum	mean	Std deviation
I have influence over the order in which I perform my tasks at work.	50	1	5	2.96	1.442
Am able to plan for my work	50	1	5	3.46	1.328
I participate in decision making in the organization.	50	1	5	4.20	1.107
I have some control over the pace or content of my work.	50	1	5	4.28	.784
I always rely on my immediate supervisor when work gets tough at work place.	50	1	5	2.80	1.178
Machines do the work I am supposed to do.	50	1	5	2.40	.857

My work is being controlled by machines like computers.	50	1	5	2.32	.957
I am scared of losing my job	50	1	5	1.78	.864
I have close supervision at work	50	1	5	2.12	1.062
Valid N (list wise)					

Source: Primary data 2014

The above table reveals that task control mainly impact on employees performance therefore the respondents disagree that they participant in decision making in the company according to the mean of 4.20 with standard deviation of 1.107 followed by having some control over the pace or content of their work having a mean of 4.28 with standard deviation of 0.784 which implies that Seyani employees have no control over their tasks or the way they perform their tasks which reduces their performance. However most respondents agree that they have close supervision at work, their work being controlled by machines like computers, always rely on their immediate supervisors which implies that the study strongly achieved its intentions on the effects of task control on employee performance as argued by Mcshane and Von Glinow (2009) that low task control occurs where the work is replaced by a machine, the job involves monitoring equipment or work schedule is controlled by someone else like computers, cell phones and other technology which increases stress by limiting a person's control of time and privacy that causes job dissatisfaction thereby impacting on their performance whereas Kinicki and Williams (2008) affirmed that there is considerably stress caused by worries over the prospective loss of the job.

Table 4.0.12 Mean and standard deviation of symptoms of stress

	N	Minimum	maximum	mean	Std Deviation
Headache	50	1	3	2.36	.525
Anxiety	50	1	3	2.26	.527
Chest pain/palpitation	50	1	4	2.06	.843
Indigestion/nausea	50	1	4	2.44	.675
sleeplessness	50	1	4	2.04	.781
Backache	50	1	3	1.84	.650
Stomach disorder	50	1	3	2.24	.591
Inability to concentrate	49	1	3	2.41	.574
Valid N (list wise)	49				

Source: Primary data 2014

The above table shows that most respondents have ever suffered from any of the above symptoms. The respondents mostly experience head ache, anxiety, back ache, stomach disorder and inability to concentrate at work which means that stress is inevitable to be avoided among the employees, as seen by their means and standard deviations respectively in the table. The least respondents are not sure whether they suffer or experience these

symptoms like chest pain/ palpitation, indigestion/nausea and sleeplessness as shown by maximum number 4 with the following means as; 2.06, 2.44 and 2.04 with standard deviation of 0.843, 0.675 and 0.781 respectively. However the study was successful and achieved Lussier (2010)'s argument that the situations in which too much pressure exists are known as stressors which are the situations in which people feel anxiety, tension and pressure. He continued to argue that stress also causes physical illnesses as it has been linked to heart problems, ulcer, asthma, nausea, chest pain and other maladies and that mental stress is increasingly a reason for calling in sickness and therefore can be blamed for head ache which is one of the major health problems today.

4.1 Conclusion

In this chapter, data from the field was compiled and analyzed to reflect the actual results from the field using SPSS (Statistical package for social scientists). Data which was analyzed and then explained in order for the readers to understand the results from the field.

From the research results, it is affirmed that role ambiguity is the most stress form that greatly impact on employee performance because most employees are uncertain about the way the company evaluates their performance and the uncertainty about the job specification and description which is not clearly explained to them by the human resource of the company.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the conclusions and recommendations that can be implemented to improve on employee performance of Seyani International Company and other organizations basing on the topic “ impact of stress on employee performance” which can be used as the guidelines for further research in the future especially on this topic. It also points out areas in the organization where improvements have to be made.

5.1 Summary of the findings

The performance of employees in organizations is affected by so many factors and one of them is stress through its various forms that is to say, role overload, role ambiguity, role conflict and task control. During the research, the researcher found out that Seyani International Company is one of the Companies that treasures performance of its employees a lot since it improves of the company’s reputation to the public. The management reported that due to these effects of stress on employees’ performance, the company has always budgeted for how to manage stress on its employees through participating in marathons sponsored by MTN for those who are really interested. However for those who are not, they are revising ways in which they can be helped in any way possible.

The results of the research shows that Seyani International Company has not taken precautions for reducing or managing stress among its employees which is still impacting on their performance for example role overload, role ambiguity and task control was the percentage of those who are experiencing such stress levels.

5.1.1 The impact of role overload on employee performance.

It was found that role overload affects the performance of the employees in one way or the other which affects their performance in the company. At Seyani International Company, it was affirmed from the results table 4.0.8, that underutilization of skills and unfair distribution of tasks may exceed the employees' ability to perform which may reduce the efficiency and effectiveness.

5.1.2 The impact of role ambiguity on employee performance

The research carried out at Seyani International Company revealed that role ambiguity greatly affects the performance of the employees since employees are not certain on how the company evaluates their performance, have inadequate information to carry out their tasks or duties and the performance standard have been set too high compared to their abilities which uncertainties make it difficult and stressful for them thus reducing their performance levels because they are dissatisfied.

5.1.3 The impact of role conflict on employee performance

The research also revealed that role conflict affects employees' performance in the company as most of the casual employees receive contradictory messages which employees who experience marital conflicts making them to come harboring with emotional pain and negative feeling and in the process become less effective and makes it difficult to interact with their co-workers and in the process their performance is affected as they cannot work effectively and efficiently.

5.1.4 The impacts of task control on employee performance

Task control at Seyani is very low because employees strongly disagree having influence over the order in which they perform their tasks at work, participate in decision making, having control over the pace or content of their work which greatly affects the way they perform their task, however involving employees in decision making enables them to be effective and efficient while performing their duties bearing in mind that they have to fulfill their set objectives and goals as decided in the decisions made by them. The respondents argued that they are insecure about their jobs as they do not know what might happen next since they are not involved in decision making and that they do not have influence over the order in which they perform their tasks at work. In the process their performance is affected since they are introduced to stress which makes their life miserable in the long run.

5.2 Conclusions.

The results revealed and affirmed that role ambiguity is the major form of stress that greatly impact on employee performance because of the inadequate information which cannot allow them to perform their tasks efficiently and effectively , followed by role overload where employees have much work to do within the limited time allocated to them. In this case stress cannot be avoided in one way or the other because it takes many forms which are the role overload, role ambiguity, role conflict and task control which in the process impact on employee performance.

5.3 Recommendations

The following recommendations have been proposed basing on the findings;

Seyani International Company should try to clearly explain its job specification and description to its employees so that they do not find it difficult/hard to know what the company expects them to do for better employee performance in the company.

Stress should be handled depending on which form of stress and the cause that has affected the performance of employees before downsizing workers which may help the company to improve on its employees' performance thus increased efficiency and effectiveness in the company.

Managers should engage subordinates in decision making for better and efficient performance of the company and employees as well in order to achieve the set objectives and goals of the company.

The company' managers should inform employees or subordinates on how to evaluate their performance, the work methods, scheduling and performance criteria in the company so that employees feel that they are secure while performing their duties well knowing the requirements needed for performance standards.

The company should also emphasize the time which employees should leave the company and to create awareness of the effects of over working for those who are interested to work over time of the impacts of extra working without resting on their performance.

Adequate resources should be deployed whenever they are needed by the employee because it is a good sign for performance however much they are effectively been over utilized, they should be available whenever needed for production and better performance in the company.

They should also select communication channels that will accommodate both manager and subordinates to avoid role ambiguities in the company among the employees for effective and efficient performance of their duties and tasks.

They should encourage employees to keep doing physical exercises to keep them awake, active, innovative and creative while at work to overcome stresses that may be encountered in the work environment.

Management should ensure that employees or subordinates do not receive contradictory or conflicting messages and demands from different supervisors through ensuring that different supervisors have been allocated to different group of employees in a sizeable number that will make his or her work life effective.

5.4 Suggestions for further research

The impact of stress on employees' performance in organizations in Uganda. Impact of role overload on employees' performance. Impact of role conflict, role ambiguity and task control on employees' performance.

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APPENDICES

Appendix i:

Dear respondent,

I am Nalubwama Josephine undergraduate student of Business Administration and Management at Uganda Martyrs University carrying out a research on the *“Impact of stress on employee performance/productivity” in organizations in Uganda* and my case study is Seyani International Company and it is purely for academic purposes.

Your responses are kindly sought and needed to these questions and please be assured that the information given will be treated with at most anonymity and confidentiality.

Thanks for your cooperation.

PART A: Back ground of the respondent.

Name (optional)...

Please tick the box after the specific category in which you fall.

Sex:

1. Male 2. Female

Age:

1. 18-25 2. 26-35 3. 36-45 4. 46-55 5. 56 and above

Experience:

1. 1yr 2. 2yrs 3. 3-5yrs 4. 5-10yrs

Level of management:

1. Top Management 2. Middle level management 3. Lower lever management

Marital status:

1. Single 2. Married 3. Divorced 4. Engaged

Level of education:

1. Certificate 3. Degree
2. Diploma 4. Postgraduate

PART B: Stress:

A.1 To you, what constitute occupational stress?

- Role overload
Role ambiguity
Task control
Role conflict
Others

If there are others, please list them and give your reason (s).

.....
.....

Please provide your response to the following statements which have been ranked on a five scale.

1= strongly agree, 2= agree, 3= uncertain, 4= disagree, 5= strongly disagree.

A.2 Role overload and employee performance.

Statements	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
I have much work to do within the limited time allocated to me.					
I work for extra time hours in order to accomplish my tasks.					
There is unfair distribution of work or tasks.					
I find it difficult or hard to meet the deadlines in my work.					
There is underutilization of skills.					
There are adequate resources to perform the required workload/responsibilities.					
I have the necessary ability needed to complete my work or task or responsibilities					

A.3 Role ambiguity and employee performances

Statements	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
We have a good communication system with the managers.					
I have adequate information to carry out my duties/ tasks.					
I am certain about my duties, performance expectations, level of authority and other job conditions.					
The job specification and description is clearly explained.					
I clearly know the work methods, scheduling and performance criteria in the organization.					
I am certain on how the organization evaluates our performance.					
Performance standards have been set too high compared to my abilities.					
I find ease when doing my work.					

A.4 Role conflict and employee performance

Statements	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
My work does not conflict with					

that of others.					
The members of my social network at work hold different or contradictory expectations about my behaviors.					
I face competing role demands at work.					
I receive contradictory messages from different managers about how am supposed to perform my work.					
I receive conflicting demands from my supervisor about my job/work.					
I am pressured to get along with people am not compatible with.					
I have different tasks to perform at work.					
I have two bosses for example the line manager and the project manager.					
I fulfill both work and family demands.					
Am always conflicting with my					

husband/family/spouse about my work.					
I sometimes conflict with my work mates.					

A.5 Task control and employee performance

Statements	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
I have influence over the order in which I perform my tasks at work.					
I able t plan for my work.					
I participate in decision making in the organization.					
I have some control over the pace or content of my work.					
I always rely on my immediate supervisor when work gets tough at workplace.					
Machines do the work I am supposed to do.					
My work is being controlled by machines like computers.					
I am scared of losing my job.					
I have close supervision at work.					

A.6. Have you ever suffered from any of the following?

Statements	Never	sometimes	Often	Not sure
Head ache				
Anxiety				
Chest pain/palpitation				
Indigestion/nausea				
Sleeplessness				
Backache				
Stomach disorder				
Inability to concentrate				

Appendix ii: WORK PLAN

ACTIVITIES	DATE	PERSON	PLACE
Writing proposal	19 th Nov 2012	Researcher	UMU
Instruments development and piloting of instruments	Jan-Feb 2014	Researcher	UMU
Pre – testing of instruments	January 2014	Researcher	UMU
Data collection	May 2014	Researcher	Seyani International Company
Data organization and analysis	April 2014	Researcher	UMU
Consultation of supervisor	Feb- May 2014	Researcher/Supervisor	UMU
Typing and editing of report	April-May 2014	Researcher/Supervisor	UMU
Submission of the dissertation	May 2014	Researcher/Supervisor	UMU

Appendix iii: PROPOSED BUDGET

S/N	ITEMS	AMOUNT
1	Stationery	90,000
2	Data Processing	50,000
3	Printing and binding	100,000
4	Food and Transport	90,000
5	Miscellaneous	10,000
	Grant total	340,000