

**STRESS MANAGEMENT AND EMPLOYEE PERFORMANCE IN FINANCIAL
INSTITUTIONS**

**CASE STUDY OF CENTENARY BANK, MAPEERA HOUSE BRANCH, KAMPALA
DISTRICT**

Submitted by:



**A Dissertation submitted to the Faculty of Business Administration and Management,
in Partial Fulfillment of all the Requirements for the Award of a Bachelor's
Degree of Business Administration and Management of
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DEDICATION

I dedicate this report to all relatives, family members and friends who contributed directly or indirectly towards my struggle during this research and the entire academic life.

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I would like to extend my pleasure and lots of thanks to the almighty God for giving me life plus the opportunity to reach this academic qualification. In a special way, I am greatly indebted to my supervisor Mr. Ssebagala Cyprian, lecturer, mentor and role model for the foundation he gave me during his lectures and academic guidance, his valuable time and encouragement in preparing this research dissertation.

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LIST OF ACRONYMS

- GAS : General Adaptation Syndrome
- HPA axis : Hypothalamic-Pituitary-Adrenal axis
- ESP : Employee Assistance Programs

ABSTRACT

In this part, the researcher talks about Stress Management and Employee Performance in financial institutions. The case study of this research is centenary bank Mapeera House branch, Kampala district. The specific objectives of this research are, to examine the effect of Employee Assistance Programs on Employee Performance in centenary bank Mapeera House branch, to examine the effect of Career Development Programs on Employee Performance in centenary bank Mapeera House branch and to examine the effect of Job Rotation on Employee Performance in centenary bank Mapeera House branch. The independent variables are; Employee Assistance Programs, Career Development Programs, Job Rotation while dependent variables are; market share, loanable funds, profitability. Simple random sampling technique and purposive technique were used for collecting data. Data sources that's to say, primary sources like emails and secondary sources like journals were used. The researcher also used questionnaires as data collection instruments. It was discovered that Job Rotation had more effect on performance than other strategies.

CHAPTER ONE

1.0 Introduction

This chapter indicated stress, the background of the study, statement of the problem, broad objective of the study, specific objectives, research questions, and scope of the study, significance of the study, justification of the study, conceptual framework and operational definition of key terms.

The researcher investigated the different strategies of managing stress, effects of those strategies and how they have improved employee performance.

1.1 Background of the study

Globally, stress in American survey results show that adults continue to report high levels of stress and may report that their stress has increased over the past year. 75% of adults reported experiencing moderate to high levels of stress in the past month and nearly half reported that their stress has increased in the past year. Approximately, one out of seventy five people may experience panic disorders. Stress is a top health concern for U.S. teens between 9th and 12th grade, psychologists say that if they don't learn healthy ways to manage that stress now, it could have serious long term health implications. 80% of the workers feel stress on the job and nearly half say they need help in learning how to manage stress. And 42% say their co-workers need such help. Stress levels in the workplace are rising with six in ten workers in major global economies experiencing increased workplace stress. With China (86%) having the highest rise in workplace stress. Alarmingly, 91% of adult Australians feel stress in at least one important area of their lives. Almost 50% feel very stressed about one part of their life. In New York, Los Angeles and other municipalities, the relationship between job stress and heart attacks is so well acknowledged, that any police officer who suffers a coronary

event on or off the job is assumed to have a work related injury and is compensated accordingly (including heart attack sustained while fishing on vacation or gambling in Las Vegas).

According to the African setting, occupational stress has negative effects such as impaired performance and effectiveness, reduction in productivity, diminishing levels of customer service, absenteeism, purposefully destructive behaviors for example spreading rumors and stealing (Happel, Pinikahana and Martin 2003) and even suicide (McGrath, Reid and Boore, 2003). Stress is seen by Cherniss (1995) as the main contributing factor to burnout.

According to Ugandan context, occupational stress, job satisfaction and job performance are reported to be interrelated. Occupational stress has been reported to affect job satisfaction and job performance among workers. Occupational stress is a complex phenomenon defined in multiple ways by different theoretical models (Clegg 2001). In the present situation, occupational stress is defined as the harmful physical and emotional response that occurs when the requirements of the job don't match the resources, capabilities and needs of the workers (Bianchi 2004, Alves 2005, Nakasis and Ouzouni 2008). Workload as a result of staff shortage has been reported to be the major source of occupational stress (Lee and Wang 2002).

1.2 Statement of the problem

As in the early times, basing on the view of Human resource, there has been a problem of stress among employees in centenary bank for example tellers which has been affecting performance of the organization and leading to the failure of achievement of organizational goals due to absenteeism, sickness among others. However, managers have tried to overcome this in various ways by setting up different strategies as below;

Managers have brought up strategies like proper payment since this plays a distinctive role in how well the employees perform. Incentive pay, based on the quantity of work delivered rather than on the time spent on the job, is particularly beneficial for increasing worker productivity and this reduces stress. According to Attorney Michael Helfand, employers are legally obligated to pay their employees. This is simply because when employees are paid, their stress level decreases as productivity increases.

Managers have also come up with strategies like promotions at work on the side of employees since this reduces the stress level. This is because lower ranking employees suffer higher rates of heart disease possibly because of the stress and low status of the jobs. According to Clothier and Spriegel, “promotion is the transfer of an employee to a job which pays more money or one that carries some preferred status.” Promotion is the ultimate motivating factor for any employee because it moves the employee forward in hierarchy of concern organization added with additional responsibility, higher respect, honor, with increase in grade pay and allowances.

Managers have also set up strategies like changing the work environment for employees. This is simply because an employee's workplace environment is a key determinant of the quality of their work and their level of productivity. How well the workplace engages an employee impacts their desire to learn skills and their level of motivation to perform. Skills and motivation level then influences an employee's level of output. A conducive work environment tends to reduce the level of stress and enhances productivity.

However, even though these strategies have been put into place, the problem of stress still exists among employees at the workplace. As a researcher, am prompted to carry out this research so as to know the reasons as to why stress still exists even after when stress management strategies have been provided.

1.3 Broad objective of the study

To examine the effect of Stress Management on Employee Performance in centenary bank Mapeera House branch.

1.4 Specific objectives

- i. To examine the effect of Employee Assistance Programs on Employee Performance in centenary bank Mapeera House branch.
- ii. To examine the effect of Career Development Programs on Employee Performance in centenary bank Mapeera House branch.
- iii. To examine the effect of Job Rotation on Employee Performance in centenary bank Mapeera House branch.

1.5 Research questions

- i. How Employee Assistance Programs can help to improve Employee Performance?
- ii. How Career Development Programs can improve Employee Performance?
- iii. How Job Rotation can improve Employee Performance?

1.6 Scope of the study

1.6.1 Content

Under this area, the researcher examined the independent variable which was Stress Management and its dimensions like Employee Assistance Programs, Career Development Programs and changing the workload for an employee together with the dependent variable which was Employee Performance and its dimensions like market share, loanable funds and profitability.

1.6.2 Geographical scope

This study was conducted or carried out in centenary bank Mapeera House branch. This is found on plot 44/46 Kampala road and plot 2. It's found in the central region, Burton Street, P.O.Box 1892, Kampala. The research was carried out in this area since it's the main and biggest institution with a large population that enabled a big number of respondents.

1.6.3 Time

The study was conducted within a time period of two years from 2015-2017. This was because it was the appropriate and sufficient time for getting all the necessary feedback from the required respondents.

1.7 Significance of the study

The findings of the study were important in the following ways;

When this study was carried out, policy makers involved in this study benefited including me. I was able to gain more skills on how to conduct a research and thus improved in my field of study.

The different strategies of managing stress were identified. That's to say, as data was being collected, the main problems were identified which lead to the finding of ways on how to manage stress.

Employee performance in the institution was able to improve since employees were provided with mechanisms of stress management and thus they were able to manage stress.

1.8 Justification of the study

As a researcher, I was prompted to carry out this study simply because many scholars who had carried out the same research had not conducted it in the same areas as the ones I

conducted the study in so, this encouraged my research in those areas to know the employees' performance, levels of stress and how they were trying to overcome it.

1.9 Operational definition of key terms

Stress; this refers to your mind and body's response or reaction to a real or imagined threat, event or change.

Stress Management; this refers to a situation whereby effective buffers are used against stress like feeling good about yourself.

Employee Performance; this refers to a situation whereby an employee performs tasks basing on his skill.

1.10 Conceptual framework.

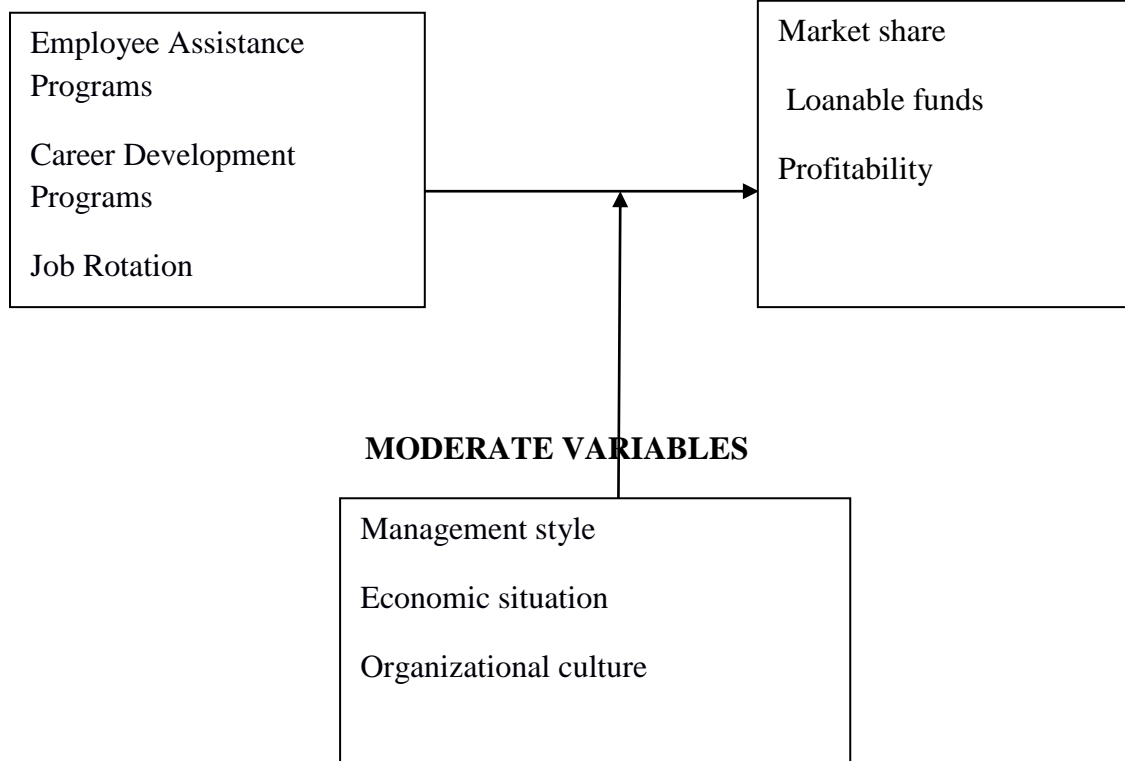
Conceptual framework is a simplified systematic conceptual structure of interrelated elements in some schematic narrative statements or mathematical equation. It is a described relationship between and among concepts and variables such as dependent, independent and background variables. Dependent variable is the one whose changes result from outside causes (a variable that is influenced by other variables). Independent variable is the one which causes changes or pressurizes others to change. Background variables are inherited characteristics, they have no direct influence on dependent variables (Ndunguru, 2007).

Independent Variable

Dependent Variable

STRESS MANAGEMENT

EMPLOYEE PERFORMANCE



Source: Adapted and modified by the researcher; (Masi, 2004), Greenhaus, et al. (2000), Armstrong (2001), Edward (2005, p. 74)

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter focused on the theoretical review of Stress Management and the actual review that was; Employee Assistance Programs and Employee Performance, Career Development Programs and Employee Performance and Job Rotation and Employee Performance.

2.1 Theoretical review of Stress Management.

Hans Selye (1907- 1982) was a Hungarian *endocrinologist*, first to give a scientific explanation for biological stress. Hans Selye explained his stress model based on physiology and psychobiology as General Adaptation Syndrome (GAS). His model states that an event that threatens an organism's well-being (a stressor) leads to a three-stage bodily response. That's to say, alarm stage, resistance stage and exhaustion stage. He explained about *hypothalamic-pituitary-adrenal axis (HPA axis)* system which prepares the body to cope with stress. Selye also explained about a *local adaptation syndrome* which refers to the inflammatory response and repair processes occur at the local site of tissue injury as in small, topical injuries, such as contact dermatitis which may lead to GAS if the local injury is severe enough. For the alarming stage, upon encountering a stressor, body reacts with "fight or flight response and sympathetic nervous system is activated. Hormones such as cortisol and adrenalin released into the bloodstream to meet the threat or danger. The body's resources are now mobilized. For the resistance stage, Parasympathetic nervous system returns many physiological functions to normal levels while body focuses resources against the stressor. Blood glucose levels remain high, cortisol and adrenalin continue to circulate at elevated levels, but outward appearance of organism seems normal. For the exhaustion stress, if

stressor continues beyond body's capacity, organism exhausts resources and becomes susceptible to disease and death.

Conclusion

Hans Selye's theory profoundly influenced the scientific study of stress. Stress is a state produced by a change in the environment and the nature of the stressor is variable. The individual appraises and copes with the stress, to reach the goal of *adaptation*. The process is called *coping with the stress*, and it is achieved through a compensatory process with physiologic and psychological components.

2.2 Actual review

2.2.1 Employee Assistance Programs and Employee Performance

Throughout the business world, one of the largest problems individual businesses face is the use of illegal drugs and alcohol. These substances greatly affect the business and workplace environments for many individuals. Employee assistance programs were created to help deal with augmenting substance abuse problems. Employee assistance programs enable a company and its workers to detect if a co-worker is having problems and aids in helping them to overcome their problems by giving them advice or suggesting counseling. Critics have noticed some problems with this program. One problem is the lack of confidentiality and the fact that co-workers and bosses are afraid to confront their workers. In order for companies to minimize their loss of money, and for employees to stop ruining their lives and the lives around them, the employee assistance program is a necessity. Appropriate prevention and intervention efforts with employee assistance programs will save companies from losing experienced employees, and save employees from failure and even death. The most tremendous problems that companies are facing in the Nineties are the abuse of

drugs and alcohol. Alcoholism is defined as a chronic, progressive, and fatal disease. The American Medical Association has recognized alcoholism as a disease since 1956 (Scanlon 9). An alcoholic is identified as having a severe dependency, or addiction, and a cumulative pattern of behaviors associated with drinking. Alcoholism is apparent when someone is frequently drunk, having marriage problems, driving while intoxicated, getting fired, or being arrested (Drug Abuse). A significant difference between being an alcoholic and a drug addict is that drugs, no matter what the age of the user, are illegal.

Employee assistance programs have historically succeeded at providing basic counseling services to employees, without the perceived stigma of seeking out a behavioral health specialist. Through this counseling, employee assistance programs can support worker morale, reduce absenteeism, and refer members with more serious issues to specialists. Despite the many successes of employee assistance programs, there are many areas for improvement.

Most large and mid-size employers in the United States provide employee assistance Program (EAP) services as a prepaid benefit to help employees and their families with a variety of personal concerns that may have negative effects on job performance (Masi, 2004), and EAP has clearly made a mark with U.S. employers. At the conceptual core of EAP counseling, as opposed to the traditional “psychotherapeutic” perspective, is an awareness of the impact of the employee’s unresolved personal problems on work effectiveness and occupational functioning (roman, 1981). Despite this core dimension of EAP counseling, measures of the effectiveness of an EAP service have not routinely captured whether EAP providers achieve results that are relevant to work place effectiveness, and thus meaningful to employer representatives or stakeholders in Human resources, employee Benefits, and occupational Health & Safety. Typical measures of an EAP often focus on process metrics such as utilization rates, presenting problems and demographics, and fail to demonstrate the

program's actual effectiveness in obtaining a positive outcome in the workplace. Ironically, most EAP providers do not quantify the impact of the field's original claim that when employees' personal concerns and employers' job performance concerns overlap, EAPs improve job performance. This job related outcome requires EAP providers to understand the end results of their particular EAP intervention, especially the effects that employers seem to care about, like less absenteeism and presenteeism, higher levels of work engagement and reduced levels of distress at work.

2.2.2 Career Development Programs and Employee Performance

According to Greenhaus, et al. (2000) stated that career development is a continuous process of work life. Career development benefits not only the individual employee, but also the organization. A career development practice enables organizations to develop and place employees in positions compatible with their individual career interests, needs and goals. This promotes employee satisfaction and optimal use of employee abilities. Moreover, career development helps to retain and motivate employees through the career development process; employees are assisted in setting realistic goals and to develop the required skills and abilities for target positions (Hall and Lorgan, 1979). The development of the capacity and capability of the organization's managers has a fundamental impact on efficiency, effectiveness, morale and profitability of an organization. High performing organizations increasingly pay close attention to the validity of their recruitment practices and are becoming equally vigilant about developing their employees' career in order to ensure they achieve optimum performance both in the present and the future, Mwanje (2010). Balaji (2004) emphasizes on the practice of providing internal promotions so as to create a feeling that career development offers good career growth opportunity which in his opinion will motivate employees to remain in the industry. Basically, motivation concerns 'motives' and 'needs' and Beardwell, Holden and

Claydon (2004) point out that career advancement is a form of motivation which is increasingly seen by managers as a mechanism for improvement.

Workers in contemporary society are expressing a strong desire to pursue more than just a job. They are looking for employment opportunities that promise an extension of their interests, personality and abilities. They want a variety of things from their jobs besides a pay cheque and a few fringe benefits, and their loyalty to the organization depends upon the degree to which their employer satisfies these wants (Bartlett, 2012). With improved living standards, workers are no longer satisfied to have just a job and the usual fringe benefits. They want a career that expresses their interests, personality, abilities and that harmonizes with their total life situation. Unfortunately, most employers have failed to recognize this need and the tools and experiences they provide do not enable workers to develop in their career, (Nzuve, 2007). According to Armstrong (2001) career development is of great importance to both the individual employee and the organization. This is so because there is interaction between the organization for which he/she works and the development of the organization through the employee's career. An employee develops his/her career through a continuous acquisition of managerial or professional skills and experience which may bring about rewards and promotion. Graham and Bennett (2005) agree with this and contend that career development involves higher status and responsibilities which can take place in one organization or through movement between organizations or a combination of both. Employees could move from one institution to another not necessarily in the same career, but probably from one field to another or from one level to another, (Robbins, 20).

In today's competitive market, successful organizations regardless of size need employees who have the necessary knowledge and skills to make an effective contribution as drivers towards achieving a competitive edge in the organization. Therefore, vision of a competent,

confident, loyal and valued workforce delivering high quality, person-centered services is rightly ambitious.

Armstrong (2001) agrees and points out, that today's dynamic environment requires continuous professional and managerial development. Stakeholders should put in place, if not already available, a range of structures and processes to support the development of the workforce they need now and for the future. Pareek and Rao (2012) concur and argue that career development of employees should be seen as an investment, not a cost; and that bad performance, ignorance and low commitment to duty are very costly barriers in an organization. It is pointed out that the key to high levels of performance lies in having employees who are willing to work, are well managed, well led, well-motivated and are always re-skilling. Career development covers an employee's working life. It starts with, for example staff orientation, on-job training, experience, short courses, professional courses, post graduate degrees or diplomas. According to the National Strategy for the Development of the social service workforce in Scotland (2005), employee development is the foundation on which the confidence and competence of individual staff is built, (Robbins, 2010). This study seeks to establish the influence of career development on employee performance. Employees are major assets of any organization; they play an active role towards company's success that cannot be underestimated. Equipping these unique assets through effective training becomes imperative in order to maximize the job performance. Career development often used to close the gap between current performances and expected future performance.

The rapid increase of global competition, day by day renewed technology, growing demand towards better customer service have made constant and fast change an important issue in organizations. Businesses in the present world are operating in a highly competitive and borderless environment. Survival has become a key focus for many of these businesses, and they are constantly seeking for ingredients that can help to establish their competitive

advantage (Jayasingam & Yong 2013, 3903). Nowadays, managers and employers understand that they cannot obtain a good performance from their employees in a platform where both personal career management and organizational career management practices are absent. They realized that developing new methods is necessary, and they have to make a fundamental change in this matter. Otherwise, it is likely that their competitors will discover the secret power of workers and take action already. One of the roles of the human resource department is to help employees consider potential career routes (Agba, et al., 2010, p. 106). Together with efficiently using human resources that have a strategic importance for organizations, the effects of career development programs that might provide a competitive advantage and organizational commitment on the employee's job satisfaction are chosen as the subject of this study. With no doubt, participation of managers and workers in the processes in the workplace and the necessity of giving responsibility and authority to workers in order to make the decisions applicable have become very crucial nowadays. Participation in decision making is related to autonomy or empowerment, which are intrinsically motivating (Beehr, et al., 2009, p. 4). Companies that still embrace their old ways of operation, in other words, a centralized hierarchical level in a changing business world will eventually lose their workers and clients to the firms that embrace and internalize the new management style. Now, employees will desire to leave the companies that embrace the old management style and be on the side of employers who are willing to show more respect, give more autonomy and authority. One of the assumptions of the employees hold about their careers is the match between their aspirations and organization's career system. Organizations sometimes do not seek the match; therefore, dissatisfaction and withdrawal may result (Cartwright, 2005, p. 40). In the modern business world nowadays, employers must find a way to not only recompense for their employees' labor and effort, but also to draw their souls into the workplace. The goal of this study is to indicate the importance of the

mentioned issues and raise awareness. Once we accept that the basis for the successful organizations is qualified employees, the main goal of the organizations must be to keep ISSN 2167-9606 Print/ ISSN 2167-9614 on line/ World Scholars <http://www.worldscholars.org>American Journal of Business and Management skilled and experienced employees in the organization. In the basis of the achievement of these main goals, it is very essential for the organizations to provide training for the new employees, and assist the development of the present employees which are only possible by an efficient career system. Lee & Bruvold (2003, p. 984) highlighted that previous statements for appropriate employee development programs found their grounds on the awareness that organizations were gradually more dependent on their human resources. Investments in human resource development present the image of high commitment strategy that influences employee commitment and motivation (Lee & Bruvold 2003, p. 984). What is more, providing the integration of employees to the organization and while doing that, feeding with dynamics such as motivation, organizational commitment, and job satisfaction are very crucial. Development of human resources is associated with organizational success. The prerequisite for making a difference in a competitive environment lies in investing in people and performing both individual and organizational career processes. Lee & Bruvold (2003, p. 983) states that Michael Porter's research also affirms that companies that spend the most on employee training and development are the most competitive in all developed countries in the world. According to Granrose (1997, p. 29), the greater the match or similarity between individual career goals and plans and the organization's plans for the employee, the more positive the outcomes of motivation and satisfaction. Qualified production is achieved by qualified labor.

2.2.3 Job Rotation and Employee Performance

Research that will soon appear in *The International Journal of Human Resource Management* shows that job rotation leads to higher individual performance in the years following the job rotation. However, this effect is primarily driven by the performance gains of those who were high performers prior to the rotation, and there does not seem to be much performance improvement due to job rotation for those who were low performers prior to the rotation. Using data on 15,000 employees, representing Job rotations do not seem to improve the performance of low performers. Over 40 financial service companies in Germany between the years 2004 and 2007, researchers found that job rotation programs (lateral, within company job transfers) were common across companies. The researchers found that overall, future employee performance was higher for those that participated in such job rotation programs. However, these performance increases were isolated to those who were high performers prior to the job rotation, whereas poor performers prior to the job rotation did not seem to benefit from the job rotation.

Edward (2005, p. 74) describes job rotation as “the process of switching a person from job to job” which increases an employee’s capability and value to an organization. Traditionally, job rotation is usually addressed at an organizational level. From the employers’ point of view, organizational theorists have advocated frequent rotation as a means of reducing fatigue and boredom on jobs so as to maintain productivity (Miller, et al 1973). Job rotation enables the training of workers to be backups for other workers so that managers have a more flexible work force and a ready supply of trained workers (Rothwell et al, 1994). When rotation occurs at longer intervals, it has been thought as a practice of progressive human resource development or a means of enhancing the value of work experience for career development (Campion, et al, 1994). As a learning mechanism, employees are given the opportunity to learn necessary skills which can help them to advance within a company. This

employment opportunity also has the effect of boosting morale for the employees' performance.

Organizations in the 21st century face rapid changes in the external business environment that impact the operation of the internal environment (Blanchard, 2006). The demands made by customers, skilled workers, regulators, social activists and shareholders increase the pressure on firms to deliver excellent performance while satisfying the diverse needs of stakeholders (Watson, 2007; Schermerhorn, et al., 2004). An understanding of job rotation is necessary to decipher the needs of the individuals and groups within the organization in order to utilize maximize experience which translates to high performance workplace. High Performance Workplace strives to get the best in people as a means to achieve sustainable results. Leaders, who put people first when setting the organizational objectives, inspire their workforce to pursue high performance while meeting the expectations of all the stakeholders (McClelland & Burnham, 2003). Job rotation involves lateral transfers of employees between jobs in an organization. In this, Senge (1999) implies systematic movement of employees from one job to the other. The portfolio remains constant but employees performing them move from one portfolio to the other, (Champion et al., 1994). According to Metin et al. (1998) job rotation is important in two aspects namely; an employee who rotates without changing the portfolio accumulates experience more than the one who does not hence, it is an effective tool for career development. Consequently he/she accumulates experience in more departments hence; it is easier to train him to become a generalist. Job rotation in an organization contains three elements namely; individual learning, knowledge from outside resources and reciprocal action between employees and therefore it is regarded as an excellent catalyst of improving utility of outside learning resources. It is therefore, a strategy conducted by organizations to improve employee performance and productivity. The concept of high performance workplace is informed by Parson's theory (1951). He theorized that the

collective is composed of the social interactions of actors, objects and norms and is more than the sum of the actions and attitudes of individuals in the collective system. These systems of interactions emerge from multiple levels of analysis namely; individual, group, organization or societal. The theory of action proposes that performance and learning processes upsets the dynamic balance in a social system creating change.

In modern era, organizations gain a competitive advantage depending on human resources productivity, learning system development and developing intellectual capital and independent personal and functional identities. Investment on organizational human assets reveals its latent productivity and leads to profitability of human resources. The foundation of enhanced human resource productivity lies in development of their different abilities. Thus, organizational optimal performance depends on human resource attempts in order to develop organizational capabilities of employees. Performance is considered as behavior or a method which operates based on the organizations, groups and individuals. In other words, performance is behavior by determined indicators which can be evaluated positively or negatively for employees. Furthermore, Origo and Pagani consider job rotation system as an effective operational system to improve human capital performance and productivity, they claim that it is an effective option in order to facilitate and accelerate operations, save time and resources. Sullivan and Au define job rotation as systematic replacement of employees from a job to another or a project to another within the organization to train qualified human resources for competitive advantage. Thus, job rotation system causes enhancing productivity of human resources and improves organizational performance in both organization and individual level by training multi-skilled employees, creating a logical efficient interaction between skill and motivation and providing practical participation for employees whose greatest advantage is increased job satisfaction of employees. Therefore, job design methods are extremely important, including: job rotation in order to achieve maximum efficiency and

effectiveness and the highest levels in performance. Moving from one position to another for set periods results in mobility, new skills, a new working environment, new social dialogue, new experiences, new professional fields, removes the employee from going through the same motions for long periods of time and increases morale and motivation. Job rotation system results in increased production and improved productivity of human resources by promoting work performance of employees, providing opportunities for operational team work, decreasing job stresses, increasing intellectual power and innovation, and increasing hours of effective work.

In competitive world, considering new methods is inevitable for creation of efficiency in organizations. New methods of job design encourage managers to adapt environmental, technological changes and better responsibility to beneficiaries needs and to increase work motivation of employees. One of the most effective methods for developing the horizon of employees is job rotation, especially human resource empowerment. Job rotation is considered as a method of job design by which employees learn job skills from different parts and relieve exhaustion due to repeated tasks by changing those. Job rotation can be defined as working in different positions or in different situations at time periods. Investigating the influence of job rotation on performance by considering skill variation and job satisfaction of bank employees

are classified based on a range of individual knowledge, skills and capability of employees. Job rotation is a planned replacement of employees among jobs in a period of time for one or more goals of earning skills and job independence; increasing motivation, job performance and productivity. Job rotation is a process by which employees laterally mobilize and serve their tasks in different organizational levels; when an individual experiences different posts and responsibilities in an organization, ability increases to evaluate his capabilities in the organization. The job rotation applications are significant not only for production workers but

also for employees considered as manager candidates. In US and Japanese firms, qualified workers who are expected to be promoted as managers are required to have a broad view of the entire firm. The workers have experienced various production segments by rotating through different jobs, effectively learning many aspects of the company from a manager point of view. Job rotation is called service training in some documents. Thus, an employee working in a unit can train different job skills in a certain time period. Job rotation is considered a functional method for enrichment and development of jobs. Rotation in jobs results in increased individual knowledge and experience and decreased burnout and exhaustion; this leads to intellectual development and innovation. The main objective of job rotation is regularly shifting employees from a job to another in order to increase their motivation and enthusiasm. Job rotation is a very effective training method since workers serve in different jobs and can learn more job skills. Thus shifting employees to new jobs is along with more flexibility. Job rotation improves management and supervision in an organization.

2.3 Stress Management (by Valerie J. Sutherland and Carly I. Cooper).

Research evidence suggests that stress-related problems are complex. Both the organization and individual employees, perhaps working in a team or work group should be encouraged to actively manage stress in order to eliminate or minimize the stressor problem at source. Therefore, it's recommended that stress in the workplace should be addressed by adopting a tripartite approach consisting of;

Primary level stress management. This type of strategy or intervention is 'stressor directed' in that it either eliminates, reduces or controls a source of stress. The aim is to prevent stress at work.

Secondary level stress management. These interventions are ‘response directed’ in that they help individual employees or groups of workers to recognize their response to stress and the symptoms of stress. Thereby, they can respond in a way that is not harmful to themselves or to the organization. Thus, the aim is to develop stress resistance and adoptive coping strategies through education and training.

Tertiary level stress management. These forms of intervention are ‘symptom directed’. The objective is to assist in the cure and rehabilitation of stressed employees.

2.4 Employee Performance

Most popular ways to partition performance measures are objective and subjective measures. Objective measures are defined as direct measures of countable behaviors or outcomes, whereas subjective measures consist of superior ratings of employee performance. Theorists who have examined objective and subjective performance measures have generally agreed that they should not be used interchangeably (Murphy and Cleveland, 1991). These recommendations were empirically supported by Heneman (1986), who reported a corrected mean correlation of only .27 in a meta-analysis of the relationship between subjective supervisory ratings and objective result-oriented measures. In examining the relationship between age and performance, McEvoy and Cascio (1989) found no difference in the strength of relationships involving productivity (objective measures) and supervisor ratings (subjective measures). Effective employee performance leads to productivity and profitability.

2.5 Profitability (by Tom McCarthy)

Profitability can be defined as the process by which financial institutions align their financial statement income and expenses to better represent the contributors and consumers of those

dollars. It allows financial institutions to better understand how customers, branches, channels, officers and products contribute to the bottom line net income. In the financial services industry, there are four basic components of profitability; funds transfer pricing, expenses and income contribution, capital assignment and reporting and analysis.

Funds transfer pricing allocates the net interest margin to each account on the balance sheet. Also assists in the analysis of profitability from the individual instrument level up to customers, products, officers and departments. Using funds transfer pricing, organizations calculate the net interest margin for every account on their balance sheet by assigning the cost of funds to assets and accredit to liabilities and equity.

Expenses and income attribution allocates an institution's non-account specific income and expenses to the various dimensions of profitability. From an income perspective, this is typically necessary where certain account-level fees are booked to a single account for a group of customers or products.

Capital assignment assigns capital based on the risk profile of an instrument or portfolio, along with the customer and account type, for a return on capital calculation.

Reporting and analysis allows an institution to better understand its overall profitability by uniting the output of the above processes in a single, multi-dimensional reporting. This allows for profitability analysis across any desired dimensional reporting. This allows for profitability analysis across any desired dimension. It also leads to better understanding of profitability drivers.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This is the third part of the research project. In this area, the researcher talked about the research design, study area, study population, sample size, sampling techniques, data sources, data collection instruments/tools, quality control of research tools, measurement of variables, ethical values and study limitations.

3.1 Research design

This refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way.

In this area, the case study which was centenary bank, Mapeera House branch was used since it involved an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence. This allowed rich understanding of the context of the research.

3.2 Study area

The study was conducted in centenary bank Mapeera House branch plot 44/46 Kampala road plot 1 and plot 2. It's located in the central region, Burton Street, P.O.Box 1892, Kampala. This is because this branch has a large population which enabled the research to be conducted easily due to the big number of respondents.

3.3 Study population

According to centenary bank Mapeera House branch, I used a study population of seventy five employees (75) whereby the top managers, middle managers, tellers and other employees were included.

3.4 Sample size

The study sample size was of around sixty three employees (63) from centenary bank Mapeera house branch. This was achieved by use of questionnaires which were given to each level of management and to the remaining employees. This provided a wider range of respondents thus presenting justifiable results during data analysis.

Table 3.1: Sample size and selection

S/N	Category	Population	Sample size	Sampling Technique
1	Top managers	25	24	Purposive
2	Middle managers	10	6	Purposive
3	Tellers	15	9	Purposive
4	other employees	25	24	Simple random sampling
Total		75	63	

3.5 Sampling techniques

The study used simple random sampling technique. This involved all the respondents who had equal chance of being selected. The purposive technique too was used as managers were involved since they were the policy makers.

3.6 Data sources

The researcher used primary sources like emails, conference proceedings and reports since it was work prepared for the first time and for a purpose. It also involved collecting your own data not already existing data. Secondary sources like journals, books, newspapers were also used at some point since already existed data was also important because it guided the researcher in one way or the other.

3.7 Data collection instruments/tools

In this area, data collection instruments that were used were questionnaires. These involved questions that were asked and answered during the research process. Interview guide as another collection instrument was also used as this was a guiding process during the research.

3.8 Quality control of research tools

Under this, reliability and validity were used.

3.8.1 Reliability

This refers to a measure of the degree to which a research instrument yields consistent results or data after repeated trials. (Olive M. Mugenda and Abel G. Mugenda).

With reliability, the pre-testing method was used. That's to say, it involved going to the field and collecting data then going back after some time and collecting data from the same people then comparing it and seeing if it was the same and its similarity showed that it was correct.

3.8.2 Validity

This refers to the accuracy and meaningfulness of inferences which are based on the research results. In other words, validity is the degree to which results obtained from the analysis of

the data actually represent the phenomenon under study. (Olive M. Mugenda and Abel G. Mugenda)

With this, data collected was analyzed and interpreted. The researcher was fully available so as to respond to any inquiries by the respondents.

3.9 Measurement of variables

To measure the variables of the study, the likert scale was used to measure each dimension of one to five (1-5) whereby 1 was strongly agree, 2 was agree, 3 was not sure, 4 was disagree and 5 was strongly disagree.

3.10 Ethical values

I first got a letter from the university permitting me to go and carry out my research in my study area. After that, I got permission from the Human Resource Office of centenary bank, Mapeera House branch so as to carry out my research from the institution, and then got permission from employees to allow me collect data from them. I collected data in an ethical way by not bribing the research partners to do for me everything as copy and paste.

3.11 Study limitations

Some of the study limitations faced during conducting the study included scarce time that's to say, limited time to accomplish the research, money problem that's to say, finding problems in getting money that would help me in transport means to my area of study, inadequate research skills.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION OF RESULTS AND DISCUSSION OF FINDINGS

4.0 Introduction

The chapter presents the findings of the study based on the study objectives that's to say examine the effect of Employee Assistance Programs, Career Development Programs and Job Rotation on Employee Performance.

The chapter also presents a discussion of the research findings of the study. The study established the relationship between Stress Management and Employee Performance in financial institutions.

4.1 Response rate

Seventy five questionnaires were issued; however, sixty three responses were received.

4.2 Background information of the respondents

The background characteristic of the respondents was analyzed in terms of gender, age, marital status, qualification, number of years with the organization. Details of the results obtained from the analysis were presented below;

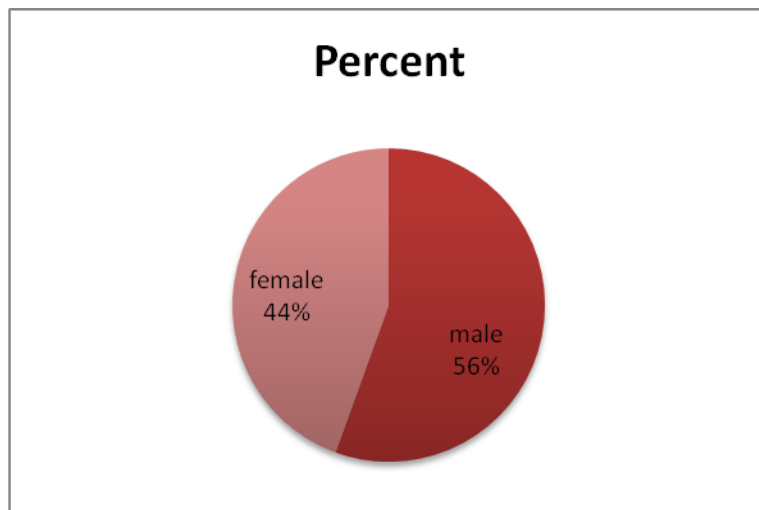
4.2.1 Gender of the respondents.

Table 4.1: Gender of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	35	55.6	55.6	55.6
	female	28	44.4	44.4	100.0
	Total	63	100.0	100.0	

Source: Primary Data 2017

Figure 4.1: Gender of respondents



Source: Primary Data 2017

Figure 4.1 above showed that majority of the respondents were males who represented 56%, while the female constituted 44% of the respondents. This implied that majority of the respondents were males who could easily cope with stress and perform better than the female.

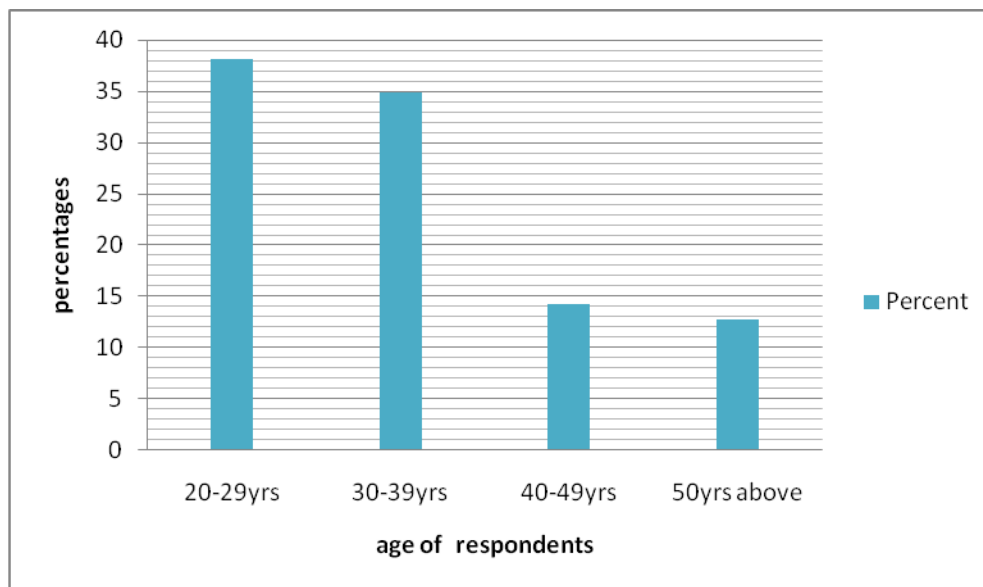
4.2.2 Age of the respondents

Table 4.2: Age of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29yrs	24	38.1	38.1	38.1
	30-39yrs	22	34.9	34.9	73.0
	40-49yrs	9	14.3	14.3	87.3
	50yrs above	8	12.7	12.7	100.0
	Total	63	100.0	100.0	

Source: Primary Data 2017

Figure 4.2: Age of respondents



Source: Primary Data 2017

Results of age group were shown in the figure 4.2 above which indicated that the majority of the respondents with a percentage of 38% fell in the age bracket of 20-29 years, followed by

35% of employees between 30-39 years. Employees between 40-49 years constituted 14% while those with 50 years above constituted 12.9%. The least percentage of employees was of 50 years above. This therefore implied that the majority of the respondents between 20-29 years had less causes of stress since they were still young with less responsibilities compared to the old thus easily coping up with it.

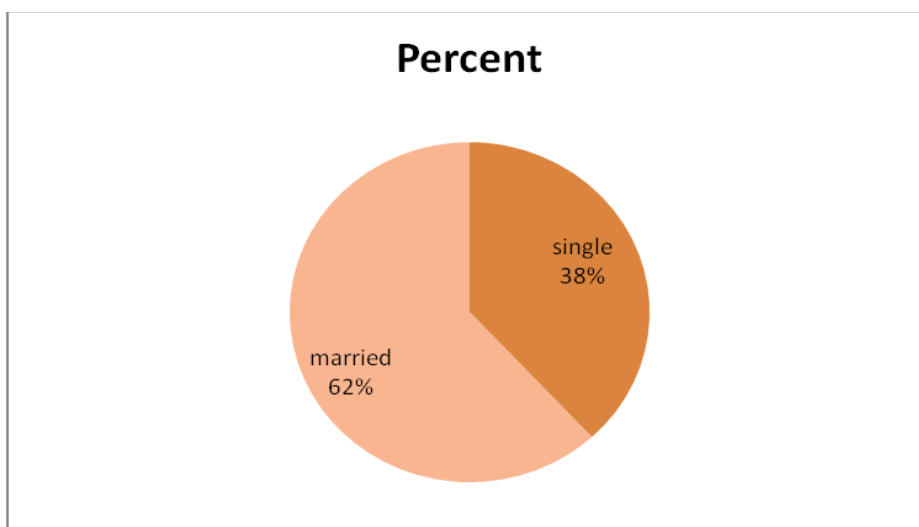
4.2.3 Marital status of the respondents

Table 4.3: Marital status of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	24	38.1	38.1	38.1
	married	39	61.9	61.9	100.0
	Total	63	100.0	100.0	

Source: Primary Data 2017

Figure 4.3: Marital status of respondents



Source: Primary Data 2017

Results shown in figure 4.3 revealed that the biggest percentage of 62% was constituted by the married respondents followed by 38% who were single. This implied that majority of the respondents were in the bracket of the married and these faced more stress problems as a result of many responsibilities compared to the respondents who were single.

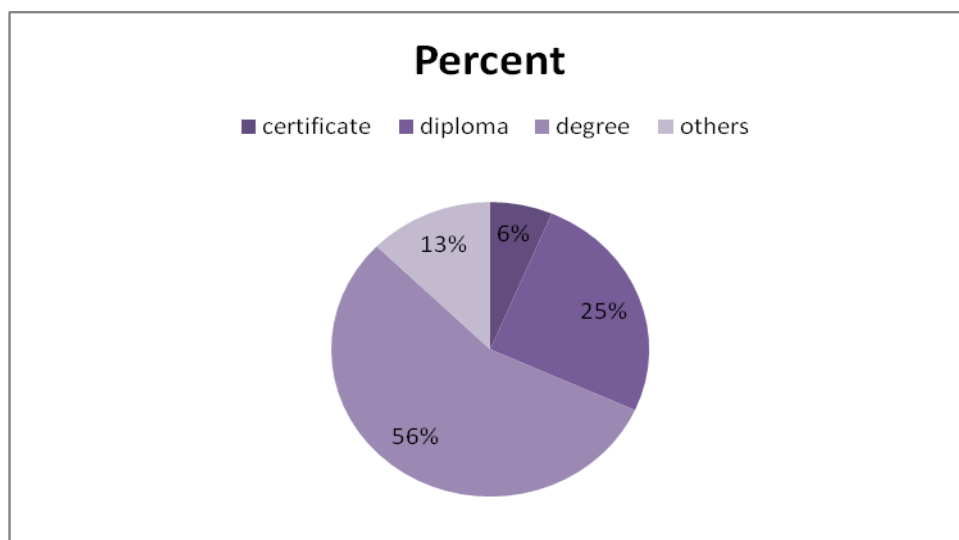
4.2.4 Qualification of respondents

Table 4.4: Qualification of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	certificate	4	6.3	7.3	7.3
	diploma	16	25.4	29.1	36.4
	degree	35	55.6	63.6	100.0
	Others	8	12.7		
	Total	63	100.0		

Source: Primary Data 2017

Figure 4.4: Qualification of respondents



Source: Primary Data 2015

In figure 4.4 above, it was found that the biggest percentage of 56% constituted of respondents who had a degree qualification, the next percentage of 25% constituted of respondents with a diploma qualification. For other qualifications like masters and PHD, the respondents constituted of 13%. Certificate qualification constituted of the least percentage of respondents which was 6%. This showed that the respondents with a degree qualification understood the questionnaire compared to other qualifications and easily adjusted to the stress management strategies that were presented to them.

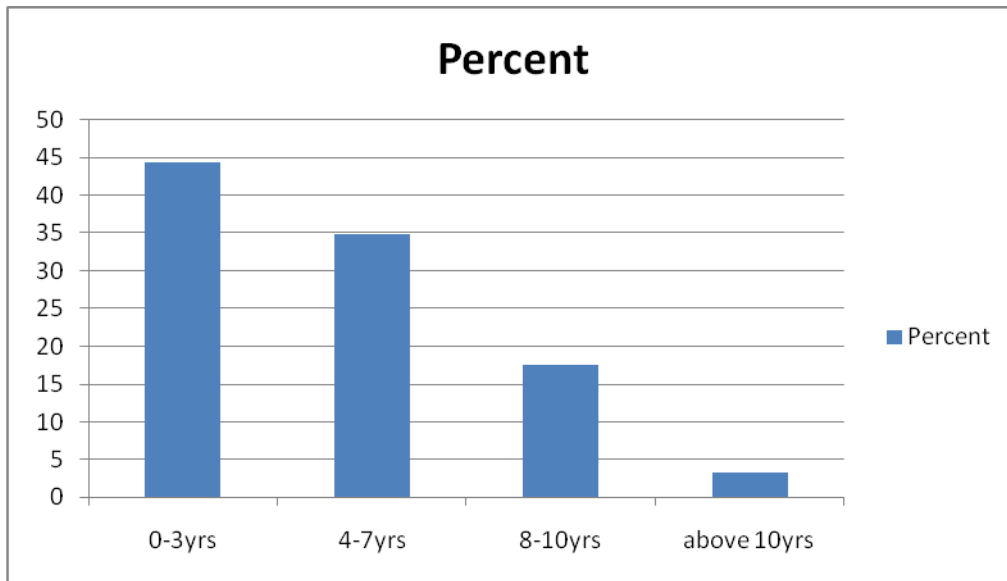
4.2.5 Number of years of respondents

Table 4.5: Number of years of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-3yrs	28	44.4	44.4	44.4
	4-7yrs	22	34.9	34.9	79.4
	8-10yrs	11	17.5	17.5	96.8
	above 10yrs	2	3.2	3.2	100.0
	Total	63	100.0	100.0	

Source: Primary Data 2017

Figure 4.5: Number of years of respondents



Source: Primary Data 2017

In figure 4.5 above, it was found that the majority of the respondents with the biggest percentage of 44.9% had worked with the institution for a period of 0-3 years. These were followed by respondents who had worked for the institution for 4-7 years with a percentage of 35% and then those who had worked for 8-10 years got a percentage of 17%. The least percentage of respondents who had worked with the institution for ten years and above was 3%. This showed that for the respondents who had worked for 0-3 years had got more experience about the institution and could perform their duties as expected due to the training that they had acquired.

4.3 Presentation by objective

4.3.1 Employee Assistance Programs and Employee Performance

Table 4.6 Descriptive statistics for Employee Assistance Programs and Employee Performance

	N	Minimum	Maximum	Mean	Std. Deviation
being advised by managers at the workplace due to stress in my organization enables better employee performance	63	1.00	4.00	2.0159	.97538
confidential counseling of stressed employees in my organization enhances better performance thus improved productivity	63	1.00	4.00	1.7302	.80735
teaching employees individual stress control mechanisms in my organisation enables them to improve their performance	63	1.00	4.00	1.8571	.82025
bringing up inoculation techniques like relaxation on the side of employees in my organization reduces stress and enhances performance	62	1.00	5.00	2.2258	1.06231
training employees on individual health in my organisation enables them to avoid cases of alcoholism at work thus performing better	63	1.00	5.00	2.0317	1.03126
Valid N (listwise)	62				

The study findings in table 4.6 showed that the respondents agreed that being advised by managers at the workplace due to stress in my organization enables better employee performance as showed by the mean of 2.0159. On the other hand, the standard deviation of .97538 showed differences in the level of agreement by the respondents.

The findings in table 4.6 showed that majority of the respondents were in support of the view that confidential counseling of stressed employees in my organization enhances better performance thus improved productivity as showed by the mean of 1.7302. The standard deviation of .80735 however represented the varying opinions that the respondents had in relation to the research.

The findings also showed that majority of the respondents agreed that teaching employees individual stress control mechanisms in my organization enables them to improve their performance as represented by the mean of 1.8571 though the standard deviation of .82025 indicated variations in the opinions of the respondents in relation to the study.

Findings in table 4.6 showed that majority of the respondents were in agreement with the view that bringing up inoculation techniques like relaxation on the side of employees in my organization reduces stress and enhances performance as indicated in the table with the mean of 2.2258. However, the standard deviation of 1.06231 showed differences in the level of agreement by the respondents.

Table 4.6 also represented a positive response of respondents in agreement with the statement that training employees on individual health in my organization enables them to avoid cases of alcoholism due to stress at work thus performing better with the mean of 2.0317. The findings indicated that majority of the respondents benefited from this strategy and were able to improve on their performance. However, the standard deviation of 1.03126 showed

differences in the responses of participants. The American Medical Association has recognized alcoholism as a disease since 1956 (Scanlon 9).

4.3.2 Job Rotation and Employee Performance

Table 4.7 Descriptive statistics for Job Rotation and Employee Performance

	N	Minimum	Maximum	Mean	Std. Deviation
changing the employees' position of work in my organisation keeps them away from boredom and enhances better performance	63	1.00	5.00	2.1587	1.05044
moving the employees to a different geographical location in my organization helps them to get exposed to new knowledge and skills thus better performance	63	1.00	4.00	1.9524	.88770
removing the employee from a physical demanding task to a less demanding task for a while so as to get a break in my organisation controls stress leading to better performance	63	1.00	4.00	1.8730	.88886
being changed from one department to another in my organization allows the employee to train on different aspects of the job thus enabling better performance	63	1.00	4.00	1.8413	.84637
being given a different duty from the one the employee was doing reduces stress hence enhancing better performance	63	1.00	5.00	2.4286	1.08827
Valid N (listwise)	63				

Findings in table 4.7 showed that majority of the respondents were in support of the view that changing the employees' position of work in my organization keeps them away from boredom and enhances better performance as showed by the mean of 2.1587. However, the standard deviation of 1.05044 showed differences in the responses of participants.

Table 4.7 showed that respondents agreed that moving the employees to a different geographical location in my organization helps them get exposed to new knowledge and skills thus better performance as seen by the mean of 1.9524. On the other hand, the standard deviation of .88770 showed that there were variations in the level of agreement by the different respondents.

Table 4.7 also showed that the respondents were in agreement and support of the view that removing the employee from a physical demanding task to a less demanding task for a while so as to get a break in my organization controls stress leading to better performance as seen by the mean of 1.8730 though the standard deviation of .88886 showed differences in the responses of participants.

The findings in table 4.7 showed that respondents agreed that being changed from one department to another in my organization allows the employee to train on different aspects of the job thus enabling better performance as showed by the mean of 1.8413. On the other hand, the standard deviation of .84637 showed variations in responses obtained.

Findings in table 4.7 showed that majority of the respondents agreed that being given a different duty from the one the employee was doing reduces stress hence enhancing better performance as showed by the mean of 2.4286. On the other hand, the standard deviation of 1.08827 showed differences in the response of participants.

4.3.3 Career Development Programs and Employee Performance

Table 4.8 Descriptive statistics for Career Development Programs and Employee Performance

	N	Minimum	Maximum	Mean	Std. Deviation
being promoted in my organization due to better performance motivates employees' working	63	1.00	3.00	1.3968	.52486
training of new employees in my organization enhances better performance	63	1.00	4.00	1.6032	.63601
transferring of employees in my organization to other areas enables them learn new skills	63	1.00	5.00	2.0476	.85059
giving employees flextime in my organization enables them have time to perform organization duties and their private duties thereby reducing stress	63	1.00	4.00	1.9524	.86934
promoting job sharing in my organization reduces on the workload and stress on the side of employees thus better performance	63	1.00	4.00	2.0635	.96508
Valid N (listwise)	63				

In table 4.8, it was found that majority of the respondents agreed that being promoted in my organization due to better performance motivates employee' working as represented by the mean of 1.3968. On the other side, the standard deviation of .52486 showed differences in the response of participants.

The findings in table 4.8 showed that respondents agreed that training of new employees in my organization enhances better performance as showed by the mean of 1.6032. However, the standard deviation of .63601 indicated variations in the opinions of the respondents in relation to the study.

Findings in table 4.8 indicated that respondents were in agreement with the view that transferring of employees in my organization to other areas enables them learn new skills as expressed with the mean of 2.0476. On the other side, the standard deviation of .85059 showed differences in the level of agreement by the respondents. Employees are assisted in setting realistic goals and to develop the required skills and abilities for target positions (Hall and Lorgan, 1979).

The study findings in table 4.8 showed that majority of the respondents agreed that giving employees flextime in my organization enables them have time to perform organization duties and their private duties thereby reducing stress as showed by the mean of 1.9524. On the other side, the standard deviation of .86934 showed a difference in the response of participants.

Findings in table 4.8 also showed that respondents agreed that promoting job sharing in my organization reduces on the workload and stress on the side of employees thus better performance as showed by the mean of 2.0635. However, the standard deviation of .96508 represented a difference in the response of respondents.

4.4 Stress Management and Employee Performance

Table 4.9 Descriptive statistics for Stress Management and Employee Performance

	N	Minimum	Maximum	Mean	Std. Deviation
working under a conducive environment in my organization enables the employees to perform better	63	1.00	4.00	1.5873	.68709
increasing the employee's salary in my organization due to better performance enables high performance	63	1.00	4.00	1.5397	.66782
having a right to air out problems in my organization enhances better employee performance	63	1.00	4.00	1.9683	.87930
knowing what to do by the employee in my organization after training enhances employee performance	63	1.00	5.00	1.8571	.80035
being transferred to a more conducive working environment in my organization enhances better employee performance	63	1.00	5.00	1.7302	.91944
Valid N (listwise)	63				

According to findings in table 4.9, respondents agreed that working under a conducive environment in my organization enables the employees to perform better as showed by the mean of 1.5873. On the other side, the standard deviation of .68709 showed that there was a difference in the responses of participants.

Table 4.9 showed that there was an agreement on the side of respondents on the view that increasing the employee's salary in my organization due to better performance enhances

better performance as represented by the mean of 1.5397. The standard deviation of .66782 however showed a difference in the response of respondents.

The study findings in table 4.9 showed that respondents were in agreement with the view that having a right to air out problems in my organization enhances better employee performance as expressed by the mean of 1.9683. The standard deviation of .87930 on the other side represented a difference in the response of respondents.

Findings in table 4.9 showed that respondents were in support of the view that knowing what to do by the employee in my organization after training enhances employee performance as expressed by the mean of 1.8571. However, the standard deviation of .80035 showed variations in responses obtained.

Table 4.9 showed that respondents were in agreement with the view that being transferred to a more conducive working environment in my organization enhances better employee performance as showed by the mean of 1.7302. The standard deviation of .91944 however, represented a difference in the response of respondents.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The study examined the relationship between Stress Management and Employee Performance in financial institutions. The study looked at the effect of Employee Assistance Programs on Employee Performance in centenary bank Mapeera house branch, the effect of Career Development Programs on Employee Performance in centenary bank Mapeera house branch and the effect of Job Rotation on Employee Performance in centenary bank Mapeera house branch. This chapter presented the summary, discussion, conclusions and recommendations of the study and these were presented according to the findings in chapter four.

5.1 Summary and discussion of the findings

5.1.1 Employee Assistance Programs and Employee Performance

Study findings revealed that Employee Assistance Programs affect the performance of employees in centenary bank Mapeera house branch as respondents were in agreement with the view that being advised by managers at the workplace due to stress in my organization enables better employee performance. The findings also showed that respondents were in agreement with the view that confidential counseling of stressed employees in my organization enhances better performance thus improved productivity as showed by the mean. The findings indicated that respondents agreed that teaching employees individual stress control mechanisms in my organization enables them to improve their performance according to the mean. The study findings also showed that respondents were in support of the view that bringing up inoculation techniques like relaxation on the side of employees in my organization reduces stress and enhances performance as represented by the mean.

Findings also indicated that respondents agreed that training employees on individual health in my organization enables them to avoid cases of alcoholism due to stress at work thus performing better.

5.1.2. Job Rotation and Employee Performance

In the study, findings showed that majority of the respondents agreed with the view that changing the employees' position of work in my organization keeps them away from boredom and enhances better performance as represented by the mean. The findings also showed that respondents agreed that moving the employees to a different geographical location in my organization helps them get exposed to new knowledge and skills thus better performance as represented by the mean. Findings represented that respondents supported the view that removing the employee from a physical demanding task to a less demanding task for a while so as to get a break in my organization controls stress leading to better performance according to the mean. The study findings too showed that respondents were in agreement with the view that being changed from one department to another in my organization allows the employee to train on different aspects of the job thus enabling better performance as represented by the mean. The findings of the study showed that respondents agreed that being given a different duty from the one the employee was doing reduces stress hence enhancing better performance.

5.1.3 Career Development Programs and Employee Performance

The study findings showed that respondents were in agreement with the view that being promoted in my organization due to better performance motivates employee's working. Findings also showed that respondents agreed with the view that training of new employees in my organization enhances better performance. The findings indicated that respondents were in agreement with the view that transferring of employees in my organization to other

areas enables them learn new skills. Findings also indicated that respondents were in support of the view that giving employees flextime in my organization enables them have time to perform organization duties and their private duties thereby reducing stress. The study findings showed that respondents agreed that promoting job sharing in my organization reduces on the workload and stress on the side of employees thus better performance.

5.1.4 Stress Management and Employee Performance

From the study findings, many respondents were in agreement with the view that working under a conducive environment in my organization enables the employees to perform better. According to the findings, respondents were in agreement and support of the view that increasing the employee's salary in my organization due to better performance enhances better performance. The findings showed that majority of the respondents agreed that having a right to air out problems in my organization enhances better employee performance. The study findings also showed that respondents were in agreement with the view that knowing what to do by the employee in my organization after training enhances employee performance representing. According to the findings, respondents showed they agreed that being transferred to a more conducive working environment in my organization enhances better employee performance.

5.2 Conclusion

From the study findings, the following conclusions for each objective were made as presented below;

5.2.1. Employee Assistance Programs and Employee Performance

According to the first objective of Employee Assistance Programs and Employee Performance, it was seen that respondents were in full agreement with all the strategies. Therefore, this showed that stress could be managed by those strategies.

5.2.2. Job Rotation and Employee Performance

The second objective of Job Rotation and Employee Performance also represented agreement of the strategies by the respondents according to the mean which indicated that they responded positively to these strategies.

5.2.3. Career Development Programs and Employee Performance

The objective of Career Development Program and Employee Performance showed the respondents' support of the strategies meaning they were a solution to stress.

5.2.4. Stress Management and Employee Performance

Stress Management and Employee Performance represented the respondents' agreement with the strategies meaning they were a solution to stress thus better performance.

5.3 Recommendations

I recommend managers to come up with more Stress Management strategies like job enrichment, job enlargement since these enhance more training enabling the employee to acquire more knowledge and skills and even get promoted, thereby leading to quality performance and increased productivity and reducing stress in the long run. This will be of more importance to the employees and the institution since stress will be worked upon enabling the organization to achieve its goals.

5.4 Recommended areas for further research

Effects of Stress on Employee Performance.

Causes of Stress in the organization.

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APPENDICES

Appendix I: Questionnaire

RESPONDENT'S QUESTIONNAIRE

Dear respondent, I am Asaba Flavia a third year student pursuing a Bachelor's degree in Business Administration and Management at Uganda Martyrs University- Nkozi. I am carrying out a study on the topic '*Stress management and Employee Performance*'. Your feedback is very important and shall be accorded the necessary confidentiality and the results of the study will be used for academic research purposes only.

SECTION 1. (Respondent's bio-data)

1. Gender:

(a) Male (b) Female

2. Age:

a) 20-29 yrs. b) 30-39 yrs c) 40-49 yrs. 50 yrs. above

3. Marital status

a). Single b). Married

4. Academic Qualification.

(a) Certificate (b) Diploma (c) Degree

d) Other(s) specify.....

5. For how long have you worked with the organization?

a) 0-3 yrs. b) 4-7 yrs. c) 8-10 yrs. d) Above 10 yrs.

SECTION 2

Please indicate by ticking your opinion by using the following scale.

Scale	SD	A	N/S	D	SD
	Strongly Agree	Agree	Not sure	Disagree	Strongly disagree

2a). Employee Assistance Programs and Employee Performance

Questions	Strongly Disagree (S/D)	Disagree (D)	Not sure (N/S)	Agree (A)	Strongly Agree (S/A)
1. Being advised by managers at the workplace due to stress in my organization enables better employee performance.					
2. Confidential counseling of stressed employees in my organization enhances better performance thus improved productivity.					
3. Teaching employees individual stress control mechanisms in my organization enables them to improve their performance.					
4. Bringing up inoculation techniques like relaxation on the side of employees in my organization reduces stress and enhances performance.					
5. Training employees on individual health in my organization enables them to avoid cases of alcoholism at work thus performing better.					

2b). Job Rotation and Employee Performance

Questions	Strongly Disagree (S/D)	Disagree (D)	Not sure (N/S)	Agree (A)	Strongly Agree (S/A)
1. Changing the employees' position of work in my organization keeps them away from boredom and enhances better performance.					
2. Moving the employees to a different geographical location in my organization helps them to get exposed to new knowledge and skills thus better performance.					
3. Removing the employee from a physical demanding task to a less demanding task for a while so as to get a break in my organization controls stress leading to better performance.					
4. Being changed from one department to another in my organization allows the employee to train on different aspects of the job thus enabling better performance.					
5. Being given a different duty from the one the employee was doing reduces stress hence enhancing better performance.					

2c). Career Development Programs and Employee Performance

Questions	Strongly Disagree (S/D)	Disagree (D)	Not sure (N/S)	Agree (A)	Strongly Agree (S/A)
1. Being promoted in my organization due to better performance motivates employees' working.					
2. Training of new employees in my organization enhances better performance.					
3. Transferring of employees in my organization to other areas enables them learn new skills and learn better communication skills with customers.					
4. Giving employees flextime in my organization enables them have time to perform organization duties and their private duties thereby reducing stress.					
5. Promoting job sharing in my organization reduces on the workload and stress on the side of employees thus better performance.					

2d). Stress Management and Employee Performance

Questions	Strongly Disagree (S/D)	Disagree (D)	Not sure (N/S)	Agree (A)	Strongly Agree (S/A)
1. Working under a conducive environment in my organization enables the employees to perform better.					
2. Increasing the employee's salary in my organization due to better performance enables high performance.					
3. Having a right to air out problems in my organization enhances better employee performance.					
4. Knowing what to do by the employee in my organization after training enhances employee performance.					
5. Being transferred to a more conducive working environment in my organization enhances better employee performance.					

Table 10: the Morgan table for determining sample size of a known population.

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*