

THE EFFECT OF OCCUPATIONAL STRESS ON EMPLOYEE PERFORMANCE

Case study: NICAN RESORT HOTEL

**A Dissertation Presented to Faculty of Business Administration and Management in
Partial Fulfillment of the Requirements for the Award of Degree of Business
Administration and Management Uganda Martyrs University**



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DECLARATION

This research is my original work and hasn't been presented for any degree fulfillment in any other university and I further certify that this research was under supervision of Mr. Lugemwa Peter and it is a product of my efforts.

KIHEMBO FLORENCE

DEDICATION

I dedicate this book to my Parents Kihembo Martin, Kihembo Jane and to my siblings Monique, Annet, Rita, Doreen, Unity, Moreen, Nobert, Kiiza, Unity, Fiona, Prossy Joab, Vency and Junior who have supported me throughout my academic endeavors and encouraging me throughout my research. I am so grateful to them and everyone else. God bless you.

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I thank God for all His wisdom granted to me during the process of this study and for having made me get this qualification.

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ABSTRACT

The study investigated and sought to establish the effect of occupational stress on employee performance at Nican Resort Hotel. Occupational stress was looked at from the perspective of role conflict, role ambiguity, physical environment, and workload and on the other hand, employee performance focused on employee retention, interrelationships (cohesion) and health as the measures of employee performance. The Researcher set out to establish the causes of persistent poor employee performance from the view of stress.

A case study design was adopted and data collected from a sample of 48 respondents. Self-administered questionnaires, interview guide and documentary review guide were used in the study. Data was analysed using SPSS Version 16 and findings were presented in a tabular format showing frequencies and percentages. Qualitative findings were presented in themes in a narrative form.

The findings were as follows; Employees are clear about their duties and responsibilities and they are happy with the working environment, satisfied with the chances for salary increases and this avails them with a choice in deciding how to do work, able to complete tasks during an average day and can be in position to have achievable deadlines. The study further revealed that employees seem to be in high energy due to the work environment and they feel less tense or do not have nervous indigestion because they have adequate information of roles at work, employees do not over eat/drink/smoke because of the good relationship with their colleagues and therefore they do not have tension or migraine headaches, or pain in the neck or shoulders at work, they find it easy to concentrate on what they do because they are aware of the various work responsibilities and they do not take pills, medicine, alcohol or other drugs to relax due to adequate work load, employees have ease in finding enough time to relax because of the realistic deadlines and they do not feel pressured to work for long hours.

The Study therefore concludes that organisations should ensure involvement of workers in decision process, opportunity to openly share ideas especially negative ideas, clarify their roles and responsibilities, provide a good working environment, and ensure to give necessary feedback, control their bad habits like over drinking, smoking and excess drinking and provide enough time for the workers to rest plus realistic deadlines.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction to the study

This research project will be centered on studying the effect of occupational stress on the performance of employees within organisations. It seeks to find out how occupational stress affects the organisations and how it may ultimately result into superior performance of employees. It will bring out what are the causes of stress in working environment, the effects stress has on its employees and most importantly the strategies the management can put up in order to reduce stress. The study will look at occupational stress as the independent variable, employee performance as the dependent variable. This chapter shows the background of this research, Statement of the problem, Objectives of the study, research questions, relevant of the study, scope of the study and conceptual frame work and conclusion.

1.1 Background of study

Occupational stress has become a worldwide problem in different workplaces or organizations. According to Konopaske (2014), stress means many things to different people, many describe it as feeling tense, anxious or worried. Scientifically, these feelings are all manifestations of the stress experience, a complex programmed response to perceived threat that can have both positive and negative results. According to Blois (2007) occupational stress refers to the body's response to the body psychological, emotional and physiological responses to any demand that is perceived as threatening to a person's well being. Stress runs rampant at work places, it has become an unavoidable fact of organizational life today, taking toll on both individuals and organizations (Greenberg, 2005). Stress is a common experience that is part of everyone's life. It can be good for a person (Ivancevich, 2010). Occupational stress can undermine the achievement of goals, both for individuals and for organizations.

Occupational stress is a universal experience in the life of each and every employee even executives and managers. It is estimated that about 100 million workdays are being lost due to stress and nearly 50% to 75% disease are related to stress (Bashir). Stress results in high portion of absence and loss of employment. The ratio of stress affects in organization is increasing on alarming rate which affects both the employee performance and goal achievement (Treven 2002). According to Newstorm (1993), many employees develop emotional or physical problems as a result of stress. The difficulties may be permanent or temporary; they may be caused by factors at work or out of the work place. No one is

immune to stress, for it can affect employees at all levels of the organization. When it is too severe or long lasting, it can negatively affect both individual and the employer.

Occupational stress can either be helpful or harmful to job performance, depending on the amount of it though it is usually thought of in negative terms but it however can be either be positive (eustress) or negative (distress) that is to say it can either encourage an individual to work harder and develop their unknown talents or it can be negative and demotivate the employee leading to less quality, poor production and various others.

Various employees tend to cope with stress differently According to Bales(1991), 46 percent of workers and 70 percent of managers believe that stress is a huge and growing problem in the work place. Stress differs from one's type of occupation. Some occupations are unfortunately more stressful than others. All of the stress-strain-health relationships have an obvious impact on the organization and industry. Occupational stress is becoming increasingly globalized and affects all countries, all professions and all categories of workers, as well as families and society in general (Ahmad and Ahmad, 1992).

Occupational stress is normal and quite often healthy; however when the ability to cope with stress begins to let us down then one is on the road to burn out. Burn out has been described as a state of fatigue or frustration, which stems from devotion to a cause, way of life, or relationship that did not provide expected reward. Burnout is usually associated with midlife or mid career crisis (Luthans, 2008) there are various causes of stress, these are grouped in various categories that is to say extra organisational stressors, organizational stressors, group stressors, individual stressors and various others. A Stressor is a chemical or biological agent, environmental condition, external stimulus or an event that causes stress to an organism.

Performance is also what the organization hires one to do, and do well (Campbell, 1990). Performance is also defined as the ability of the employee realizing their respective work goals, fulfilling expectations as well as attaining job targets and/or accomplishing the standards that are set by their organizations (Maathis & Jackson, 2000). The major indicators of employee performance are the quality of goods or results produced by the employee, amount of time spent on the production process or completing a task, Effective and efficient customer service and the achievement of set organizational goals.

Employee performance and stress management are one of the basic issues of human resource management (HRM), thus making Human resource management a very vital aspect of this research. Effective human resource management will lead to an effective organization.

According to Cole (2009), HRM refers to decisions about the deployment and treatment of personnel or employees. Human resource management is a crucial function within an organization due to the fact that it allows for management to make effective use of their work force and achieve desired results. HRM is often referred to as the key to success in organizations. One of the major functions of HRM is recruitment and selection. The human resource department needs to ensure that they are able to manage stress among employees properly so as to achieve organizational goals. HRM deals with the ways in which organizations manage their staff to improve their performance.

Occupational stress has significant impact on company and people performance and it terribly affects health of employees (Mimura and Griffiths, 2003 in Shah et al, 2012). The studies conducted in western countries have shown that the sources of stress that we name as Occupational Stress Inducers (OSI) in this study are negatively related to well-being and job satisfaction of employees. (Robertson, Cooper, & Williams,1990). Shah et al. (2012) in their study on impact of stress on employee performance among teaching faculty, found a negative relationship between organizational structure and employee efficiency while rewards were found to be positively correlated to employee efficiency as expected. Rubina et al. (2008) too found a negative relationship between job stress and job performance. However the male employees were found to be affected more than their female counter parts. Munir and Islam (2011) tested relationship between work stressors like role ambiguity, workload pressure, home-work interface, performance pressure, relationship with others and role conflicts on one side and job performance on the other with motivation as mediator and found that „role conflict“ and „role ambiguity“ have a positive relation with stressors against the common notion while the relationship is found to be negative between other stressors and job performance. Imrab et al. (2013) found that stress is responsible for decreasing the performance of bank employees. Ahmed & Ramzan (2013) too found a negative correlation between stress and job performance i.e. as the stress increases the job performance goes down and vice-a-versa.

Usman Ali et al. (2014) found that workload, role conflict, and inadequate monetary reward are the prime reasons of causing stress in employees that leads to reduced employee efficiency. Deshinger (2003) suggested that different aspects of employee job performance that are likely to be affected by stress include Productivity, Job Satisfaction / Morale, Absenteeism, Decision Making Abilities, Accuracy, Creativity, Attention to Personal

Appearance, Organizational Skills, Courtesy Cooperation , Initiative , Reliability, Alertness , Perseverance and Tardiness

1.11 Background of the case study

The case study is Nican Resort Hotel, Kampala district in central region of Uganda. The hotel has fine dining restaurant that offers an extensive menu with great food prepared with love by our executive chef. It perfect place to host conventions, executive meetings, corporate retreats or special milestone celebrations. This company is an ideal case study due to the fact that it has employees in different fields that perform different jobs, this makes it easy for the researcher to study the effect of stress and how it affects their performance as employees. The company has two directorates, the finance directorate, the human resource directorate and the procurement directorate. It employs an estimate of about fifty two staff.

1.2 Problem statement

According to Blædel et al (2004) the hotel industry is generally seen as a sector whose working environment involves many stresses and strains. European Foundation for the Improvement of Living and Working Conditions implies that hotel industry is identified as one out of seven sectors that is exposed to a high risk of work-related stress (Houtman, 2005).Regarding occupational factors with potential significance for health, a large number have been suggested by Kristensen et al. (2002). Stressful working conditions influencing employees well-being arises from hard deadlines, unexpected interactions with quests, long working hours and night and evening work , repetitive work, high emotional demands , low influence (control), shift work, high work pace, long working hours, problems with coordination of work (Kristensen et al., 2002). COEH (2002) researchers studied health problems among hotel employees and their findings suggest that physical workload, time pressure, low job control, high psychological demands, and high job stress all increase the risk of ill health or severe pain in hotel employees. The employee is considered the most important element in the work of services organizations, and the employee is the base of its success in achieving its goals and objectives, and this study is made to know the influence of job pressures resources on the employees performance in hotels sector according to the following problematic: Is there any effect of occupational stress on employees performance in hotels sector.

1.3 Broad objective of the study

The broad objective of the study is to assess the relationship between occupational stress and effective performance of employees.

1.3.1 Specific objectives

To determine the effect of occupational stress on employee retention and employee turnover.

To identify the effects of occupational stress on interrelationship (cohesion).

To examine the relationship between occupational stress and health.

1.4 Research questions

What is the relationship between the occupational stress and interrelationships at work?

How does occupational stress affect employee turnover and retention?

What is the relationship between occupational stress and health?

1.5 Scope of study

1.5.1 Geographical scope

This study will be carried out at Nican Resort Hotel, Kampala district in central region of Uganda, overlooks Kajjansi Tea Estate and has been consistently preferred by local and foreign travelers as a leading business hotel. The hotel's strategic location off the Entebbe road and at the gateway to the central business district.

1.5.2 Content scope

This study showed the effect of occupational stress on effective performance of employees. The independent variable was occupational stress which consisted of role conflict, role ambiguity, physical environment and workload. The dependent variable has health, interrelationships and employee turnover.

1.5.3 Time Scope

The study concentrated on and reviewed company reports from 2015 to 2016. This time period was chosen because the findings would be current and apply to the present situation of the hotel.

1.6 Significance of the study

The study is done to identify the extent of occupational stress influencing the employee performance in hotels sector.

The study arises through giving a sign to decision makers about the Influence of job pressures resources on job performance for employees in hotels sector.

The importance grows from the increased interest on occupational stress particularly tourist and hotel sector for representing huge importance for organizations and individuals and realizing the results of the influence of organization and individual.

The importance of this study arises to know the reasons and effects of tension for the worker individual in hotels sector and addressed to improve the future job plans and increasing the individual performance and thus increasing the production.

The study may provide a reference tool to the students and other scholars who intend to widen their knowledge in the study ‘the effect of stress on employee performance.’

This study will enable Nican Resort Hotel to acknowledge the existence of stress thus improving on their workers productivity.

This study will examine the loopholes left (issues ignored) by the earlier researchers to be covered by the future researchers.

This study can assist the organization that is to say they will use the results to improve and enable them to manage stress.

This study will assist the researcher to attain skills, knowledge plus experience which will assist me to attain a bachelor’s degree at Uganda Martyrs University Nkozi.

1.7 Justification of the study

This study is to evaluate the relationship of occupational stress on employee performance.

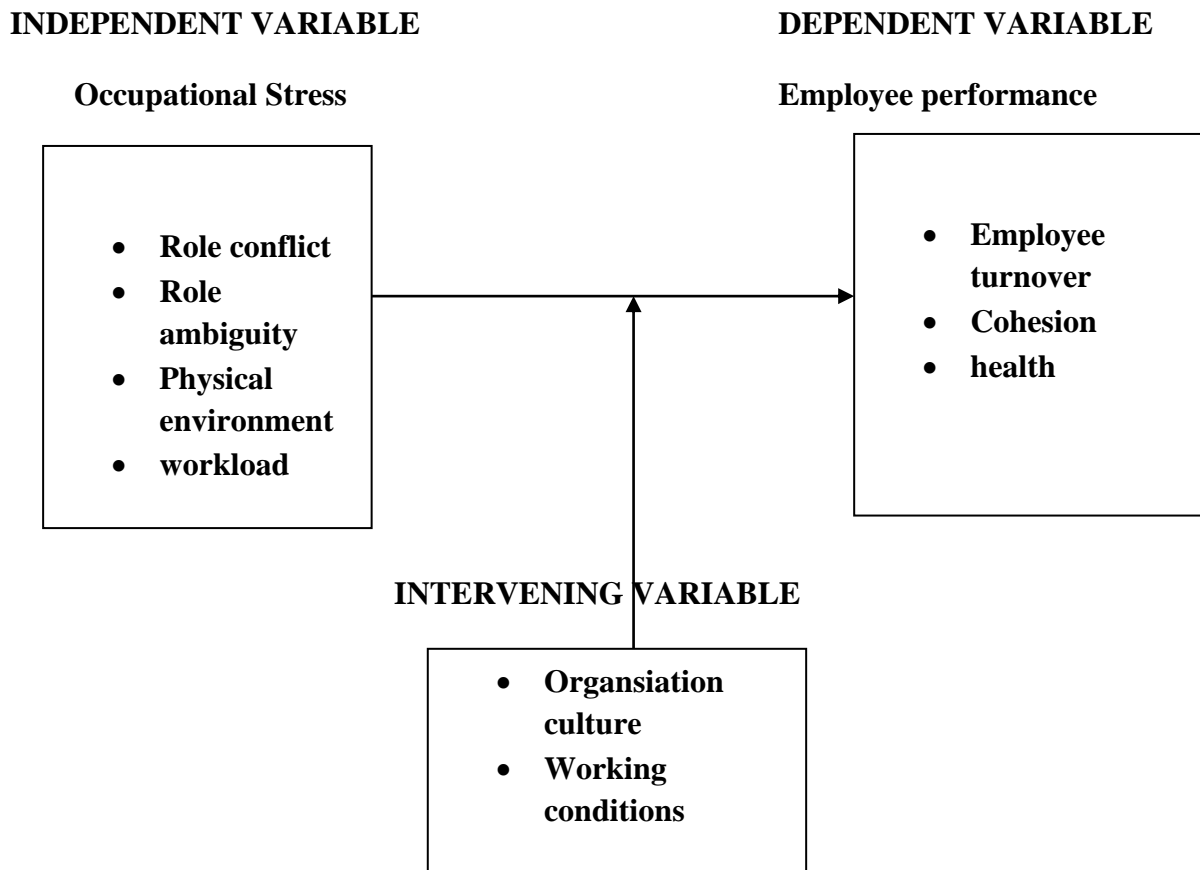
This research will enable various individuals to attain more information on stress management thus improving on their knowledge.

This research will be carried out to ensure the organizations are able to manage stress positively so as to ensure high workers productivity.

1.8 Conceptual framework

A conceptual framework is a set of broad ideas used to explain the relationship between the independent variables (factors) and the dependent variables (outcomes) (Jabareen, 2009). The conceptual framework in the figure below explains the relationship that exists between the independent and dependent variables.

Figure 1; Conceptual framework



Source: *The researcher*

The conceptual framework is used to present a preferred approach to an idea in research work. The major variables at play in this research are stress and employee performance. In this research, stress is the independent variable and employee performance is the dependent variable. These two variables have an interrelationship because stress affects employee performance. The conceptual framework clearly shows that stress has an effect on employee performance.

1.9 Definition of Key Terms

Stress as defined by Daft (2010) is an individual's psychological and emotional response to external stimuli that place psychical and psychological demands on an individual and create uncertainty and lack of personal control when outcomes are at stake.

Rizzo, House, & Lirtzman (1970) define role conflict as the incompatibility of requirements and expectations from the role, where compatibility is judged based on a set of conditions that impact role performance. Role conflict has also been defined as the extent to which a person experiences pressures within one role that are incompatible with pressures that arise within another role (Kopelman, Greenhaus, & Connolly, 1983).

The term work environment is used to describe the surrounding conditions in which an employee operates. The work environment can be composed of physical conditions, such as office temperature, or equipment, such as personal computers. It can also be related to factors such as work processes or procedures.

Performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from liability under the contract.

As defined by World Health Organization (WHO), it is a "State of complete physical, mental, and social well being, and not merely the absence of disease or infirmity." Health is a dynamic condition resulting from a body's constant adjustment and adaptation in response to stresses and changes in the environment for maintaining an inner equilibrium called homeostasis.

Employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment Abassi et al. (2000). Employee turnover, as defined by Hom and Griffeth (1994), is voluntary terminations of members from organizations'. Loquercio et al. (2006) observed that staff turnover is the proportion of staff leaving in a given time period but prior to the anticipated end of their contract.

Interpersonal relations at work (and away, too) serve a critical role in the development and maintenance of trust and positive feelings in a firm organization. (Billikopf G., 2006) A strong association between employees working together in the same organization is called

interpersonal relationship. Employees must get along well for a positive and healthy work environment at the workplace.

Martins and Martins state the general definition of organizational culture as “a system of shared meaning held by members, distinguishing the organisation from other organisations” In relation to the above definition, Arnold (2005) indicates that “organizational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organisation its distinct character”.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter shows what other studies and authors have revealed about the effect of occupational stress on employee performance. It reviews literature on occupational stress and employee performance. The beginning of the chapter clearly defines occupational stress and where it stems from. It clearly points out the various types of stress, the effect of occupational stress on employee performance. It also explains why it is a challenge for employers to ensure that all their employees are not stressed. This chapter offers a solution to the identified challenges.

2.1 Origin, terminology and definition of stress

2.1.1 Stress

According to Blois (2007) stress refers to the body's response to the body psychological, emotional and physiological responses to any demand that is perceived as threatening to a person's well being. In many studies, job stress is defined as the discrepancy between environmental and situational factors in their work and employees' capability and resources to handle them (Lazarus and Folk man, 1984; Edworthy, 2000).

According to Pinel (2003), stress as a physiological response to perceived threat. Stress occurs when pressure exceeds beyond its perceived ability to cope. Stress is the body's reaction to a change that requires a physical, mental or emotional adjustment or response. Stress is an adaptive response, mediated by individual characteristics or psychological processes that are a consequence of any external action, situation or event that places special physical and psychological demands upon a person. This definition has three interrelated dimensions of stress that is to say environmental demands, referred to as stressors, that produce, an adaptive response that is influenced by, individual differences. (Kreitner and Knicki, 2010). According to Ivancevich, 2010, stress is a person's physical, chemical and mental reactions to stressors or stimuli in the environment. Stress occurs whenever environmental forces (stimuli) throw bodily or mental functions out of equilibrium.

Hans Selye The American Institute of Stress, "Stress, Definition of Stress," accessed February 15, 2012, defined stress as the nonspecific response of the body to a demand for a change. In 1936, Selye researched this topic and discovered something surprising. When

subjecting lab animals to acute but noxious physical and emotional stimuli such as blaring light, loud noises, extreme heat or cold, or frustration they all experienced the same physical symptoms of stress, such as the enlargement of the adrenal glands. He saw that these intense stresses over long periods of time caused other issues such as heart attacks, strokes, and kidney disease. His conclusion was that stress actually caused these conditions, The American Institute of Stress, "Stress, Definition of Stress," accessed February 15, 2012, not the stimuli themselves. Today, we usually define stress as the body's way of responding to a demand. For example, if you are stuck in traffic and are going to be late for school, this may create stress. Having two tests in one day may cause stress as you try to find time to study for both. Likewise, you can feel stress in a difficult personal relationship with a family member or a significant other. Other definitions of stress include the internal reaction to a situation that could disturb a person's well-being.

Stress is a subjective experience: it is not necessarily easy to identify stress in another person (Alan, 2000) According to Greenberg, (2005) Stress is the body's non specific reaction to any demand made on it. It affects people in different ways and is therefore, a highly individual condition. stress is the pattern of emotional and psychological reactions occurring in response to demands from within or outside organizations, he goes ahead to define stressors as any demand, either physical or psychological in nature, encountered during the course of living.

2.1.2 Nature of occupational stress

A mainstream group of employees articulated that their organizations did not care for its employees and sometimes employees don't like to work with their organizations indicating high levels of stress among them and majority were between the age brackets of 26-35 years. Misfit with organization, no part in decision making, were reported main causes of occupational stress as well no control over work environment, personality traits, lack of relaxation along with ambiguous rules affect employees performance (Meneze 2005)

One believes that stress is a complex phenomenon because it is not tangible so it cannot be overtly touched. Most researchers acknowledged that both external and internal factors affect stress. They viewed stress as a response to external or internal processes, which reach levels that strain physical and psychological capacities beyond their limit.

According to Blumenthal (2003), for thousands of years, the bodies of cavemen/women were primed to deal with the harsh rigors of their environment. In the face of danger a rush of adrenaline would prepare cave dwellers to either fight or run for their lives. In the face of

adversity, muscles and nerves were charged for sudden movement, heart rates would increase, and blood would course through the veins with sugar released into the blood stream. The flight or fight response would ready them for action: powerful hormones epinephrine and nor epinephrine, released by the adrenal glands, endowed humans with enhanced alertness, strength and energy. Thousands of years later humans live in the same bodies and possess the same human brains but in a world with completely different stressors and hassles. While few humans may face danger from wild animals and unsuccessful hunting, urban life is equally demanding. The urban environment is rife with stressors (such as pollution, noise, violence, traffic) that stimulate the nervous system into a flight or fight response but it is only in rare instances that an aggressive or vigorous physical response is appropriate.

2.1.3 How occupational stress is caused

The degree of occupational stress experienced depends on the functioning of two protective physiological mechanisms:

- “Alarm reaction”. When confronted with a threat to our safety, our first response is physiological arousal: our muscles tense and breathing and heart rate become more rapid. This serves us well when the threat is the proverbial bull in the field rushing towards us. We either fight or flee. Present day threats tend to be more psychological—for example, unjustified verbal attack by a superior at work. It is usually not socially acceptable to act by “fight or flight”, and an alternative means of expressing the resultant emotional and physical energy is required. This falls in the arena of assertive communication.
- “Adaptation”. The second adaptive mechanism allows us to cease responding when we learn that stimuli in the environment are no longer a threat to our safety. For example, when we first spend time in a house near a railway line, our response to trains hurtling past is to be startled, as described above. Over time, our response dwindles. If this process did not function, we would eventually collapse from physical wear and tear, and mental exhaustion.

Stress is experienced when either of these mechanisms are not functioning properly or when we find it difficult to switch appropriately from one to another. This forms the basis of individual approaches to stress management.

2.1.4 The types of stress.

Stress can be understood better by looking at it in terms of the types of stress that affect effective performance of employees. These three types of stress include acute, episodic and chronic.

Acute stress

According to Sincero (2012) acute stress is the most widely experienced one, since it typically is caused by the daily demands and pressures encountered by each one of us. While the word “stress” connotes a negative impression, acute stress is what actually brings about excitement, joy and thrill in our lives. Riding a roller coaster in a theme park, for instance, is a situation that brings about acute stress, yet brings excitement. However, riding a higher and longer roller coaster can bring so much stress that you wish it would end sooner, or that you should have not gone for the ride in the first place. When the long and windy ride is over, you might feel the effects of too much acute stress, such as vomiting, tension headaches, and other psychological and/or physiological symptoms.

Episodic acute stress

There are those, however, who suffer acute stress frequently, whose lives are so disordered that they are studies in chaos and crisis. They're always in a rush, but always late. If something can go wrong, it does. They take on too much, have too many irons in the fire, and can't organize the slew of self-inflicted demands and pressures clamoring for their attention. They seem perpetually in the clutches of acute stress.

Chronic Stress

Chronic stress is the total opposite of acute stress; it's not exciting and thrilling, but dangerous and unhealthy. Chronic stress tears the life of a person apart his mind, body or spirit. (Sincero, 2012). This is stress resulting from repeated exposure to situations that lead to the release of stress hormones. This type of stress can cause wear and tear on your mind and body. Many scientists think that our stress response system was not designed to be constantly activated. This overuse may contribute to the breakdown of many bodily systems

2.2 Theoretical Review

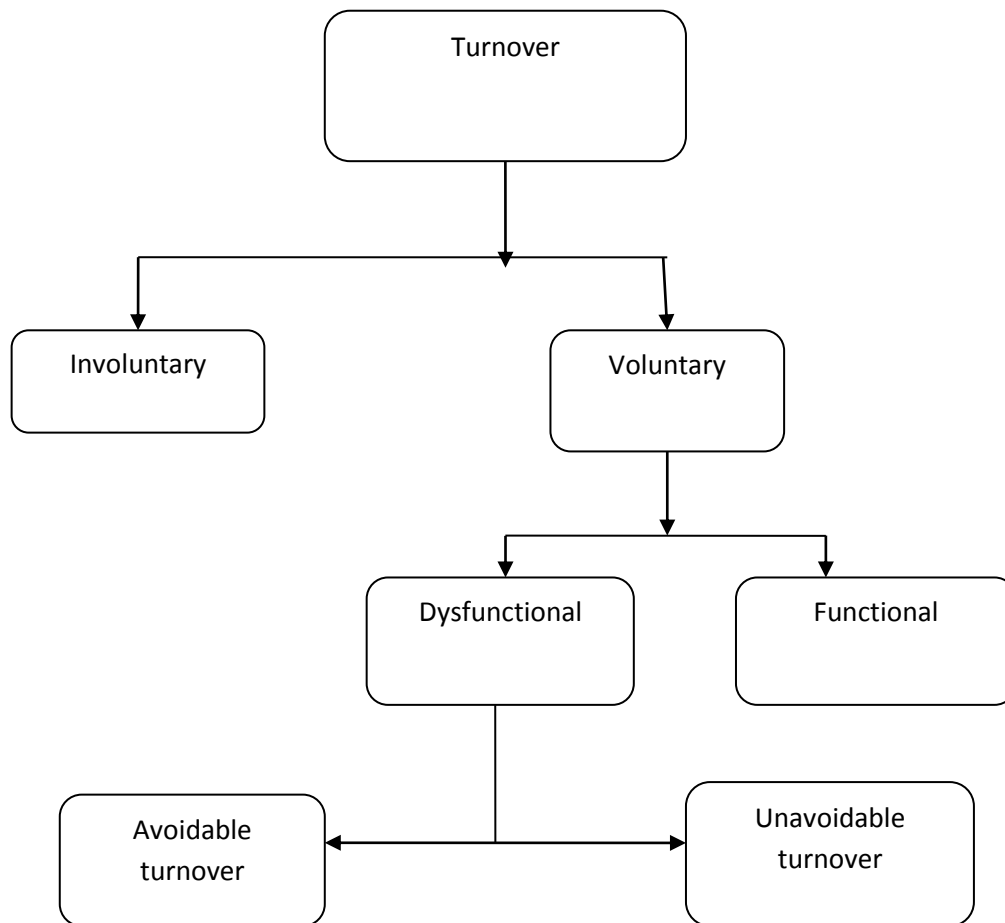
2.2.1 Employee turnover

Employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment Abassi et al.

(2000). Employee turnover, as defined by Hom and Griffeth (1994), is voluntary terminations of members from organizations'. Loquercio et al. (2006) observed that staff turnover is the proportion of staff leaving in a given time period but prior to the anticipated end of their contract.

Griffeth and Hom (2001) provided a framework of staff turnover as represented in

Figure 2: Framework of Staff Turnover



Adapted from: Griffeth, R. and Hom, P. (2001) Retaining Valued Employees Thousand Oaks, CA: Sage.

Though there are many causes for staff turnover in an organization, all of those do not have negative impact on wellbeing of an organization. Organizations should differentiate between voluntary and involuntary turnover and take actions on the one under their control. Voluntary

turnovers are those caused by the employee out of his/ her own choice (e.g. to take job in other organization for better salary) while involuntary turnovers are because of the decision of management (e.g. dismissal for gross misconduct). In general, all resignations not formally initiated by employers are voluntary resignations (Loquercio et al., 2006).

Voluntary turnovers are further distinguished into functional and dysfunctional turnovers. Functional turnovers are the resignation of substandard performers and dysfunctional turnovers refer to the exit of effective performers. Dysfunctional turnover is of greatest concern to the management due to its negative impact on the organization's general performance. Dysfunctional turnover could be further classified into avoidable turnover (caused by lower compensation, poor working condition, etc.) and unavoidable turnovers (like family moves, serious illness, death, etc.) over which the organization has little or no influence (Taylor, 1998)

2.2.2 Interpersonal relationship

Interpersonal relations at work (and away, too) serve a critical role in the development and maintenance of trust and positive feelings in a firm organization. (Billikopf G., 2006) A strong association between employees working together in the same organization is called interpersonal relationship. Employees must get along well for a positive and healthy work environment at the workplace. An employee spends around eight hours at his workplace and it is practically not possible for him to work all alone. He needs co-employee to talk to and discuss various issues at the workplace. It is a common fact that the productivity increases manifold when employees work together in groups as compared to an individual employee working alone. (Satyendra, 2014)

Dealing with bosses, peers and subordinates can dramatically affect the way an employee feels. People, high on the need for relationships, work best in stable work teams where they can get to know each other well. It might be stretching the measure too far to suggest that someone high on this factor would suffer stress if they were working with a large number of others in circumstances, which did not allow relationships to form, but it is probable that they will not work as well as they might.

According to Satyendra (2014) Interpersonal relationship at workplace is nothing but close relationship between two employees working at the same place. Interpersonal relationships require good effort from the employees to nurture and maintain. A healthy interpersonal relationship gives an employee the most joy and satisfaction.

Interpersonal relationships at work constitute the day to day interaction between co-workers, or managers and employees. These relations are a natural part of the work environment and are usually pleasant and creative, but sometimes the source of tension and frustration.

Interpersonal relationships in the workplace are an inescapable reality for all those working in organizations. While they have often been studied from a negative perspective, for many these relationships may facilitate a context in which working individuals can fulfill their “need to belong” (Baumeister L, 1995)

2.2.3 Health

As defined by World Health Organization (WHO), it is a "State of complete physical, mental, and social well being, and not merely the absence of disease or infirmity." Health is a dynamic condition resulting from a body's constant adjustment and adaptation in response to stresses and changes in the environment for maintaining an inner equilibrium called homeostasis.

Given the intricacies of the human body and the rapid advance of scientific knowledge, we might consider ourselves dependent on highly trained medical specialists to contend with illness. Actually our bodies cope with most diseases on their own, through the functioning of the immune system. The immune system is the body's system of defense against disease. It combats disease in a number of ways (Jiang & Chess, 2006).

There is increasing public acceptance that health and wellbeing at work can have profound impacts on individuals, organisations and societies (European Commission, 2008). Dame Carol Black's review – Working for a Healthier Tomorrow – recognized that there is strong and growing evidence that work, health and wellbeing are closely and powerfully linked and need to be addressed together (Black, 2008).

2.3 Overview on performance

Performance is the step where the management finds out how effective it has been at hiring and placing employee. If any problems are identified, steps are taken to communicate with the employees and to remedy them. Performance refers to either employees' discrete activities and behaviors or their aggregated values to the organizations.

According to Fred, (2005), the performance of many tasks is in fact strongly affected by stress. Performance usually drops off sharply when stress levels rise high. It should be the dysfunctional effects of high levels of stress and conflict that should be and a major concern

for the contemporary society in general and for effective human resource management in particular.

2.3.1 Productivity

Employee productivity (sometimes referred to as workforce productivity) is an assessment of the efficiency of a worker or group of workers. Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses.

According to Fred, (2005), employee productivity, most applications so far have focused on performance output. The considerable number of research studies clearly states that employee productivity or task completion is positively affected by stress. The performance improvement is for both quantity and quality of employee output and cuts across virtually all organizational settings.

2.4 Actual review according to objectives

2.4.1 Occupational stress and staff retention.

Firth et al. (2004) identified that the experience of occupational stress; the range factors that lead to job related stress (stressors) make employees to quit the organization. An unstable, unsecured work environment that includes job security, continuity, procedural justice deviate the employees satisfaction level, insert to stress at work and as a result increase their turnover intention which means that organization has to create a room to allow employees have a choice in deciding how work tasks should be done (Ali & Baloch, 2008). Mano & Shay, (2004) argue that financial insecure condition of employees generates stress among them and they often quit from organization due financial reasons in order to search the better opportunities but organization to ensure that salary of employees is increased over a time.

Role stressors also lead to employees' turnover but organization makes roles of work easy and this gives employees opportunity to have achievable deadlines in performing work tasks (Mano & Shay, 2004). This causes uncertainty about role should be. It can be a result of misunderstanding what is expected, how to meet the expectations or the employee thinking the job should be different which means organization has to ensure that employee duties and responsibilities should well stipulated in order to reduce cases of confusion at work (Kevin, 2004).

Insufficient information on how to perform the job adequately, unclear expectations of peers and supervisors, extensive job pressure and lack of consensus on job functions or duties may cause employees to feel involved and less satisfied with their jobs and care less, committed to their organisations undergo stress and eventually display a propensity to leave the organisations (Vance, 2006).

When occupational stress makes working for a company an unpleasant experience, employees begin to look for new jobs or consider retirement but when stress is limited employees are able to complete tasks during an average day (Vance, 2006). The loss of experienced employees can cause decreases in production and increases in costs associated with recruiting, hiring and training new workers. A high turnover rate also can make replacing stressed employees difficult for a company. Recruiting new employees can be challenging if prospective employees hear that the company's working environment is stressful so organization ensures that there is a favorable working condition to attract and retain employees (Andrew, 2008). Lack of job security and status dissimilarity among employees and the same level also causes stress which may lead their intention to leave the organisation (Andrew, 2008).

2.4.2 Occupational stress and cohesion (interrelationships)

Colleagues can be important sources of support but they can also be potential sources of occupational stress. Relationships with bosses, peers and subordinates can positively or negatively affect the way a worker feels and it is likely that wherever groups of people work together, some conflict will arise from time to time. This is normal and in some cases can provide positive impetus for innovation and growth. Conflict becomes a risk factor however, where it remains unresolved or becomes particularly intense. This may include prolonged friction and anger between colleagues, strained relationships or bullying. It is important that proactive steps be taken by the individuals or by management to resolve conflict early and supported employees through emotionally demanding work (Jehn, 1995).

Interpersonal conflict in the workplace may occur in diverse forms, ranging from minor disagreements between co-workers but employees have to be able to predict supervisor's reactions towards disputes (Spector & Jex, 1998). Disagreements that are related to feelings of animosity or to disagreements regarding the best way to accomplish a task are talked about with other colleagues in the department (Jehn, 1995).

Conflicts are often associated with the experience of disrespect and interpersonal rejection; this is particularly true for relationship-related conflict but organization has to ensure that employees are given supportive feedback about work tasks and reduces on conflict (DeDreu & Gelfand, 2008). Events involving interpersonal rejection are especially aversive because they undermine the fundamental need to belong to significant others and to maintain good interpersonal relationships organization has to ensure that they create an environment where employees can express to other colleagues about their negative feelings about work (Baumeister & Leary, 1995).

Negative Interpersonal relationships at work have been linked to various indicators of well-being, such as depressive symptoms, job satisfaction and somatic symptoms but management has to ensure that employees can easily associate through attending social functions that are organized by fellow colleagues in order to minimize conflicts (Spector & Bruk-Lee, 2008). However, conflicts and well-being across time in organization have to be well addressed in order for colleagues to assist other employees whenever they need assistance in terms of stress management (Meier et al, 2013).

With regard to rather long time lags (i.e. several months), Dormann and Zapf (1999) found that interpersonal conflict was prospectively related to depressive symptoms, at least when social support was low but management can allow employees to share their experiences and feelings with other colleagues in the department. Ilies, (2011) noted that staff have to always be consulted about change at work in order to avoid conflicts. Meier et al. (2013) found that interpersonal conflict had short-term effects on negative mood and organization does not allow bickering and fighting at work. Thus, it is reasonable to assume that both chronic conflict and daily conflict episodes may impair well-being

2.4.3 Occupational stress and health

Employers are slowly starting to realize that occupational stress is creating physical and mental health problems in their employees, which is in turn affecting the bottom-line. It has been estimated that stress related mental health problems are costing Canadian businesses \$33 billion annually in lost production (Conner, 2005), and related mental disability is now accounting for an estimated 30 – 40% of the disability claims being recorded by Canada's major insurers and employers. Far less is known about the cost in lost productivity by employees who continue to work while suffering from stress related conditions and

employees are always in high energy due to the work environment provided by the organization (The Edmonton Sun, 2005)

Individuals that have been continually exposed to occupational stress for long periods of time chronic stress can occur but organization has to ensure that employees feel less tense or do not have nervous indigestion by providing adequate information about job roles at work (Grimshaw, 1999). Chronic stress is characterized by emotional vulnerability, persistent negative emotions, elevated hormonal base levels, hyperactivity of the autonomic nervous system and tendencies to experience psychosomatic symptoms and therefore organization has to ensure that employees do not have tension or migraine headaches, or pain at work in order to boost their performance and reduce intention to leave (Schultz and Schultz, 2002).

Chronic stress leads to development of illness and disease and therefore management has to ensure that employees manage their eating/drinking/smoking through creating an environment where employees share freely with colleagues to create a good working relationship (Grimshaw, 1999).

Coronary heart disease (angina, stroke and heart attacks). Research has shown that individuals who suffer from stress are much more likely to experience both fatal and non fatal heart attacks.

Hypertension (high blood pressure). There is an undeniable link with the stress hormone cortisol, and the incidence of high blood pressure. Some forms of cancer. Being constantly stressed has the effect of lowering defenses that may help fight off the initial ingress of cancer.

Rheumatoid arthritis. Although stress does not appear to cause rheumatoid arthritis or osteoarthritis, being under stress can exacerbate these illnesses. Diabetes mellitus. This disorder may be inherited, but there is also strong evidence linking it with stress. Irritable bowel syndrome. It has been shown that stress or anxiety is to blame in a lot of cases. Depression is widely accepted that depression is linked with stress and the usual symptoms are upset sleep patterns, fatigue, increased consumption of alcohol, muscle aches and pains, poor self-esteem or lack of self-worth, among a variety of others but management ensures that employees do not feel pressured to work for long hours and get depressed (Mead, 2000).

Anxiety leads to lack of control over one's circumstances, either at work or in one's personal life and there management has to allow employees to have enough time to relax by giving them realistic deadlines to accomplish tasks (Malta, 2004). This is often made worse by the

individual becoming so caught up in thinking about their situation that they begin to believe that there is no way out of the problem.

Strokes (proven link with high blood pressure). There is strong evidence that people under stress are more likely to have a stroke than their non stressed out counterparts. Stomach and duodenal ulcers and the bacterium *Helicobacter pylori*. There has been irrefutable evidence linking the onset of peptic ulcers with the bacterium *Helicobacter pylori*, which is present in the gastrointestinal system of the large majority of people with Indigestion and heartburn. When we are anxious or stressed out, we produce too much acid in our stomach, which irritates the lining of the stomach and can lead to the development of ulcers.

Chronic fatigue syndrome is characterized by feelings of extreme fatigue, depression and a general disappointment with life, which can last for several months or years but organization ensures that employees do not take pills, medicine, alcohol or other drugs to relax due to adequate work load (Clark, 2002).

2.5 Signs of stress

Occupational stress has various symptoms from which it can be identified. Signs and symptoms of stress vary from one individual to another but can be generalized and grouped in 3 types; namely physical, emotional and behavioral signs and symptoms. (HFRS, 2012)

The physical signs and symptoms of stress include: palpitations/throbbing heart, skin irritation or rashes, pain and tightness in the chest, fainting, indigestion, frequent colds, flu or other infections, breathlessness, recurrence of previous illnesses, nausea, constipation or diarrhea, headaches, rapid weight gain or loss, muscle twitches, tiredness, vague aches and pains, and alteration of the menstrual pattern in women (Schultz & Schultz, 2002).

Emotional Signs and symptoms include; swings in mood, feeling nervous, apprehensive, anxious, increased worrying, feelings of helplessness, irritability, loss of confidence, feeling tense, lack of self esteem, drained/no enthusiasm, lack of concentration, cynical, and withdrawal into daydreams. (Malta, 2004)

Behavioral Signs and symptoms also may include; more accident prone, change in sleep pattern or difficulty in getting to sleep and waking tired, poor work, loss of interest in sex, increased smoking, withdrawal from supportive relationships, increased consumption of alcohol, too busy to relax, increased dependence on drugs, not looking after yourself, overeating or loss of appetite, poor time management, and impaired speech (Mead, 2000)

2.6 Sources of occupational stress

We tend to think of stress as caused by external events, it is the way in which we interpret and react to events that makes them stressful. People differ dramatically in the type of events they interpret as stressful and the way in which they respond to such stress. For example, speaking in public can be stressful for some people, and not for others. Stress can be the result of any number of situations in the workplace. The following table illustrates categories of workplace stressors and examples of each (adapted from Murphy, 1995)

Sources of workplace stress

CATEGORIES OF JOB STRESSORS.	EXAMPLES
Factors unique to the job	<ul style="list-style-type: none"> • Workload (overload and under load) • Pace / variety / meaningfulness of work • Autonomy (e.g., the ability to make your own decisions about your own job or about specific tasks) • Shift work / hours of work Physical environment (noise, air quality, etc.) <ul style="list-style-type: none"> • Isolation at the workplace (emotional or working alone)
Role in the organisation	<ul style="list-style-type: none"> • Role conflict (conflicting job demands, multiple supervisors/managers) • Role ambiguity (lack of clarity about responsibilities, expectations, etc) • Level of responsibility
Career development	<ul style="list-style-type: none"> • Under/over-promotion • Job security (fear of redundancy either from economy, or lack of tasks or work to do) • Career development opportunities • Overall job satisfaction
Relationship at work (interpersonal)	<ul style="list-style-type: none"> • Supervisors • Co-workers • Subordinates • Threat of violence, harassment, etc (threats to personal safety)
Organizational structure/climate	<ul style="list-style-type: none"> • Participation (or non-participation) in decision-making • Management style • Communication patterns

2.7 Effect of occupational stress

Occupational stress can have a profound effect on production and motivation in the workplace. Worries about job security or the demands of a heavy workload increase stress levels and cause a variety of emotional and physical ailments. When stress factors, or stressors, are coupled with ineffective or uncaring management, stress can become a problem that extends to the entire department or company. Identifying signs of organizational stress is the first step in designing a strategy to address problems. Some effects of job stress are more easily quantified than others. Here are the many ways that prolonged, unhealthy job stress affects costs:

Stress-related distraction or sleepiness account for an estimated 60 to 80 percent of accidents on the job, according to the American Institute of Stress Workers' compensation claims for stress have increased substantially every year, threatening to bankrupt the system in several states.

Absenteeism. An estimated one million workers miss work each day because of stress, costing companies an estimated \$602 per employee per year. and absenteeism is to blame for 26 percent of health-related lost productivity in business.

Presenteeism. This term used to describe the opposite of absenteeism, "presenteeism" is the phenomenon of employees coming to work yet not functioning up to their capabilities on the job. in one survey, 60 percent of workers reported losing productivity due to stress while at work during the past month. Presenteeism manifests in a host of ways, including making mistakes, more time spent on tasks, poor quality work, impaired social functioning, burnout, anger, resentment, low morale and other detrimental factors. Overall, the price tag related to presenteeism adds up to nearly \$150 billion a year in lost productivity, according to the International Foundation of Employee Benefit Plans. the cost may be even higher if the stress underlying presenteeism is not addressed, as absenteeism, job resignations, chronic illness, and disability may be the result.

Physiological effects. Hallmark signs that workers are experiencing mental duress include poor concentration, short temper, job dissatisfaction and low morale. Stressed workers have an elevated risk of mental health problems, ranging from anxiety and substance abuse, and perhaps, the most significant, depression. in fact, stress and clinical depression—the two often go hand-in-hand—trail family crisis as the second and third most significant problems

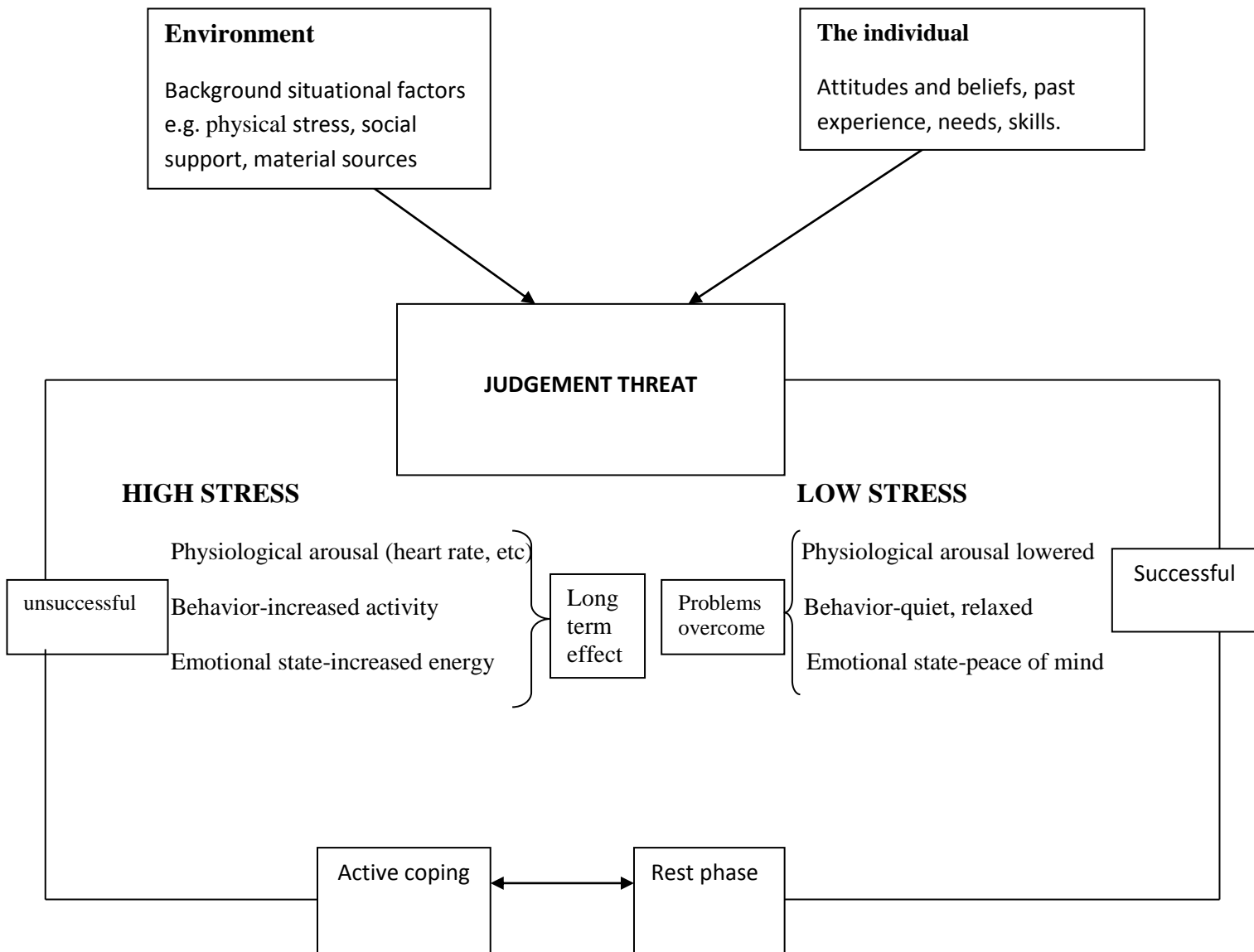
in the workplace. The national institutes of mental health estimates that depression has resulted in \$23 billion a year in lost workdays.

Health Effects. Stress causes a variety of health problems, including high blood pressure, upset stomach, ulcers, headaches, palpitations, fatigue, sweating, weight changes, diarrhea, nausea, dizziness, dry mouth, appetite changes, sexual problems, stiff neck, muscle aches and back pain. If you are stressed, you might feel tired all the time, no matter how much you sleep, or you might have trouble sleeping at night. Poor emotional health can weaken your body's immune system, making you more likely to contract colds and other infections. These health problems can increase work absenteeism, usage of health insurance and work-related accidents.

2.8 Management of occupational stress.

The figure below that it is the perception, or appraisal, of the situation that is key to whether or not it causes stress. This is the basis of the transactional model of stress,² whereby the ability of a person to prevent or reduce stress is determined by that person's appraisal of (a) the threat within a situation (primary appraisal), and (b) the appraisal of his/her coping skills to deal with that threat (secondary appraisal). These appraisals have been shaped by past experiences of confronting stress and, in turn, influence future behaviour and appraisals. Thus, the process of appraisal, behaviour, and stress is continuous, and managing stress can result from changing the way the situation is appraised (cognitive techniques) or responded to (behavioural or cognitive techniques).

Figure 3: A Model Of Stress And Its Management



S Michie Occup Environ Med 2002;59:67-72

Organizational coping strategies are designed by management to eliminate or control organizational –level stressors in order to prevent or reduce job stress for individual employees. The areas to focus on in designing coping strategies include overall strategies and policies, structure and design processes/functions, and working conditions.

Design jobs to permit use of skill and discretion by job-holder, incorporate sufficient task variety and challenge to maintain employee interest. Design work so as to allow the exercise of responsibility by the job holders, provides sufficient authority to allow job-holders to carry out their responsibilities adequately, all the job-holders to share in decisions that affect their work.

Ensure clear work goals and targets that that do not conflict with those set for others.

Supervisors can develop participative management styles that allow for discussion of issues, and real delegation of duties. Leaders should pay attention to individual's needs as well as those of task and the groups. Leaders are required to deal immediately with cases of bullying, sexual harassment, racism and other unbecoming behaviors.

Performance management process. Employee processes which allow dialogue to take place between managers and employees about the employee's work problems and ambitions.

Most firms today are trying to reduce stress and conflict through work- family initiatives. These involve both reorganization initiative (for example, restructuring of jobs and job duties, part time work and job sharing, and flexibility sharing) and life benefit policies and programs(for example on-site child care and /or elder care, paid family and medical leave, release time for personal/family events, and limits on frequency and distance of business travel).

Employee assistance programs (EAPs) have also become a very valuable organizational response to help employees cope with stress EAPs typically provide employees with services such as confidential counseling, and /or follow up on issues of person or work-related Concerns. They also provide family workshops and consultations (related to marriage, single parenting, working parents), stress management workshops, relaxation seminars, and other kinds of support.

Communication system should be developed that allow for free flow of information horizontally, vertically and diagonally.

Create positive attitudes to employees. Mistakes should be seen as learning opportunities rather than grounds for punishment.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presented the methodology that was used in the study. It covered the research design, study population, sample population size, sampling procedures, data collection methods and their corresponding data collection instruments, data management and analysis procedures, reliability and validity and the ethical considerations.

3.1 Research design

The study adopted a case study design. This study design was considered appropriate as it was aimed at making an in depth analysis with a view to discover more information and relationship among the variables in the study. According to Kumar (2005), a study is classified as qualitative if the purpose of the study is primarily to describe a situation, phenomenon, situation or problem to quantify the variations in a phenomenon, situation or problem and here analysis is geared to establish the magnitude of the variation. The quantitative approach yields numbers, graphs and tables which are convincing. The design showed how the research was set up, what happened to the population to get the needed sample, methods of data collection, how the collected data was analyzed and presented.

3.2 Study area

The study was carried out in Urbana division, Nican Resort Hotel, Kampala district in central region of Uganda, Overlooks Kajjansi Tea Estate. The area was chosen because it was convenient for the researcher to get the necessary information needed for the study. The research covered the areas of occupational stress on employee retention, cohesion and health.

3.3 Study population

The research population is a group of individuals from which the items are taken for measurement (Kumar, 2005). The populations of the study were the managers, chefs and accountants. The population of this study was comprised of 56 respondents. This total was got from the Human resource report 2016.

3.4 Sample size

For ease of sampling in this study, the population size was 56, the sample size was 48 basing on Krejcie and Morgan table (1970) which was used.

3.5 Sampling techniques

According to Amin (2005), sampling technique is the process of selecting elements from a population in such a way that the sample elements selected represents the population for data collections. For this research, a simple random sampling technique was used while sampling. This method was used since it would help the researcher to get information from different people from different departments of the organization. The study also used purposive sampling technique. The purposive sampling method was used because it allows the researcher to select certain respondents for their ability to supply certain kinds of required information.

3.6 Data source

3.6.1 Primary Data

Greener (2008), explained that primary sources are those which come into existence in the period under research for example questionnaires completed for the study. Primary data was collected through a self-administered questionnaire; interview guide and observation presented to respondents and their responses were based on for analysis.

3.6.2 Secondary Data

Greener (2008), further explained that secondary data sources are interpretations of events of that period based on primary sources. This information was obtained from published materials, which included text books, journals, magazines, internal reports, minutes and newspapers, unpublished reports and articles.

3.7 Data collection instruments

3.7.1 Questionnaires

Kumar (2005) defines a questionnaire as a written list of questions, the answers to which are recorded by the respondents. It is a device for gathering information consisting of a list of questions or statements calling for information from the respondents. Usually the respondent writes in the spaces provided on the form as guided by the researcher. The questionnaire was used because of its ability to produce data which deals with the topic in depth (Westernland, 2013). Marciniak (2013) further argues that a questionnaire is advantageous because it is free from bias of the interviewee since answers are in the respondent's own words and large samples can be used and thus the results can be more valid and reliable. Self-administered questionnaires covering all the aspects of the study variables and accompanied within a five

point likert scale response continuum, that is 5= strongly agree, 4=agree, 3=undecided, 2=disagree and 1= strongly disagree, was used for this study to collect data responses.

3.9 DATA VALIDITY AND RELIABILITY

The researcher tested the reliability and consistency of the data collection instruments. The validity of data collected was also tested to ensure that the data that was to be analyzed was valid. This stage measured the quality of the methods of data collection and the data collected.

3.9.1 Data Validity

Data validity was ensured through subjecting the drafted tools such as the questionnaire to be reviewed by the supervisor before being granted permission to go ahead to collect data. The researcher also ensured that the right questions for the study are asked basing on the objectives. The researcher computed the content valid index to verify the validity of information obtained from the field. The formula for determining CVI:

Number of Valid items on a questionnaire

Total number of items on a questionnaire

21/24

0.87

The information obtained from the field was valid since it as above the coefficient of 0.7. This means that the information obtained from the field is valid.

3.9.2 Data Reliability

Judith, (2005) defined data reliability as the degree to which an assessment tool produces stable and consistent results. To ensure data reliability, the researcher administered different forms of data collection instruments that is questionnaires and their results were compared. Reliability of the instruments was ensured through pre-tests. The researcher computed Cronbach alpha coefficient using SPSS to determine the validity of the acquired information from the field.

Table 3.2: Reliability Statistics

Items	Cronbach's Alpha	N of Items
Occupational stress and staff retention	0.723	6
Occupation stress and cohesion	0.817	10
Occupational stress and health	0.712	8

Source: primary data (2017)

The finding revealed that the information is reliable since it was above the coefficient determinant of 0.5. This means that the information obtained from field can be relied on.

3.10 Data Management and Analysis

This involves organizing and arranging data into meaningful information that may be easily understood and retrieved when needed. The format of a typical five level likert item, for example could be (1) Strongly disagree, (2) Disagree, (3) Not Sure, (4) Agree, (5) Strongly agree. Likert scaling is a bipolar scaling method measuring either positive or negative response to a statement. This is what the researcher used to measure the independent and dependent variables to find out whether there is a positive or negative relationship between them. Findings were presented in form of tables and pie charts. This was done by the help of computer programs called SPSS Version 16 and Microsoft word.

3.10.1 Qualitative data analysis

This was sought into themes, say categories and patterns. This enabled the researcher to make general statements in terms of the observed attributes hence conceptualization according to Saunders, (2009).

3.10.2 Qualitative Data Analysis

Data from questionnaires was summarized, coded, tabulated and analyzed. Editing was done to improve the quality of data for coding. Coded data was then be fed into the statistical package for social sciences (SPSS) which was selected for analysis since it offers a more user friendly interface and is easily be linked with Microsoft utility programs. Descriptive statistics were employed to analyze the data. According to (Cooper et al, 2001) descriptive statistics reveal characteristics of an array of data and enable the researcher to use few indices

or statistics to meaningfully describe the phenomenon under investigation. Descriptive statistics such as mean scores, standard deviation, correlation analysis and regression were presented in tables and pie charts.

3.11 Ethical Consideration

This study was very ethical; the researcher was ethical in the proceedings. The respondents were not manipulated or forced to answer the questionnaires given to them. The researcher received informed consent from the respondents and the case study (Nican Resort Hotel) before carrying out the research.

The researcher did not offer biased information neither did she bias or contribute to the opinions of the respondents. The researcher did not coerce the respondents. The researcher did not bribe the respondents in any way to take on her opinion.

The researcher informed the respondents about the purpose of the research. The researcher respected the confidentiality of the respondents; this is the reason why the researcher attached a confidentiality clause to her questionnaire. A high level of ethics was exercised so as to avoid tampering with or biasing the results of the research.

3.12 Limitations of the Study

The researcher was faced with the lack of current information. The researcher had access to old editions of books; these books might not provide current information.

The researcher was faced with a problem of too much data. This will make it difficult to analyze data and draw proper conclusions.

The researcher was faced with an uncooperative sample space that was in some cases not willing to answer the questions provided by the study. Retrieval of the questionnaires was also difficult from some respondents. Some respondents did not return the questionnaires. This greatly affected the sample size.

The researcher had a problem of inadequate funds to carry out the research. The researcher needed to have enough funds to print questionnaires, reach the sample space and other miscellaneous items. The financial constraints greatly affected the research.

3.13 Conclusion

This chapter has been the backbone of the research, because it sought for information about the effect of occupational stress on employee performance, by using different data collection

methods, within the organization in Kampala and available documents about advertising and organizational performance. To sum it up, various and useful techniques or various forms had been used to make sure that information was collected, analyzed, processed and interpreted to yield meaningful information on the effect of occupational stress on employee performance.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF THE FINDINGS

4.0 Introduction

This chapter presents field data, gives interpretation and analysis of findings made as an attempt to establish the relationship between stress management and turnover. Below is the analysis of the field data. The total number of people who participated by filling in the questionnaires were 48 which presented 100% response rate.

4.1 Background information

4.1.1 Respondents' gender

The researcher had an interest in knowing the gender of the respondents to find out which sex is more involved in organization activities and the results are as below;

Table1: Respondent's sex

	Frequency	Percentage
Valid Male	26	54.2
Female	22	45.8
Total	48	100.0

Source primary data (2017)

The field data indicates that there were more male respondents who were 54.2% than the female respondents who were 45.8%. This implies that most of the people who were easily accessed were males though a good portion of females also participated in answering questions. Therefore the organization has to ensure that females are given more opportunity to work with the organization in order to have a balanced gender.

4.1.2 Age of respondents.

The researcher had interest in knowing the age of people running the organization and results are presented below;

Table 2: Age of respondents

	Frequency	Percentage
Valid 20 – 30 years	26	54.2
31 – 40 years	12	25
40 – 50years	10	20.8
Total	48	100.0

Source: primary data (2017)

The study noted that respondents aged between 20 – 30 years were the majority with 54.2% followed by those between 31 – 40 years represented 25% and the last category was of those between 40 – 50 years accounting for 20.8%. This shows that respondents were mature and had knowledge about occupational stress and their responses based on experience since they could understand their work tasks.

4.1.3 Marital status

The researcher had interest in knowing the marital status of people running the organization and results are presented below

Table 3: Marital status

	Frequency	Percentage
Valid Single	15	31.3
Engaged	12	25
Married	21	43.7
Total	48	100.0

Source: primary data (2017)

The study noted that Married respondents were the majority with 43.7% followed by those singles represented 31.3% and the last category was of engaged accounting for 25%. This shows that respondents were mature and knew the purpose of stress management since occupational stress affects their families that work.

4.1.4 Respondents' level of academic qualification.

The researcher had interest in knowing the academic qualification of people running the organization and results are presented below

Table 4: level of academic qualification

	Frequency	Percentage
Valid certificate	10	20.8
diploma	15	31.2
degree	23	47.9
Total	48	100.0

Source: primary data (2017)

The study noted that degree holders are the majority with 47.9% followed by holders of diploma represented 31.2% and the last category was of those with certificate accounting for 20.8%. This shows that respondents had knowledge about occupational stress and their responses based on an informed mind since they could read and understand the essence of the questions

4.2 Presentation according to objectives

In the study, data analysis based on study objectives and results were presented on the following statements in a questionnaire. The mean average level of agreement was computed as $(5+4+3+2+1)/5 = 15/5 = 3.0$. This therefore implies that all responses averaging 3.0 and above amounted for Agree whereas all responses averaging below 3.0 accounted for Disagree.

4.2.1 Occupational stress and staff retention

Table 5: Descriptive statistics on occupational stress and staff retention

Details	N	Min	Max	Mean	Std. Deviation
I am clear about what my duties and responsibilities.	48	1	5	3.91	0.972
I am happy with the working environment.	48	1	5	4.01	0.767
I feel satisfied with my chances for salary increases.	48	1	5	3.74	0.988
I have a choice in deciding how I do my work.	48	1	5	3.98	1.020
I am able to complete tasks during an average day.	48	1	5	4.07	1.033
I have achievable deadlines	48	1	5	3.92	1.105
Valid N (listwise)	48				

Source: Primary Data (2017)

I am clear about what my duties and responsibilities.

The findings determined that respondents with a mean of 3.91 agreed that they are clear about their duties and responsibilities. This agreement means that organization ensures that employees are well aware of their duties and responsibilities at work place. However a standard deviation of 0.972 existed was in a variance with the statement which means that though duties and responsibilities are well stipulated, stress may still exist if not well planned. This is supported by Kevin, (2004) who noted that it can be a result of misunderstanding what is expected, how to meet the expectations or the employee thinking the job should be different which means organization has to ensure that employee duties and responsibilities should well stipulated in order to reduce cases of confusion at work. This can probably mean that organization is clear about duties and responsibilities of employees.

I am happy with the working environment

The field data collected indicated that respondents with a mean of 4.01 agreed that they are happy with the working environment. This means that organization has a favorable working environment which motivates employees to work and quite their jobs. However a standard deviation of 0.767 was determined in relation to a variance with the statement which means that though working environment may be favorable, if rewarding is low, employees still leave. This is line with Andrew, (2008) who stressed that recruiting new employees can be challenging if prospective employees hear that the company's working environment is stressful so organization ensures that there is a favorable working condition to attract and retain employees. This can probably mean that organization ensure that employees are happy with the working environment.

I feel satisfied with my chances for salary increases

The findings indicated that respondents with a mean of 3.74 agreed that they feel satisfied with chances for salary increases. This means that employees do not leave if they anticipated chances of getting salary increase in time to come. However a standard deviation of value 0.988 of respondents was in a variance with the statement though minimal which means that employees may leave if they anticipated there are minimal chances of getting salary increase in time to come. This concurs with Mano & Shay, (2004) argue that financial insecure condition of employees generates stress among them and they often quit from organization due financial reasons in order to search the better opportunities but organization to ensure that salary of employees is increased over a time. This can possibly mean that organization has to make employees feel satisfied with chances for salary increases

I have a choice in deciding how I do my work

The findings estimated that respondents with a mean of 3.93 agreed that they have a choice in deciding how they do their work. This means that employees are allowed to make choice in deciding how to carry out work tasks. However a standard deviation of value 1.020 of respondents was in a variance with the statement which means that may have a choice in deciding how to do their work but may be limited by bureaucracy. This is in line with Ali and Baloch, (2008) who noted that an unstable, unsecured work environment that includes job security, continuity, procedural justice deviate the employees satisfaction level, insert to stress at work and as a result increase their turnover intention which means that organization has to create a room to allow employees have a choice in deciding how work tasks should be

done. This can imply that organization should allow employees to make choices in deciding how they do their work

I am able to complete tasks during an average day

The study revealed that respondents with a mean of 4.07 agreed that they are able to complete tasks during an average day. This means those employees are able to complete tasks during an average day when stress is minimized. However a standard deviation of 1.033 indicated a variance with the statement which means that employees may not be able to complete tasks during an average day when stress is high. This is in line with Vance, (2006) who noted when stress makes working for a company an unpleasant experience, employees begin to look for new jobs or consider retirement but when stress is limited employee are able to complete tasks during an average day. This can imply that organization has to minimize stress such that employees are able to complete tasks during an average day.

I have achievable deadlines

Findings further revealed that respondents with a mean of 3.92 agreed they have achievable deadlines. This means that organization ensures that employees have achievable deadlines in performing work tasks. However a standard deviation of 1.105 determined a variance with the statement which means that at times it is not easy to have achievable deadlines when stress is high. This is in line with Mano & Shay, (2004) who explained that role stressors also lead to employees' turnover but organization makes roles of work easy and this gives employee's opportunity to have achievable deadlines in performing work tasks. This can imply that employee achieve deadlines.

4.2.2 Occupation stress and cohesion

Table 6: Descriptive statistics occupation stress and cohesion

Details	N	Min	Max	Mean	Std. Deviation
I am able to predict supervisor's reactions	48	1	5	4.07	1.143
I am given supportive feedback about my work.	48	1	5	3.94	1.074
I have ample opportunity to talk openly with other colleagues about problems in the department.	48	1	5	3.88	0.548
I can express to other colleagues my negative feelings	48	1	5	4.01	0.675
I attend social functions that are organized by my colleagues.	48	1	5	3.93	1.143
My colleagues assist me whenever I need assistance.	48	1	5	3.89	1.067
I can share my experiences and feelings with other colleagues in the department.	48	1	5	4.07	1.052
There is no bickering and fighting at work.	48	1	5	3.85	1.032
I am supported through emotionally demanding work.	48	1	5	3.77	1.143
Staff is always consulted about change at work	48	1	5	4.02	0.675
Valid N (listwise)	48				

Source: Primary data (2017)

I am able to predict supervisor's reactions

The findings estimated that respondents with a mean value of 4.07 agreed that they are able to predict supervisor's reactions. This means that employees predict supervisor's reactions. However a standard deviation of value 1.143 of respondents was in a variance with the statement which means that it's not easy to predict all supervisor's reactions since circumstances change over time This is in line with Spector and Jex, (1998) who emphasized that interpersonal conflict in the workplace may occur in diverse forms, ranging from minor disagreements between co-workers but employees have to be able to predict supervisor's reactions towards disputes. This can imply that employees can predict supervisor's reactions.

I am given supportive feedback about my work

The field data collected indicated that respondents with a mean of 3.98 agreed that they are given supportive feedback about their work. This means that organization gives employees supportive feedback about work performance. However a standard deviation of 1.074 was a variance with the statement which means that even though employees are given supportive feedback about work, they may still leave when working conditions re not favorable. This is line with DeDreu &Gelfand, (2008) who stressed that conflicts are often associated with the experience of disrespect and interpersonal rejection; this is particularly true for relationship-related conflict but organization has to ensure that employee are given supportive feedback about work tasks and reduces on conflict This can means that organization should ensure that employees are given supportive feedback about their work in order to be motivated.

I have ample opportunity to talk openly with other colleagues about problems in the department.

Findings further revealed that respondents with a mean value of 3.88 agreed that they have ample opportunity to talk openly with other colleagues about problems in the department. This means that employees are given opportunity to talk openly with other colleagues about problems in the department and this helps to reduce conflicts due lack of communication. However a standard deviation of value 0.548 of respondents was in a variance with the statement which means that ample opportunity to talk openly with other colleagues about problems in the department maybe given but still problems may not solved. This is in line with Jehn, (1995) who stressed that disagreements that are related to feelings of animosity or to disagreements regarding the best way to accomplish a task are talked about with other

colleagues in the department. This can imply that employees are given ample opportunity to talk openly with other colleagues about problems in their department.

I can express to other colleagues my negative feelings

The findings noted that respondents agreed that they can express to other colleagues their negative feelings with a mean of 4.01. This means that employees can express their negative feelings to other colleagues. However a standard deviation of 0.675 represented a variance with the statement which means that employees can express their negative feelings to other colleagues. This was in agreement with Baumeister & Leary, (1995) who noted that events involving interpersonal rejection are especially aversive because they undermine the fundamental need to belong to significant others and to maintain good interpersonal relationships organization has to ensure that they create an environment where employees can express to other colleagues about their negative feelings about work. This can thus imply that organization can ensure that employees can express to their negative feelings other colleagues.

I attend social functions that are organized by my colleagues

The findings estimated that respondents with a mean of 3.93 agreed that they attend social functions that are organized by their colleagues. This means that organization allows employees to attend social functions that are organized by their colleagues. However a standard deviation of 1.143 of respondents was in a variance with the statement which means that organization may allows employees to attend social functions that are organized by their colleagues but still that may not reduce the stress levels in employees. This is in line with Spector & Bruk-Lee, (2008) who stressed that negative Interpersonal relationships at work have been linked to various indicators of well-being, such as depressive symptoms, job satisfaction and somatic symptoms but management has to ensure that employees can easily associate through attending social functions that are organized by fellow colleagues in order to minimize conflicts. This can imply that organization has to allows employees to attend social functions that are organized by their colleagues.

My colleagues assist me whenever I need assistance

Findings still indicated that respondents with a mean value of 3.89 agreed that colleagues assist other employees whenever they need assistance. This means that colleagues assist other employees whenever they need assistance in performing work tasks. However a standard deviation of 1.067 represented a variance with the statement which means that colleagues

may assist other employees whenever they need assistance but still do not improve. This is in line with Meier et al, (2013) who stressed that conflicts and well-being across time in organization have to be well addressed in order for colleagues to assist other employees whenever they need assistance in terms of stress management. This can imply that colleagues assist other employees whenever they need assistance.

I can share my experiences and feelings with other colleagues in the department.

The findings estimated that respondents with a mean value of 4.07 agreed that employees can share their experiences and feelings with other colleagues in the department. This means that employees can share their experiences and feelings with other colleagues in the department which improves employee morale. However a standard deviation of value 1.052 of respondents was in a variance with the statement which means that employees can share their experiences and feelings with other colleagues in the department but still no improvement in working relationship. This is in line with Dormann and Zapf (1999) stressed that interpersonal conflict was prospectively related to depressive symptoms, at least when social support was low but management can allow employees to share their experiences and feelings with other colleagues in the department. This can imply that employees can share their experiences and feelings with other colleagues in the department

There is no bickering and fighting at work

Findings still indicated that respondents with a mean of 3.85 agreed that there is no bickering and fighting at work. This means that organization ensures that there is no bickering and fighting at work place. However a standard deviation of value 1.032 of respondents was in a variance with the statement which means that there is may be bickering and fighting at work but may not affect performance. This is in line with Meier et al. (2013) who noted that interpersonal conflict had short-term effects on negative mood and organization does not allow bickering and fighting at work. This can imply that organization does not allow bickering and fighting at work

I am supported through emotionally demanding work

The findings estimated that respondents with a mean value of 3.77 agreed that they are supported through emotionally demanding work. This means that organization supports employees through emotionally demanding work. However a standard deviation of value 1.143 of respondents was in a variance with the statement implying organization may support through emotionally demanding work but not to full extent. This is in line with Jehn,

(1995)who stressed that it is important that proactive steps be taken by the individuals or by management to resolve conflict early and supported employees through emotionally demanding work. This can imply that employees are supported through emotionally demanding work

Staff is always consulted about change at work

Findings further revealed that respondents with a mean of 4.02agreed that staffs are always consulted about change at work. This means that organization ensures that staffs are always consulted about change at work and this reduces conflicts. However a standard deviation of 1.105 determined a variance with the statement which means that at times it is not easy for staffs to always be consulted about change at work. This is in line with Ilies, (2011) noted that staff have to always be consulted about change at work in order to avoid conflicts. This can imply that staffs are always consulted about change at work

4.2.3 Occupational stress and health

Table 7: Descriptive statistics on occupational stress and health

Details	N	Min	Max	Mean	Std. Deviation
I seem to be in high energy due to the work environment	48	1	5	4.04	1.074
I feel less tense or do not have nervous indigestion because I have adequate information of my roles at work	48	1	5	3.72	0.548
I do not over eat/drink/smoke because of my good relationship with my colleagues	48	1	5	4.01	0.982
I do not have tension or migraine headaches, or pain in the neck or shoulders at work	48	1	5	3.89	0.767
I find it easy to concentrate on what I'm doing because I am aware of my various work responsibilities.	48	1	5	4.09	1.029
I do not take pills, medicine, alcohol or other drugs to relax due to adequate work load	48	1	5	3.90	1.116
I have ease in finding enough time to relax because of my realistic deadlines	48	1	5	3.79	0.675
I do not feel pressured to work for long hours	48	1	5	3.84	1.074

Source: Primary data (2017)

I seem to be in high energy due to the work environment

The field data collected indicated that respondents with a mean of 4.04 agreed that they seem to be in high energy due to the work environment. This means that employees are high in energy due to the work environment. However a standard deviation of 1.074 were in a variance with the statement which can means that employees seem to be in high energy due to the work environment but not sure whether they are its true. This is line with The Edmonton Sun, (2005) which stressed that far less is known about the cost in lost productivity by employees who continue to work while suffering from stress related conditions and employees are always in high energy due to the work environment provided by the organization. This means that organization has to ensure that employees are high in energy by providing a conducive work environment.

I feel less tense or do not have nervous indigestion because I have adequate information of my roles at work

Findings further revealed that respondents with a mean value of 3.72 agreed that they feel less tense or do not have nervous indigestion because they have adequate information of their roles at work. This means that organization ensures that employees feel less tense or do not have nervous indigestion by having adequate information of their roles at work. However a standard deviation of value 0.548 of respondents was in a variance with the statement which means that organization may ensures that employees feel less tense or do not have nervous indigestion but still not provide adequate information on the roles at work. This is in line with Grimshaw, (1999) who stressed that When individuals have been continually exposed to stress for long periods of time chronic stress can occur but organization has to ensure that employees feel less tense or do not have nervous indigestion by providing adequate information about job roles at work. This can imply that management has to make employees feel less tense or do not have nervous indigestion by providing adequate information of work roles to be performed.

I do not over eat/drink/smoke because of my good relationship with my colleagues

The findings determined that respondents with a mean of 4.01 agreed that they do not over eat/drink/smoke because of the good relationship with colleagues. This means that management ensures that employees do not over eat/drink/smoke because of the good relationship with colleagues. However a standard deviation of 0.982 existed was in a variance with the statement which means that it's not easy to monitor over eat/drink/smoke though

there may be a good relationship with colleagues. This is supported by Grimshaw, (1999) who stated that chronic stress leads to development of illness and disease and therefore management has to ensure that employees manage their eating/drinking/smoking through creating an environment where employees share freely with colleagues to create a good working relationship. This can mean that organization ensures that employees do not over eat/drink/smoke to keep them healthy.

I do not have tension or migraine headaches, or pain in the neck or shoulders at work

The field data collected indicated that respondents with a mean of 3.89 agreed that they do not have tension or migraine headaches, or pain in the neck or shoulders at work. This means that organization ensures that employees do not have tension or migraine headaches, or pain in the neck or shoulders at work by providing favorable working conditions. However a standard deviation of 0.767 was determined in relation to a variance with the statement which means that employees may not have tension or migraine headaches, or pain in the neck or shoulders at work but still leave due other circumstances. This is line with Schultz and Schultz, (2002) who stressed that chronic stress is characterized by emotional vulnerability, persistent negative emotions, elevated hormonal base levels, hyperactivity of the autonomic nervous system and tendencies to experience psychosomatic symptoms and therefore organization has to ensure that employees do not have tension or migraine headaches, or pain at work in order to boost their performance and reduce intention to leave. This can probably mean that organization ensures that employees do not get tension or migraine headaches, or pain in the neck or shoulders at work and keep them.

I find it easy to concentrate on what I'm doing because I am aware of my various work responsibilities

The findings indicated that respondents with a mean of 4.09 agreed that they find it easy to concentrate on what they do because they are aware of the various work responsibilities. This means that employees in the organization find it easy to concentrate on what they do because they are aware of the various work responsibilities provided by top management. However a standard deviation of 1.029 represents a variance with the statement which means that it may be easy to concentrate on what to do if work responsibilities are many. This is supported by Jiang and Chess, (2006) who noted that management has to ensure that employees find it easy to concentrate on what they do because they are aware of the various work responsibilities

which does not endanger their health conditions. This can possibly mean that organization has to make sure employees know the various work responsibilities.

I do not take pills, medicine, alcohol or other drugs to relax due to adequate work load

The findings determined that respondents with a mean of 3.90 agreed that they do not take pills, medicine, alcohol or other drugs to relax due to adequate work load. This means that organization makes sure employee do not take pills, medicine, alcohol or other drugs to relax due to adequate work load by carrying out job rotation. However a standard deviation of 1.116 determined a variance with the statement which means that its not easy to monitor employee behavior. This is supported by Clark, (2002) who noted that chronic fatigue syndrome is characterized by feelings of extreme fatigue, depression and a general disappointment with life, which can last for several months or years but organization ensures that employees do not take pills, medicine, alcohol or other drugs to relax due to adequate work load. This can mean that employees do not take pills, medicine, alcohol or other drugs to relax due to adequate work load scheduled by management.

I have ease in finding enough time to relax because of my realistic deadlines

The findings noted that respondents agreed that they have enough time to relax because they have realistic deadlines with a mean of 3.79. This means that management ensures that employees have enough time to relax because they have realistic deadlines. However a standard deviation of 0.675 represented a variance with the statement which means that employees may have enough time to relax because they have realistic deadlines but still may not relax due to work overload. This was in agreement with Malta, (2004) who stressed that anxiety leads to lack of control over one's circumstances, either at work or in one's personal life and there management has to allows employees to have enough time to relax by giving them realistic deadlines to accomplish tasks. This can thus imply that organization can ensure that employees have enough time to relax because they have realistic deadlines.

I do not feel pressured to work for long hours

The findings determined that respondents with a mean of 3.84 agreed that they do not feel pressured to work for long hours. This agreement means that management does not pressure employees at work. This is supported by Mead, (2000) who noted that depression is widely accepted that depression is linked with stress and the usual symptoms are upset sleep patterns, fatigue, increased consumption of alcohol, muscle aches and pains, poor self-esteem or lack of self-worth, among a variety of others but management ensures that employees do

not feel pressured to work for long hours and get depressed. However a standard deviation of 0.982 existed was in a variance with the statement which means that employees may not feel pressured to work for long hours but when work load is too much, they can be pressured. This can mean that organization ensures that employees do not work long hours to avoid depressions.

4.6 Conclusion

The analysis of the primary data indicates that the independent variables through the predictor variables; occupational stress all have a positive effect on employee turnover. This implies that those minor variance still exist in relation to effect of advertising and sales volume. Further explanation and summary of findings are presented in the next chapter.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter presents summaries of the research findings, conclusions, recommendations and areas for further study. The summaries relate to the general objectives of the research study which aimed at investigating the effect of advertising on sales volume.

5.1 Summary of the findings

The field data indicates that there were more male respondents who were 54.2% than the female respondents who were 45.8%. The study noted that respondents aged between 20 – 30 years were the majority with 54.2% followed by those between 31 – 40 years represented 25% and the last category was of those between 40 – 50 years accounting for 20.8%. The study noted that Married respondents were the majority with 43.7% followed by those singles represented 31.3% and the last category was of engaged accounting for 25%. The study noted that degree holders are the majority with 47.9% followed by holders of diploma represented 31.2% and the last category was of those with certificate accounting for 20.8%.

5.1.1 Occupational stress and staff retention

The findings revealed that employees are clear about their duties and responsibilities and they are happy with the working environment. The findings further revealed that employees feel satisfied with the chances for salary increases and this avails them with a choice in deciding how to do work. The study noted that employees are able to complete tasks during an average day and can be in position to have achievable deadlines.

5.1.2 Occupation stress and cohesion (interpersonal relationships)

The findings revealed that employees are able to predict supervisor's reactions by being given supportive feedback about work. The finding revealed that employees have ample opportunity to talk openly with other colleagues about problems in the department and can express to other colleagues about their negative feelings. The study noted that employees attend social functions that are organized by fellow colleagues and colleagues assist each other whenever they need assistance. The study noted that employees can share their experiences and feelings with other colleagues in the department and there is no bickering and fighting at work since management support employees through emotionally demanding work and change at work.

5.1.3 Occupational stress and health

The study revealed that employees seem to be in high energy due to the work environment and they feel less tense or do not have nervous indigestion because they have adequate information of roles at work. The findings revealed that employees do not over eat/drink/smoke because of the good relationship with their colleagues and therefore they do not have tension or migraine headaches, or pain in the neck or shoulders at work. The study revealed that employees find it easy to concentrate on what they do because they are aware of the various work responsibilities and they do not take pills, medicine, alcohol or other drugs to relax due to adequate work load. The study revealed that employees have ease in finding enough time to relax because of the realistic deadlines and they do not feel pressured to work for long hours.

5.2 Study conclusions

The study concludes that employees are clear about their duties and responsibilities and they are happy with the working environment. The study further concludes that employees feel satisfied with the chances for salary increases and this avails them with a choice in deciding how to do work. The study further more concludes that employees are able to complete tasks during an average day and can be in position to have achievable deadlines.

The study concludes that employees are able to predict supervisor's reactions by being given supportive feedback about work. The study further concludes that employees have ample opportunity to talk openly with other colleagues about problems in the department and can express to other colleagues about their negative feelings. The study more still concludes that employees attend social functions that are organized by fellow colleagues and colleagues assist each other whenever they need assistance. The study concludes that employees can share their experiences and feelings with other colleagues in the department and there is no bickering and fighting at work since management support employees through emotionally demanding work and change at work.

The study concludes that employees seem to be in high energy due to the work environment and they feel less tense or do not have nervous indigestion because they have adequate information of roles at work. The study concludes that employees do not over eat/drink/smoke because of the good relationship with their colleagues and therefore they do not have tension or migraine headaches, or pain in the neck or shoulders at work. The study concludes that employees find it easy to concentrate on what they do because they are aware of

the various work responsibilities and they do not take pills, medicine, alcohol or other drugs to relax due to adequate work load. The study concludes that employees have ease in finding enough time to relax because of the realistic deadlines and they do not feel pressured to work for long hours.

5.3 Recommendations

The study recommends that organization should ensure employees are always clear about their duties and responsibilities and they are happy with the working environment. This will reduce confusion and reduce turnover

The recommends that organization should ensure that employees feel satisfied and ensure that there is salary increases and this shall help them in decision making about a job. Organization shall reduce employee stress due financial reasons

The researcher recommends that the organization allow employees to predict supervisor's reactions by being given supportive feedback about work. This shall help organization to reduce stress due to lack of performance feedback.

The researcher recommends that the organization should give employees ample opportunity to talk openly with other colleagues about problems in the department and can express to other colleagues about their negative feelings. This shall reduce conflicts due to improvement communication

The researcher recommends that the organization should not allow employees to over eat/drink/smoke with their colleagues and therefore reduce tension or migraine headaches, or pain in the neck or shoulders at work.

The researcher recommends that the organization should give employees enough time to relax by giving them realistic deadlines and not feel pressured to work for long hours.

5.4 Recommended areas for further research

The researcher recommends that study should be carried out on the effect of stress management on performance of employee of organizations.

Another study should focus on the relationship between stress management and on employee turnover.

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APPENDICES

APPENDIX I

QUESTIONNAIRE

INTRODUCTION

I am **KIHEMBO FLORENCE**, a student of **UMU** and currently collecting data for compilation for my research report. The research I am conducting relates to the **effect of occupational stress on employee performance**. The information is purely for academic purposes and all the answers will be handled with utmost confidentiality and you do not need to indicate your identity anywhere on the questionnaire. I therefore humbly request that you complete this questionnaire correctly in the spaces provided or options given

SECTION A: Demographic Characteristics

Tick / fill in the most appropriate answer.

1. Gender:

a) Female b) Male

2. Age

a) Below 20 years b) 20 – 30 years c) 31 – 40 years
d) 40 – 50years e) Above 50 years.

3. Marital status

a) Single b) Engaged b) Married c) Divorced
e) Widd

4. Highest level of education Qualification

a) Certificate b) Diploma c) Degree d) Masters
e) Others (specify)

APPENDIX II

INTERVIEW GUIDE

Please indicate the extent to which you agree or disagree to the following statements' by ticking the appropriate number.

Strongly agree	Agree	Not sure	Strongly disagree	Disagree
5	4	3	2	1

OCCUPATIONAL STRESS AND STAFF RETENTION

I Have The Intention To Stay at my current workplace Because;	5	4	3	2	1
I am clear about what my duties and responsibilities.					
I am happy with the working environment.					
I feel satisfied with my chances for salary increases.					
I have a choice in deciding how I do my work.					
I am able to complete tasks during an average day.					
I have achievable deadlines.					

What stress factors cause you to dislike your current job and work situations?

.....

.....

Do you think you are stressed because you do more than your ability permits?

.....

.....

Are your skills utilized to your satisfaction?

.....

.....

OCCUPATION STRESS AND COHESION (INTERPERSONAL RELATIONSHIPS)

There is a sense of togetherness at my work place because:	5	4	3	2	1
I am able to predict supervisor's reactions.					
I am given supportive feedback about my work.					
I have ample opportunity to talk openly with other colleagues about problems in the department.					
I can express to other colleagues my negative feelings.					
I attend social functions that are organized by my colleagues.					
My colleagues assist me whenever I need assistance.					
I can share my experiences and feelings with other colleagues in the department.					
There is no bickering and fighting at work.					
I am supported through emotionally demanding work.					
Staff is always consulted about change at work.					

OCCUPATIONAL STRESS AND HEALTH

The work I do is less stressing and therefore;	5	4	3	2	1
I seem to be in high energy due to the work environment.					
I feel less tense or do not have nervous indigestion because I have adequate information of my roles at work.					
I do not over eat/drink/smoke because of my good relationship with my colleagues.					
I do not have tension or migraine headaches, or pain in the neck or shoulders at work.					
I find it easy to concentrate on what I'm doing because I am aware of my various work responsibilities.					
I do not take pills, medicine, alcohol or other drugs to relax due to adequate work load.					
I have ease in finding enough time to relax because of my realistic deadlines.					
I do not feel pressured to work for long hours.					

To what extent do you think occupational stress has had any effect on your health?

.....

.....

**APPENDIX III:
SAMPLE SIZE DETERMINATION**

Note: “N” is population size and “S” is sample size.

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	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	275	159	750	256	2600	335	100000	384

Source: Krejcie, R. V., & Morgan, D.W. (1970).

THANK YOU