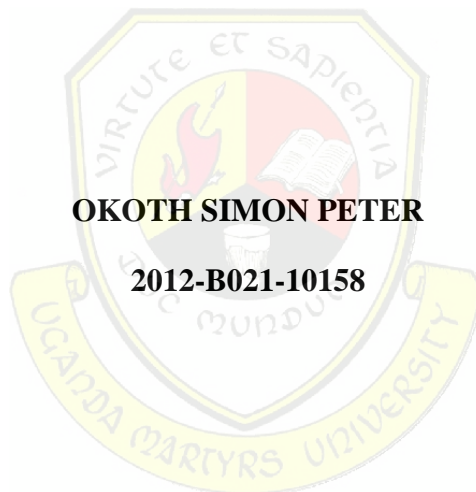


**THE EFFECTS OF STRESS MANAGEMENT STRATEGIES ON EMPLOYEE  
PERFORMANCE IN BUSINESS ENTERPRIS**

**CASE STUDY: DAILY MONITOR PUBLICATIONS.**



**APRIL, 2015**

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**APRIL, 2015.**

## **DEDICATION.**

I dedicate this work to Sr.Dr.Prisca Kobusingye and Daily Monitor Publications for their outstanding contribution and inspiration they have shown me during the course of this research.

I LOVE YOU ALL.

**NISI DOMINUS** (*Without God, we labour in vain .*)

## **ACKNOWLEDGEMENT**

Special thanks go to Mr. Okoth Ogola Mboti Vincent and Susan Khainza for the care they had to spare during the course of my education. I also thank my friend Taremwa Martin and my U.M.U colleagues Muhereza Noble and Olinga Patrick for their support, love, encouragement and prayers that have played a key part to my success.

Lastly let me thank Mr. Opio Mathias for the effort he put, in distributing the questionnaires to the staff of Daily Monitor publications.

**May the Almighty God grant you peace.**

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## ABSTRACT

The purpose of the study was to establish the relationship between “*The Effects of Stress Management Strategies on Employee Performance in Business Enterprises*” “Daily Monitor Publications were chosen as the case study. The research was based on three objectives as follows: to examine the relationship between enough rest and productivity levels, to examine the role of good health and quality products and to establish the relationship between rewards and competitiveness.

The researcher used a case study, qualitative and quantitative and cross sectional designs. The quantitative approach was used to describe operations, processes, and characteristics of employee performance of the case study so as to know how the employees are taken care of as regards stress. The quantitative approach was employed in establishing the relationship between variables by testing their hypothesis. A questionnaire survey was designed and used to collect data. Literature was reviewed to supplement and support the research findings. Mainly textbooks academic journals, academic articles and internet were used as the major source of the literature. The findings of the study were compared to the literature review to see whether they occur or not. A total of 40 questionnaires were distributed to the potential employees in Daily Monitor publications and only 21 were answered.

The findings of the study indicated that enough rest, good health and rewards greatly lead to improved employee performance through vacations, maternity leave, national holidays, health insurance, exercises a clean workplace environment, salary bonuses and through job promotion. The conclusion was that stress management strategies have a positive effect on employee performance in business enterprises. These study findings led the researcher to recommend that management comes up with an easy to use stress interface that enables faster transitions and that employees should take some time off away from work to exercise.



## **CHAPTER ONE**

### **INTRODUCTION.**

Stress is an inevitable part of life. It is the inability of the individual to cope with threats (real or imagined) which result in a series of responses and adaptations. It can lead to feelings of depression, frustration and anxiety. As much as the physical effects of this epidemic are often emphasized, the economic consequences are also alarming. It has been discovered that not all stress is bad; some are actually needed to move forward in life. Thus, stress can be seen as a friend and foe; it is found among the rich and the poor. The purpose of this dissertation is to discuss the concept of stress and its causes, how to identify the signs and symptoms among employees and the strategies for eliminating it at the work place (Smith, 2010).

Modern life is full of hassles, deadlines, frustrations, and demands. For many employees, stress is so common place that it has become a way of life. Stress is not always bad. However when one is constantly running in emergency mode; one's mind and body pay the price. An employee can protect himself by recognizing the signs and symptoms of stress and taking steps to reduce its harmful effects. The major causes of stress include fear, uncertainty, major life changes, and an overloaded work schedule. Managing stress is all about taking charge: taking charge of one's thoughts, one's emotions, one's schedule, one's environment and the way one deals with problems.

Stress has many symptoms which, taken on their own, do not appear significant and are not particularly threatening if they are transient. An occasional headache is seldom cause for concern. Many of these symptoms have other causes, so they can be overlooked, and stress passes unrecognized and untreated. Stress can have emotional consequences such as anxiety, fatigue, depression, frustration, nervousness and low self- esteem. At the extreme stress can contribute to mental breakdown and suicide. Stress also influences behavior in many ways, from comfort tricks involving alcohol and other drags and excessive eating, to accident –

prone to emotional outbursts. Stress affects our ability to think, and interferes with concentration, decision making, attention span and reaction to criticism. There are several physiological responses, such as increased heart rate and blood pressure, sweating and “hot and cold flushes” (Andrz, 2007).

The organizational consequences of stress, therefore, can be highly damaging. The work performance of stressed employees can be poor. This is sometimes revealed in high levels of absenteeism, staff turnover, accidents and willful sabotage. Stress can cause relationships to deteriorate (although poor relationships can cause stress in the first place), and commitment to work and to the organization are also likely to fall (Buchanan, 2007).

Stress management involves changing the stressful situation when one can, changing their reaction when they can't, and making time for rest and relaxation. One can also better cope with the symptoms of stress by strengthening their physical health. It also involves setting aside relaxation time, exercising regularly, eating a healthy diet and getting plenty of sleep. (Segal, 2014)

Authors: Fred Luthans 2000, Dr.Valerie J Sutherland 1995, Lloyd Byars and Leslie Rue 2000.

### **Background Statement.**

In Britain, the health and safety executive (HSE) estimated that, each year, 90 million working days were lost at a cost of three point seven billion. The problem was particularly acute in the public sector where workload and other pressures led to exhaustion, absenteeism, staff turnover, depression, anxiety, and to mental and physical illness. Apart from the individual suffering, another incentive for managers to consider ways to reduce stress was the increase in litigation by stressed employees. Courts awarded substantial sums in damages. For example, Worcestershire county council had to pay one hundred and forty thousand

pounds to a former social worker who was left in charge of a residential home without any management training .The same council also had to pay two hundred three thousand pounds in damages to a warden for traveler's sites for the stress caused by his work.

Rather than deal openly with the issue, the danger was that managers became scared to talk about stress in case it heightened awareness of the issues and led to legal action. A survey carried out in 2003 showed that while 75 per cent of public sector organizations provided employees with the advice on stress, only 48 per cent of private organizations did this. To prevent stress at work, the management standards published by the HSE advised employees to consider demand (job design, training needs, flexible working), relationships (policies for handling grievances, poor performance, bullying, other misconduct), and change (planned to avoid surprises, involving those affected) (Braid, 2003).

Stress has been defined as a “global epidemic” by United Nations International labor organization. As much as the physical effects of this epidemic are often emphasized; the economic consequences are also alarming. In the United nations report of 1993, stress at work was described as “xx century disease”( Mihailovic, 2005) Excessive burden of mental system caused by stress affected productivity ,quality of work done, process of it, number of mistakes made, and the number of injuries at work. It was noted that Workplace stress cost United States of America's employers an estimated \$200 billion per year in absenteeism, low productivity ,staff turnover, workers compensation, medical insurance and other stress related expenses(maxon,1999).Considering this stress management may be businesses' most important challenge of the 21<sup>st</sup> century.

In Africa, many research studies have been conducted regarding the impact of working conditions on employee productivity .Levert et al (2000) conducted a research study on South African nurses and found high burnout on three levels: emotional exhaustion,

depersonalization and low personal accomplishment. They attributed the nursing burnout to a high workload and other organizational factors within the hospital. In addition, a study conducted in South Africa found that working conditions had a negative impact on the productivity. Noble, (2003) stated that more attention should be paid in identifying and dealing with working conditions because when employees had negative perception to their environment they sometimes suffered from chronic stress.

The Lord's Resistance Army (LRA) rebellion against the Ugandan Government (1986-2006) was the most reported and destructive protracted conflict in the country's history, devastating lives, livelihoods and property in Northern Uganda. Up to 90% in the region were forced to live in internally displaced camps, and some were abducted as fighters or wives to the rebels. When a cease fire was brokered in 2006, the Internally displaced Persons (IDPs) were asked to return to their villages (Ager, 2012). To consolidate the peace and reconciliation in the region, the government initiated the peace, Recovery and development plan (PRDP) with a component of social service provision. Social service provision supported confidence building, generated a feeling of security, defused conflicts among clans, united conflicting groups and provided counseling services to returnees. Such responsibilities made the social worker perfect targets for job stress. For example, Columbias Mailman School of Public Health studied the mental health of 376 Ugandan workers at 21 humanitarian aid agencies and revealed that a significant number of the staff at these organizations experienced high levels of symptoms for depression (68%), anxiety disorders (53%), and Post-Traumatic Stress Disorder (PTSD) (26%) respectively (Ager et al. 2012). All these were symptoms of stress (Child & Menten, 2010). In fact, it had been suggested that by the year 2020, depression alone would constitute one of the largest health problems worldwide (Lopez, 1996).

The issue of work stress has attracted the attention of employers and employees in equal measures. According to world health organization (2005), by 2020 stress will be a major

cause of workplace ill health. It has psychological, emotional, biological, behavioral and physical health side effects (Willis,2005).Chronic stress has serious consequences to both the individual ( Malik,2011) and organizations including absenteeism, increased turnover rates, low productivity, and poor performance (Brown and Uehara,2008).(Felton and Cole 2008) reported that in the United Kingdom, the sum of incapacity for men suffering from personality and psychoneurotic disorders, nervousness, constant headaches and smoking accounted for 22.8 million work day's loss alone. Similar problems cost the U.S. a whopping \$200 billion per year (Maxon, 1999).Also, studies show that jobs that required vigilance and responsibility for others were related to increased risk for cardiovascular disability (Murphy, 1991and Shapiro 1996).

(Albrecht,2011) and (The National Institute for Occupational Safety and Health,1999) defined job stress as the harmful physical and emotional response that occurs when the demands of the job do not match the capabilities, resources and needs of the employee. (Olagunju, 2010) described stress as a prolonged complex emotional state characterized by anxiety and various nervous and mental disorders. There are two major types of stress, namely acute and chronic. The first one is short-lived and is due to unexpected stressors and the second one is an ongoing physiological agitation that results from unresolved issues or conditions (Albrecht, 2011).Individuals experiencing chronic stress may not be able to meet job demands or may have decreased quality of work life (Millward, 2005).Stress in the workplace can eventually rob people of their passion for the job, resulting in impaired individual functioning, low motivation and decreased morale (Fako, 2010).

The United Kingdom's Health and Safety Executive acknowledged that the top seven stressed professionals are teachers, nurses, managers, social workers, road transport drivers, police officers and prison officers. The Guardian Financial services of the UK ranked professions according to stress levels and professional service providers were ranked third

(Willis, 2005).As with many demanding professions, social workers in Northern Uganda were at a considerable risk of work stress. However there is hardly any study to determine the most appropriate coping strategies to deal with the problem (Amir, 2011).

### **Problem Statement.**

(Noble,2003) stated that more attention should be paid to identifying and dealing with working conditions because when employees have negative perception to their environment they sometimes suffered from chronic stress.

In the world there are international organizations who debate for the rights of employees claiming that most people spend 50% percent of their lives stressed within indoor environments, which greatly influences their mental status, actions, abilities and performance (Sandstorm, 1994) .Various literature pertained to the study of multiple offices and office buildings indicate that factors such as dissatisfaction, cluttered workplaces and the physical environment were playing a major role in the loss of employees' productivity due to stress (Carnevale, 1992).

The manufacturing companies of this country have undergone many changes such as failure which has a negative effect of stress on the lives of employees and the customers. The problem identified by the researchers is that since the establishment of many manufacturing companies in Uganda, the staff in the enterprises has been exposed to major changes, such as high staff turnover, staff shortage and increase in workload, in their working conditions, all of which results in stress: Under such conditions employees may hardly have rest, eat well or reward themselves or compelled to perform better (Amir, 2014). With all this in mind the study endeavors to study the effects of stress management strategies on employee performance in business enterprises.

**Broad Objective.**

To examine the effects of stress management strategies on employee performance in business enterprises.

**Specific objective.**

The specific objectives are to:

To examine the relationship between enough rest and high productivity levels

To examine the relationship between a good health and the production of quality products

To establish the relationship between rewarding oneself and competitiveness

**Research questions.**

What is the relationship between enough rest and employee performance in business enterprises?

What is the relationship between a good health and employee performance in business enterprises?

What is the relationship between rewarding oneself and employee performance in business enterprises?

**Research hypothesis.**

There is a significant relationship between enough rest and employee performance in business enterprises.

There is a significant relationship between a good health and employee performance in business enterprises.

There is a significant relationship between rewarding oneself and employee performance in business enterprises.

**Significance of the study.**

The findings of this study will be significant to those interested in the field of stress for example students, employees and managers gain some experience in handling both organizational and individual stressors. In the end personal control will be gained that leads to business growth.

The study has enabled the researcher obtain skills like listening and writing that are crucial in the field of Business. In addition to that it has enabled the researcher obtain a degree in the field of Business Administration and management.

To the already existing literature more information shall be added that will further the understanding of stress on employee performance in Business enterprises.

**Justification of the study.**

Many managers and employees have often been faced with stressors i.e. distress and eustress, this is true because at some point, the boss gives the worker a formal reprimand for poor performance or offers another a job promotion, both these situations can trigger stress on the side of the worker.



Therefore it's important for this study to be carried out as it will help the employees in the workforce know the causes of stress, how to deal with stressors when they arise and how to prevent stressful situations therefore necessitating the achievement of a good competitive advantage and the desired levels of quantity and quality (Storey, 2014).

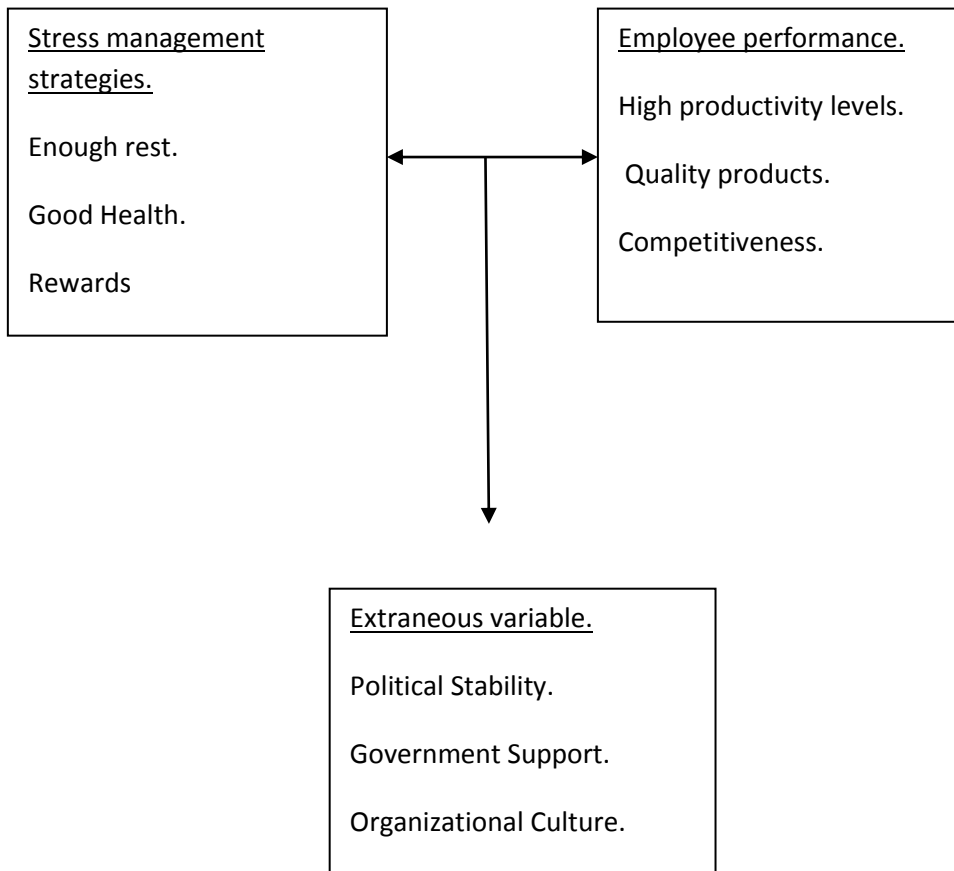
**Scope of the work.**

This research study shall focus on the effects of stress management strategies on employee performance in Daily Monitor Publications located in Kampala city in the central region of Uganda.

The study shall look at how enough rest, good health and rewards work hand in hand in helping enterprises lower the levels of stress among employees. Concentration shall be on employees who have worked for the enterprise between the years 2005-2015.

It shall also cover the enterprises organizational structure as well as the methods used by the enterprise in ensuring that the employees are on the right track as regards stress.

## The conceptual framework.



Political stability increases the employee's hopes and compels them to perform better in their jobs. This positively affects a company's productivity levels. In case riots are to break out in the area of work, there could be sound and air pollution which endanger the employee's health. Insecurity however forces employees to concentrate on how they can avoid danger. They stop dreaming of being rewarded and think of eloping to safer enterprises which affects performance (Luthans, 2000).

The government as one of its duty to the citizens can provide health centre's which the employees can access for treatment. Once the employees have achieved that objective they can in turn help the enterprise improve on its performance. On the other hand, it can reward the enterprise through tax holidays. They are ideal in such a way that enterprises would have

more funds at their disposal which funds could be used as salary bonuses. These ensure that the employees are motivated hence improving on the level of performance (Byars, 2005).

Culture can be defined as the way things are done in an enterprise. Some companies as their way of doing things have allowed their employees time off work in form of leave. For pregnant mothers maternity leave serves as a health booster to those affected. Vacations for purposes of recreation or tourism have been provided by enterprises to ensure that employees get some time to rest. Rewards are given to the most hardworking employees in some enterprises which alleviates their low self esteem. They all serve the sole purpose of performance (Leslie, 2000)

### **Conclusion.**

Enough rest, good health and rewards are not the only ways in which stress can be lessened, if this study is placed side by side with that of different researchers one would discover vital information that has been elaborated from a different perspective. Since the occurrence of stress is inevitable I would advise the enterprises managers to interact on a continuous basis from time to time with the employees so that they can be in a position that enables them to identify those who are being affected by the epidemic. In case ignored Stress can have emotional consequences such as anxiety, fatigue, depression, frustration, nervousness and low self- esteem. Why then would an enterprise allow its employees to sail through such tormenting consequences if some of the ways to mitigate stress have been provided here on a silver platter?

### **List of new words.**

*Stress Management strategies.* Stress is an adaptive response mediated by individual characteristics and/or psychological processes that is a consequence of any external action, situation or event that places special physical and/or psychological demands upon a person.

Stress management strategies therefore refer to the wide spectrum of techniques and psychotherapies aimed at controlling a person's levels of stress, especially chronic stress, usually for the purpose of improving everyday functioning.

*Employee performances* are the job related activities expected of a worker and how well those activities are executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement.

*Business enterprise* can be defined as the activity of providing goods and services involving financial and commercial and industrial aspects. It's also about the creation of wealth, the practice of creativity and resourcefulness and the exploitation of change. It provides an antidote to traditional thinking and focuses on the defining feature of entrepreneurship – its ability to challenge accepted ways of doing things and disrupt established markets and organizations through new venture creation.

*Enough rest.* Rest is relaxation, sleep or the feeling brought on by enough sleep. An example of rest is sitting down in a comfortable chair after a long day. In adequate amounts it would be enough, enough to refresh an employee so that they can carry on with their daily duty.

*Quality products.* Quality is a customer issue. It arises because customers require products which not only meet their performance requirements but are satisfactory in terms of safety, length of working life and pride of ownership. A quality product therefore is one which ranks high against all the criteria which sophisticated consumers use to evaluate the things they buy.

*Rewards.* A reward is a thing given in recognition of one's service, effort, or achievement.

There are two types of rewards extrinsic rewards which come from the environment and intrinsic rewards which are self granted.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **Introduction.**

It appears as though there is little that employees can do to avert the course of stress because the need for higher performance brings about stress. Career and family obligations will always be demanding, long working hours, employee status in the organization and company layoffs in response to economic conditions are factors that employees encounter and increases the intensity. The employees need to be made aware that they have more control than they think. The simple realization that they are in control of their lives is the foundation of stress management. Managing stress is all about taking charge of one's thoughts, emotions, schedule, and the way that one deals with problems (Robinson, 2007). There are several ways of managing stress as shall be seen in this chapter.

Also it has been found that health screenings and exercise classes complement teaching of yoga exercises. Stretches and postures, also taught to do at ones desk, help to release stress and improve circulation and posture (Narita, 2005). Three issues/strategies that reduce stress which are the focus of this study are enough rest, good health and rewards.

#### **Enough rest and high productivity levels.**

Rest can be defined as a situation that ceases work or movement in order to relax, sleep, or recover strength. Often time's employees do not get enough rest. They are a bunch that burns the candle at both ends, staying up all night to study, work, or have fun. However, going without adequate sleep carries with it both short and long term consequences.

Lack of adequate sleep can affect judgment, mood, ability to learn and retain information may increase the risk of serious accidents and injury. Chronic sleep deprivation may also lead to a host of health problems including obesity, diabetes, cardiovascular disease, and even

early mortality. Lack of sleep exacts a toll on perception and judgment. In the workplace, its effects can be seen in reduced efficiency and productivity, errors and accidents. Sometimes the effects can be deadly, as in the case of drowsy driving fatalities. Therefore in order to achieve the goal of stability and high productivity levels both employees and the employers are encouraged to have enough rest (Harvard Medical School, 2012).

There is a general belief that employees who take regular breaks are more productive. Marginal returns are reduced when the brain is required to exert continuous pressure during an eight-hour shift. Following a break, employees are geared up to work again, significantly boosting their performance level. This kind of rejuvenation enables them to complete their tasks more accurately, leading to fewer errors. Increased productivity is a win-win situation for ones employees, business and clients (Greenberg and Baron, 2003).

Regularly skipping a lunch break can cause stress and fatigue to sneak up on the employee resulting in a sudden loss of zeal for his job duties. Stressing about an issue at work can cause the employee to display negative behavior, such as irritability and hopelessness. Once stress begins to build, the employee should take a quick break away from the issue and revisit it once his mental state is intact again. He can use the break to take a stroll away from the work place, a quick nap, talk to friends, eat a healthy snack or meditate in the break room or somewhere private (Ivancevic,2010).

The American journal of Epidemiology states that sitting for lengthy time frames, such as longer than six hours per day, can cause the individual to be 18 percent more likely to suffer from heart disease, obesity and diabetes than someone who sits for less than three hours per day. Taking breaks can relieve the eye strain that generally results from staring at the computer screen for too long and performing some stretching exercises may help the employee to shed unwanted pounds and improve blood circulation. (Hearst, 2015).

Some countries like California have gone an extra mile to have their employees clearly protected. They believe rest breaks and meal time are important for employees to recuperate rest and nourish themselves during a day at work. They claim that missing rest breaks can often result in less pay than the employee should otherwise receive. As a result of missed rest or meal breaks, many workers are owed significant sums from their employer-often without realizing it. (Lo, 2014)

Shabbat and Yoga remind employees to free themselves from their busy life, to take a deep breath and make time for resting. If they wait until their work is over before resting, they will never get to rest. If they wait until they have time before doing Yoga, they will never do it. Resting is a conscious thought to shift ones attention from the busy activities of one's life to something else. One needs to leave their e-mails unanswered in order to light their Shabbat candles. One may need to leave dishes in the sink in order to get to a yoga class. One can almost count on it: Shabbat and ones classes come right in the middle of every important work that one feels he/she must do. The truth is that resting also means leaving something unfinished. According to Jewish tradition, God stopped working and rested on Sabbath even though the world its self was not completely finished (Bloom field, 2013).

The technology firms Google, Asana, and Twitter offer yoga to their workers in support of employee well-being. The ubiquity of smart phones and social media can lead to burnout and the need to unwind and refresh. New Mexico's Sandia National Laboratories offers on site yoga to increase relaxation, renew energy, reduce stress and clear the mind for its 8,300 employees. Siebel systems Inc. offers yoga to employees 4 times weekly. One participant says it helps him "gain mental clarity and reduce the stress caused by staring at a computer all day in a hyper-competitive field (Doherty, 2002).



Yoga offers workplace benefits beyond employee health as well. It helps people talk to each other and foster new social interaction. The other benefits of yoga include, building teams and relationships, allowing staff to meet each other and interact outside traditional work relationships, increasing employee creativity and productivity, refreshing workers midday and promoting a positive self-image and a person's sense of well being (Ivancevic, 2010).

The perpetrators of poor rest are the blame for a lot of employees not meeting goals or seeing results in their business. Inadequate sleep may lead to poorly made decisions or irrational selections as they relate to crucial business function. It's also of significant importance to note that 75% of net enterprises are sleep- deprived, and that their businesses are inadvertently impacted. Being tired isn't good or productive for an employee as already stated it leads to poor decision making. Therefore the managers must see to it that they set aside some time for their employees to rest (Colquitt et al 2009).

Stress-filled days are hazardous to the employee and might eventually become detrimental .The key is to acquire enough rest and proper sleep to experience less tension and become more productive (MacDonald, 2014).

On the other hand, one ought to have enough sleep for health and wellbeing, according to the National Sleep Foundation (NSF). Albeit millions of employees do not get enough sleep and majority go without it. Paula (2013) notes that surveys conducted by the NSF (1999-2004) showed that about 40 million Americans suffered from over 70 different sleep disorders and 60 percent of adults were reported to have sleep problems a few nights a week or more. Majority of those with these problems went undiagnosed and untreated. In addition, more than 40 percent of employees experienced daytime drowsiness severe enough to interfere with their daily activities at least a few days each month - with 20 percent reporting about the same problem a few days a week or more.

Quality sleep is as important as nutrition in maintaining overall health. Most employees require 7-8 hours of sleep if at all they are to work efficiently. While research shows that sleep cannot be stored for future use, and sleep debt can be cumulative the rapid eye movement phase of sleep restores the employee mentally and emotionally; if sleep is less than 6 hours, high performance functioning may be affected. Sleep debt/deprivation may manifest in poor psychomotor performance, forgetfulness, poor decision making, slowed reaction time, irritability, periods of micro sleep, ineffective communication and lethargy. “Sleep loss is the leading cause of drowsy driving and sleep-related vehicle crashes. Drowsy drivers have slower reaction times, reduced vigilance and information processing deficits, which make it difficult to detect hazards and respond quickly and appropriately”(Paula , 2012).From this quote it is clear that it poses a risk to both the employee and others driving at the time the employee is on the road.

Several factors lead to inadequate rest. Shift work has been reported to be a common cause of disturbed sleep patterns. It can lead to fatigue when it stops an employee from getting enough sleep or when it requires an employee to work in the early hours of the morning, when people are normally at their sleepest. Enough recovery time should be allowed between shifts. Working at night has a greater impact than working the same number of hours in the daytime. On average, shift workers lose 1-1.5 hours of sleep for each 24 hour period. This builds up a sleep debt of six hours after four nights. So working more than three or four night shifts in a row is likely to cause a significant sleep debt. At least two consecutive full night’s sleep with a normal day in between is recommended in each week. Employees require regular rest and meal breaks to reduce fatigue. Dehydration can cause headaches, loss of sleep, loss of concentration and fatigue. A nutritious snack during rest breaks can restore energy levels. Physically or mentally demanding work is especially tiring and requires frequent rest breaks (Kreitner, 2004).

The shifts that last longer than eight hours are considered to be extended. Frequent extended shifts can lead to employees getting less sleep than they need. Continuing sleep restriction can affect cardiovascular health, mental health, safety and productivity. Therefore the manager has to make sure that the employees take breaks and get enough sleep between shifts. They have to work out how they can balance these needs (Whakatutuki, 2012).

A new and growing body of multidisciplinary research shows that strategic renewal including daytime workouts, short afternoon naps, longer sleep hours, more time away from the office and longer, more frequent vacations boosts productivity, job performance and, of course, health (Schwartz, 2013). Spending more hours at work often leads to less time for sleep and insufficient sleep takes a substantial toll on performance. In a study of nearly 400 employees, published last year, researchers found that sleeping too little defined as less than six hours each night was one of the best predictors of on-the-job burn-out.

More vacations are similarly beneficial. In 2006, the accounting firm Ernst & Young did an internal study of its employees and found that for each additional 10 hours of vacation employees took, their year-end performance ratings from supervisors (on a scale of one to five) improved by 8 percent. Frequent vacationers were also significantly less likely to leave the firm (Tony, 2013).

The brain is a muscle that, like every muscle, tires from repeated stress. Many employees have a cultural image of industriousness that includes first-in-last-out workers, all-nighters, and marathon work sessions. Indeed, there are many perfectly productive people that go to the office early, leave late, and never seem to stop working. But the truth about productivity is that more hours don't mean better work. Rather, like a runner starting to flag after a few miles, one's ability to perform tasks has diminishing returns over time. Employees need breaks strategically served between work sessions (Thomson, 2014).

Short breaks correlate with higher productivity. In 1999, Cornell University's Ergonomics Research Laboratory used a computer program to remind workers to take short breaks. The project concluded that "workers receiving the alerts [reminding them to stop working] were 13 percent more accurate on average in their work than coworkers who were not reminded.

Perhaps managing our office energy is a lost art. In the mid-1920s, an executive in Michigan studying the productivity of his factory workers realized that his employees' efficiency was plummeting when they worked too many hours in a day or too many days in a week. He instituted new rules, including an eight-hour work day and a five-day work week. "We know from our experience in changing from six to five days and back again that we can get at least as great production in five days as we can in six," he said. "Just as the eight hour day opened our way to prosperity, so the five day week will open our way to a still greater prosperity."

One of the most famous maxims the world has ever seen is that "the early bird catches the worm". Meaning that the ultimate key to achieve greater productivity is no other than to wake up early. The earlier one wakes up the earlier they are to arrive at work, and the earlier they can finish their tasks and projects. This paves the way for them to do more throughout the day, and that the mind and body function at their best early in the morning. The following are some of the tips to wake up early and be more productive having enough time to rest .After a hard day's work you deserve enough time to rest and to pamper yourself. Even God rested on the seventh day, so you need to give yourself some rest after the shift. This way, your body will be able to recuperate all the energy that you have spent in working on your tasks and projects. When home rest for a while, and then change your clothes. Next, eat your dinner together with your family. This will not just allow you to rest, but to relieve stress as well. When done eating watch your favorite TV shows to relax .However you should set a time limit for bed time (Stellman, 2013).

Avoid nightlife it is fun to go to parties and nightclubs with your friends to enjoy life. However this will pose a great risk to your productivity. To tell you the truth, night clubs and bars do not give the relaxation that you are looking for because they are a noisy place with wild people. What is surely worse is that you will get tempted to get drunk and dance the night away (Stellman, 2013).

After six hours of continuous work, an employee is entitled to a work break for at least 30 minutes. This is not regarded as work time unless the employee is entitled to have a break for safety reasons. Work on public holidays and on an employee's rest day is only permitted in the instances under section 94 of the Labor code. Work on rest days will be ordered exceptionally and upon prior negotiation with employee's representatives, (Campbell, 2013).

### **Good health and Employee performance.**

"Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity." (World Health Organization, 1948). The word health has different meanings to different people, this depends on the situation for instance if an employee said "I was worried about my husband's health when he climbed Mt Everest" this clearly means that the woman is referring to her husband's physical health, possibly his heart, skin. On the other hand if one said, "With all these deadlines, presentations and working weekends, I wonder what the effect will be on her health, 'Most likely the word "health" refers more to mental health than physical health. In non-medical contexts, the words healthy or health can also be used. For example "A healthy economy needs an ideal GDP growth rate that is sustainable, one that remains in the expansion phase of the business cycle as long as possible." For humans physical health means a good body, which is healthy because of regular physical activity (exercise), good nutrition and adequate rest (Nordqvist, 2014).

Most employees find quality sleep as important as nutrition or exercise in maintaining overall health. Research has shown that sleep cannot be stored for future use, and sleep debt can be cumulative. That the rapid eye movement phase of sleep (REM Sleep) restores the individual mentally and emotionally, whether sleep is less than six hours high performance functioning may be affected sleep debt/deprivation may manifest in poor psychomotor performance, forgetfulness, poor decision making, slowed reaction time, irritability, periods of micro sleep, ineffective communication and lethargy”(Constance, 2013).

Ensuring that one’s employees are in optimum health is not merely a good health strategy. People who are healthy (which implies a healthy life style) are less expensive for everyone: society, the employer, and the employees themselves than people in poor health. The focus should be on the health impact of programs instead of the financial impact for the organization. In order to formulate appropriate strategies, it is first essential for corporations to understand their employees unmet health needs. After identifying obstacles to employee health, corporations should create a portfolio of initiatives to address an entire range of needs-as opposed to having a single program that may only work for a small subset of employees. Lifestyles are communicable, so ensuring a positive tone from the company’s top executives often guarantees good rollout and a good health culture. Changing the culture of health within an organization, by starting with its leadership, is a simple measure that can greatly influence other employees (Mabey et al, 1998)

A pragmatic approach also contributes to successful ownership of an employee health care program. An easy-to-use system or interface, for example, can help facilitate transitions in lifestyle changes, enable employees to work more efficiently, and help employees improve their long term health prospects .Making these systems convenient and easy to reach are very important considerations. Health directly affects every aspect of a person’s life, and in order to maintain good health over the course of a life time, a healthy lifestyle must fit into persons

other activities without requiring overwhelming changes in behavior. When stressful situations are encountered, maintaining significant changes that are out of character can be too challenging to be sustainable. Establishing a reward system or friendly competitions for being active and living healthy can motivate employees and encourage positive lifestyles (Yagi, 2010).

Many people believe that exercise must be painful in order to be beneficial. This is frequently expressed by the phrase “No pain, no gain” It is incumbent on the programmer staff to counter this erroneous belief by changing the perception of exercise through awareness campaigns and educational sessions and by ensuring that the intensity of the exercise is graduated so that they remain pain-free and enjoyable while still improving the participants level of fitness (Yagi, 2010).

If the participants complain of aches and pains, they should be encouraged to continue to exercise at a lower level of intensity or simply to rest until healed. They should be taught “RICE” the acronyms for the principles of treating sports injuries. Rest: Ice down the injury, compress any swelling and elevate the injured body part. (Stellman, 2012)

The work of Friedman and Rosenman (2005) is important in demonstrating a relationship between personality and health. Negative emotional states such as depression, hostility and anxiety appear to be linked to heart diseases, respiratory disorders such as asthma, and headaches and ulcers (Huczynski and Buchanan 2007). Therefore it’s important for the employees to seek medical attention whenever they are ill so that they are not dragged asunder from their work performance. This will enable the enterprise attain its goal of quality.

In a paper presented by shape up, it was found that many companies had initially instituted workplace wellness programs in hopes of reducing health care costs. But overtime employers were realizing additional RIO for wellness programs as well. A growing body of research

suggests that nurturing employee health and wellness has a significant effect on employee productivity which employers well know has a direct bearing on company profitability. It was noted that there was a group of Harvard researchers who reviewed 3.6 studies for corporate wellness programs. The researchers reported that for every dollar large employers spent on wellness programs, they saw company medical costs fall \$3.27, but in addition to that payoff in health, the study also found an increase in productivity: For every dollar spent on wellness programs, the company's absentee costs fell roughly \$2.73 (Kumar, 2013).

“While studies are still in the works common sense says a healthier workforce is cheaper or a more productive workforce. With employers increasingly on the hook for medical and dental costs, the intent is that wellness and fitness initiative help them manage their health benefits expenses. “Those fresh fruits and veggie platters delivered to the office may be an investment that not only saves cavities, but reduces sick days as well” (Reuters, 2015).

Boiware, an electronic games company and one of Canada's top 100 employers, showers staff with a variety of healthy lifestyle perks. Besides a free onsite gym, Their Edmonton facility provides a complimentary continental breakfast-low-fat brain muffins, fresh fruit, juice, cereal, yoghurt, bagels-delivered at 8:30 every morning. Aaryn Flynn, the studio general manager for bio ware in Edmonton and Montreal, says the company is a great place to work. “Conservatively, I'd say at least half participate in the breakfast,” Mr. Flynn says. “One of the said benefits is that it encourages people to get into work nice and early.”(Reuters 2015).

Robinson (1986) suggests two pertinent questions related to the effects of age on health and job performance. First “Is the performance of middle-age and older workers adversely affected by age-related factors” and second, “if so, how can these age related effects be minimized through workplace interventions?”As the working population age's employees



must pay attention to the relationship of ageing to health and performance. Age-related health changes affecting job performance may be attributed to genetic predisposition, environmental influences lifestyles, behavior, and stress.

Although there are some general trends, older people differ greatly on measures of health and functional capacity. Aging staff suggests that physical and cognitive abilities tend to decline with age, but those declines may not result in lower levels of job performance (Salt house & Maurer 1996). In addition numerous other factors that affect job performance within age groups far outweigh differences between age groups, and age differences are more obvious in some occupations such as airline pilots than others such as clerical work (Robinson, 1986). According to Sterns, Sterns and Hallis (1996), people who are 65 are more likely to have health problems than the middle-aged, but the differences are small.

Health and functioning do not inevitably decline in the middle and later working years, and interventions such as reducing working hazards and promoting health-related behaviors can prevent or reduce health decrements. The workplace is a reasonable site for interventions such as reducing work hazards and promoting health-related behaviors can prevent or reduce health decrements. The workplace is a reasonable site for interventions because of large amounts of time spent at work. Workplace interventions include assessments (which may reveal reduced capabilities) workplace accommodations (such as environmental modifications) and retraining. However, these interventions may be threatening to workers potentially unreliable or invalid job performance criteria, ignorance of cohort differences, and relevant experience. He also suggested that age differences in performance should be examined within a specific job category to assess whether a job performance can be enhanced by experience.

Communication of various kinds is used to enhance the effectiveness of any safety promotion effort. The communications process can be summoned up by the following question. Who says what in which channel, to whom, with what effect? Accordingly, communication programs usually involve a source, message, medium, target and objectives.

Communications vary in terms of their coverage and impact, safety posters, banners and other mass media are high in coverage, because they are easily exposed to a large number of people over time. They are generally considered to be low in impact, because it is unlikely that every exposure will produce the desired effect. Mass media or one-way communications are most effective in increasing general awareness about safety and health topics and giving directives or safety reminders. They can also be a useful vehicle for making employees aware of management's general interest in their well fare. In contrast, person to person or two way communication, either through group discussions or individual contacts, though low in coverage value, can be high in impact and lead to decisions to change behavior, (Stellman,1998).

Health and wellness programs are organization-sponsored initiatives that focus on health promotion (lifestyle changes), health protection (prolonged life), and prevention (preventing disease). Wellness programs focus on the employees total physical and mental condition. Employee health and wellness programs are significantly changing corporate America, as more organizations are investing in wellness programs for their key leaders to ensure they are up to the job. Good health among employees translates into productive work environments and influences the culture of the organization. Employee assistance programs (EAPs) are available "to deal with a wide range of stress-related problems, both work and non-work related, including behavioral and emotional difficulties, substance abuse, family, and marital discord, and other personal problems. Employee assistance programs include diagnosis, treatment, screening and prevention. Wellness programs "identify and assist in preventing or

correcting specific health problems, health hazards, or negative health habits, (Van Tiem, 2012).

If I could prove to companies that I have a soft ware program to help them earn 47% more revenue, every one of them would be interested. Yet in many organizations employee health is still not considered a high priority or a viable strategy to raise the bottom line. However data shows a close link between employee health and the actual amount of money organizations make. Health, therefore, represents the viable business strategy, not just something that's nice because it is good for people.

*Good health practices can actually improve the employee engagement and help raise the organizations bottom line, (Marcel, 2015).*

The performance phase will only be successful if there is good communication at and between all levels of the organization. This implies employee participation as both worker representatives and on safety committees. Effective communication with the workforce, for example with clear safe systems of work and other health and safety procedures, will not only aid the implementation and operation of the plan but also produce continual improvement of performance-a key requirement of all occupational health and safety, quality and environmental management systems. There should also be effective communication with other stake holders, such as regulators, contractors, customers and trade unions. The performance phase must be monitored on a regular basis since this will indicate whether there is an effective occupational health and safety management system and a good health and safety culture within the organization,(Hughes and Ferrett,2010).

Employee safety and health-care facilities in plants often differ from one country to another in their state of condition and modernization, depending upon the local laws and regulations. The multinational companies may either follow the local laws in providing health and safety

facilities or adopt consistent health and safety policies across all locations without violating the prevailing laws. Since international companies are aware of the fact that safety and health aspects of jobs are important for long-term health of the company they normally ensure that their employees work in a safe environment and keep good health. Certainly health employees alone can be productive in and committed to their jobs. However, in international companies, the responsibility for the health and safety of employees is normally transferred to the local HR department of the foreign subsidiaries, which decides it on the basis of local customs, culture and laws .In addition to these practices, the international HR practices also prohibit child labor, forced labor, and all forms of discrimination as part of corporate social responsibility (Pravin, 2013).

Pre-employment physicals and medical testing are common practices. They provide employers a means of weeding out from prospective employees those physically or emotionally unable to perform. But as elaborated earlier the practice can be abused where employment is denied for reasons other than the job applicants qualifications. (Lunden, 1992).

A flexible spending account(FSA) is an account established by an employer that allows his employees to contribute a portion of their salary each month, Income tax free to them and salary free, to their employer, for the purposes of paying for their health care expenses an any portion of health insurance premiums they may be responsible for,(Grindly,2003)

### **Rewards and beating off competition.**

The concept of rewards is twofold. As a way of motivating staff some enterprises have designated the culture of rewarding their employees with the objective of making them feel special. It helps recognize employee's efforts, in the end, averting the negative consequences of stress by making the employee feel special and loved. The employees on the other hand

have an obligation do it themselves. Whenever there is an achievement they can go out with friends to have fun, buy themselves gifts or go for a holiday. Rewarding also involves an employee accepting the circumstances they are in and who they are. All these would ultimately ensure that the employees perform better hence beating off the competition. (Lloyd, 2000).

Having an effective reward program in place can help solve many of an enterprises human resource issues. It is believed that rewarding specific behaviors that made a difference to ones company is more challenging than rewarding performance, but a manager can overcome that obstacle by asking, ‘What am I compensating my employees for?’ and ‘What are the behaviors I want to reward?’ For example, is the manager compensating employees for coming in as early as possible and staying late, or for coming up with new ideas on how to complete work more efficiently. The manager must also decide whether he is compensating his workers for innovation or for the amount of time the employees are sitting at a desk. The right strategy for rewarding employees would include an incentive composition plan that’s directly linked to the goals of the company for that period. (Grimaldi, 2005).

Rewards are a way of motivating the employees to achieve the enterprises goals. Motivation has been defined as the psychological processes that arouse and direct goal directed behavior (Kreitner and Kinicki 2004). In addition to that, motivated behaviors are directly affected by an individual’s ability and job knowledge (skills), motivation and a combination of enabling and limiting job context factors. For instance, it would be difficult to persist on a project if you were working with defective raw materials or broken equipment. Therefore managers are called upon to supply employees with adequate resources to get the job done and provide effective coaching.

Needs are physiological or psychological deficiencies that arouse behavior. They attempt to pinpoint internal factors that energize behavior. It would be prudent to reward employees based on their needs. Using Maslow's hierarchy a manager can be given knowledge on how to reward the employees. In a paper presented by HRworld, states that there are several ways of rewarding the employees. The manager could send a handwritten report. In this case, supervisors are obliged to ask top brass to write a personnel note to the employees who deserve recognition (Ventrice, 2015).

In a similar spirit the directors of the enterprise are called upon to make work fun for the employees. This can be mandated by creating a weekly event to boost morale. In a week, every employee should be requested to bring in a baby picture, post it on a wall, then pick which person matches each picture. When this idea was set in motion by 'The coaching institute' it was discovered that every employee was having fun and socializing while productivity went from 58% to 72%-all in the same week. (HR world, 2015).

Employee reward is about how people are rewarded in accordance with their value to an organization. It is concerned with both financial and non financial rewards and embraces the philosophies, strategies, policies, plans and processes used by organizations to develop and maintain reward systems. Employee rewards should not be confused with the term compensation. The term compensation is often used as an alternative to "pay" or "remuneration", especially in the U.S.A, although it is becoming more common in the UK. The problem with compensation is that it implies that employees reward is only about making amends for the distasteful fact that people have to work for a living. It's in accordance with Robert Elliot's (1991) proposition that: "For most people work is, in the main, a source of disutility, and they therefore require payment to compensate them for the time they devote to it. In every regard one could agree with this statement, but it provides an unsatisfactory basis

for a pay philosophy which can and should adopt the stance that people ought to be valued according to their contribution and competence. In juxtaposing employee benefits from compensation one should note that they are also known as indirect pay. Pensions, sick pay, insurance cover and company cars are all part of employee benefits. They comprise elements of remuneration additional to the various forms of cash pay and also include provisions for employees that are not strictly remuneration, such as annual holidays.

Through an employee reward system, the enterprise can effectively appreciate the efforts of the most hardworking employees. It consists of organizations integrated policies, processes and practices for rewarding its employees in accordance with their contribution, skill and competence and their market worth. The employee reward system is developed within the framework of the organizations reward philosophy, strategies and policies, and contains arrangements in the form of processes, practices, structures and procedures which will provide and maintain appropriate types and levels of pay, benefits and other forms of rewards. Reward systems should generously and fairly recognize individuals' contributions, but they should not be so specific as to connect literally to every move or bonus or some type of monetary reward. To do so discourage people from taking the kinds of risks those make innovation possible. (Greenberg, 2005)

A "system" is defined by the oxford English Dictionary as a set or assemblage of things connected, associated or interdependent (Business dictionary), so as to form a complex whole. And that is certainly what reward is about. It deals with a number of associated, interdependent and complex areas which have to be developed and managed as a coherent whole .The reward system comprises of components such as; Process for measuring the value for jobs, the contribution of individuals in those jobs, and the range and level of employee benefits to be provided: these processes consist of job evaluation, market rate analyses and

performance management. Practices of motivating people by the use of financial and non financial rewards: The financial consist of base and variable pay and employee benefits and allowances, and non financial rewards are provided generally through effective management and leadership, the work itself and the opportunities given to employees to develop their skills and careers. Structure for relating pay and benefit levels to the value of positions in the organization and for providing scope for rewarding people according to their performance, competence, skill and/or experience.

A reward system maintained by a work organization is likely to have three primary objectives; to attract the right people at the right time for the right jobs, tasks or roles. To retain the best people by recognizing and rewarding their contribution. To motivate employees to contribute to the best of their capability. Notice here the strong linkage between the rewards and staffing functions (regarding the staff attraction and retention objectives) and between the reward and performance management functions (regarding motivation).In addition, a well-formulate and administered reward system is likely to have a number of important secondary objectives. In particular it should to be: Need-fulfilling the rewards should be of value to employees in satisfying.

Basic salary plus commission is advantageous as it helps facilitate direct financial motivation related to what sales staff are there to do,i.e generate sales, but they are not entirely dependent on commission-They are cushioned by their salary base,(Armstrong,2007).

Great workplaces are the result of the attitudes and actions of management. The management of enterprises sincerely believes that the employees are the ones who are primarily responsible for the success of the enterprise. As a result of this attitude, management sees the need to constantly recognize the value of the employees. They see positive recognition as part



of their jobs. Not as something that occurs every five years when it is time to hand out the employee recognition rewards.

## **Conclusion**

When one reads up to this level they begin to realize that there are more strategies that one can take on to mitigate stress, they can chose to let the employees know that the brain is a muscle and like every muscle tires from stress therefore they should have enough rest as the lack of adequate sleep can affect judgement, mood, ability to learn an retain information or improve on the employees stress levels by coming up with health awareness programs that involve nutritious feeding.

## **CHAPTER THREE.**

### **RESEARCH METHODOLOGY**

#### **Introduction**

Methodology implies more than simply the methods one intends to use to collect data. It is often necessary to include the consideration of concepts and theories which underlie the methods. It contains the basic methods and approaches that basically focus on how the study was carried out in the field by the use of different approaches like the study design. To familiarize the student with the dimensions and methods of research and to orient the researcher to make an informed choice from the large number of alternative methods and experimental designs available are some of the objectives of this methodology. The scope of this methodology includes study design, study population, study area, and the sample size.

#### **Study design.**

A case study and cross-sectional research design were used to collect the required data from Daily Monitor Publications. A cross sectional design was brought to use during this research study because the study was aimed at producing only one report which made it valid and to meet the study objectives. In order to achieve the objectives of the study, the quantitative data collection approach was employed which helped the researcher to obtain a comprehensive understanding of the research topic. It also helped the researcher obtain extensive and logical conclusions and recommendations to the research findings.

#### **Study population.**

The type of population that was vital for this research comprised of the employees of Daily Monitor Publications. Under the employees the management staffs were examined. The management was selected because they dealt with fast hand information that is; they

orchestrated the production and distribution of the products during which they were at risk of catching the stress epidemic.

**Study area.**

The study was conducted in Uganda in the capital city of Kampala along Jinja road, opposite Nandos at Crown house in the office of the daily monitor publications (Marketing department). However this did not mean there were no other suitable areas, the location was only ideal because it was nearer to the University as juxtaposed to other branches of Daily Monitor publications.

**Sample size.**

The researcher employed the Krejcie and Morgan (1970) table to establish the sample size from the population of 40 respondents from the enterprise. A random sampling technique was used on the employees of the enterprise.

The sample was obtained from the Krejcie and Morgan’s table, basing on the formula  $S = \frac{X^2 NP(1-P)}{d^2(N-1) + XP(1-P)}$ , whereby S is the sample population in the table value of chi-square for 1 degree of freedom at the desired confidence level is the population size. P was the population the degree of accuracy expressed as a proportion. This formula was chosen because it provides appropriate and reliable sample for the study.

**Population size and sample size of respondents.**

Description	Population size	Sample size
Employees	40	21
Total	40	21

**Sampling techniques.**

The researcher employed both probability sampling technique and non probability sampling techniques on the study population of respondents. The probability sampling technique gave the researcher the ability to chose randomly without being selective which gave all of the employees in the population a likelihood of being selected therefore obtaining a vast amount of knowledge on the theme of stress. Non probability sampling technique also known as the judgmental sampling technique was used in circumstances that required certain information for clarification from particular employees like the manager in charge of the human resources.

**Data sources.**

Several sources were used by the researcher to obtain data and they included the following: Primary sources, secondary sources and tertiary sources.

**Primary sources.**

The primary sources such as dissertations, reports, research papers helped the researcher obtain first hand direct information from those who composed it. The primary sources also saved time as they were easy to obtain unlike secondary sources like newspapers that required one to spend money.

**Secondary sources.**

The secondary sources like newspapers, books and government journals were used because they were easily available. The writers of such sources also gave opinions that were vital in the comprehension of the research topic.

**Tertiary sources.**

Tertiary sources like abstracts, catalogues and encyclopedias gave the researcher the chance to properly introduce the research topics. The abstracts helped save time because the researcher only had to glance at them then determine whether the information he was looking for was within the book or not.

**Data collection instruments.****Interviews survey.**

An interview is a conversation between two or more people where questions are asked by the interviewer to elicit facts or statements from the interviewee. Interviews are a standard part of research.

**Interview guide.**

In drafting an interview guide the researcher was able to carry along some of the research questions to the field. Through this, information was obtained from the respondents without bias as they were obliged to answer in a face to face scenario.

**Questionnaires survey.**

The researcher designed a questionnaire which was distributed to the respondents. This method was chosen because of its practicability. Questionnaires also enable the researcher to acquire information through practice rather than in a theoretical format. Large amounts of information can be collected from a large number of people in a short period of time and in a relatively cost effective way. Lastly, the results of the questionnaire can be quickly and easily quantified.

**Observations.**

Through observations the researcher was able to see physically what was going on in the area of study. To see whether the worker's desks were free from clutter or they were untidy. Through observations the researcher also looked for the symptoms of stress among the employees like feelings of depression, frustration and anxiety.

**Documentary review.**

This instrument analyzed and assisted to collect data from the available documents, concerning stress management strategies among the employees. The documents included textbooks, journals, government publications and reports. The information gathered helped supplement on the data gathered. The method was also employed to gather background information on stress regarding enough rest, good health and rewards which set a yardstick on the expected outcomes from the study

**Quality assurance.**

During the research quality was ensured through the following:

**Validity.**

To ensure validity, the researcher was to critically choose the right study population that the questionnaires were given and then later interviewed i.e. staff of Daily Monitor publications. The questions set for the respondents were also direct and related to the topic of study. The information was then to be extended to other experts in the field so that recommendations are suggested in turn. A scientific equation developed by Lawshe was further deployed to alleviate validity and it can be stated as:

Validity ratio:  $CRV = (ne - N/2)$  where  $CVR = \text{Content Validity Ratio}$ ,  $ne = \text{number of SME Penalists indicating essential}$ ,  $N = \text{Total number of SME Penalists}$ . These formular yields values which range from 1 to -1. Postive values indicate that at least half of the SMES rated

the item as essential. The Mean CVR across items may be used as an indicator of overall test content validity.

**Data reliability.**

Through data reliability the researcher was to ensure quality by making sure that the questions set in questionnaires and the ones asked in interviews are direct for the respondents to answer without giving extremely unrelated answers. In this case, the researcher was expected to get similar findings without any difference in case another research is carried out using the same tools.

**Measurement of variables.**

The researcher shall measure the variables using the Likert scale which was developed by Dane Bertra .It is based on a 5-point scale ranging from “Strongly disagree” on one end to “strongly agree” on the other with neither agree or disagree in the middle as shown below:

1	2	3	4	5
Strongly agree	Agree	Neither	Disagree	Strongly Disagree.

**Data analysis and presentation.**

Using both the qualitative and quantitative approaches the data was analyzed. The data was then summarized to ensure only relevant information in the report. In the qualitative approach interviews and observations were used to enhance quality information using the INDIVO and presented in narratives.

Under the quantitative approach data was collected using questionnaires and document review tools. Thereafter the research was analyzed using the SPSS software for editing, interpreting and summarizing data into meaningful information where graphs and tables were used showing the researchers findings.

**Ethical issues.**

(Ethics also moral philosophy) is the branch of philosophy that involves systematizing, defending and recommending concepts of right and wrong conduct. To ensure ethical work the employees were informed about the procedures of the study, purpose, issue of privacy and confidentiality. Then the work was free from copied work and plagiarism from other sources. In addition, permission was sought from the administration through a letter requesting to allow the researcher to carry out the studies. The names of those who provided information were kept a secret as some of the information they provided was confidential. Still to be ethical the researcher avoided the temptation of paying off experienced personnel to carry out the research and instead used an appropriate language that did not offend the readers.

**Study Limitations.**

The researcher found it a little bit hard to extract information from the employees of daily monitor publications as they could not easily interact with a strange person, it made them biased.

Some of the respondents declined to answer the questionnaires as they did not have the time. This left the researcher with only a few questionnaires from which he was to derive information.

**Conclusion.**

Under the study limitations the issue of strangeness to the employees might have been alleviated by the university letter but still as human beings it's always hard to interact with something we have no idea about, people are always afraid of what they do not understand. Due to unfamiliarity you shall always find it hard to joke and play with new faces and it's because of this that the researcher found it cumbersome to exhaust information from the employees.



## **CHAPTER FOUR.**

### **PRESENTATION AND DISCUSSION OF RESEACH FINDINGS**

#### **Introduction**

This chapter deals with the presentation, analysis and discussions of findings in relation to the case study. Under this chapter more information is provided regarding the case study and the background information of the respondents. The discussion follow s the objectives of the study which include enough rest, good health and employee rewards. Most of the information in the tables was arrived at using the SSPS soft ware. Frequencies and percentage were used to group the respondents.

#### **Demographic characteristics of Respondents**

This section consists of demographic characteristics of respondent's and they include positions, age, gender and marital status.

#### **Respondents by Position**

Out of the research findings the Circulation manager had 4.8%, The general manager commercial also had 4.8%, The managing director had 9.5%, The general manager finance and administration had 4.8%, The editor, Marketer, and the operations manager had 14.3%.The key acts manager, head human resources and the commercial manager print had 4.8%.The procurement assistant and the radio presenter had 9.5%. These were the employees who managed to answer the questionnaires .There are differences in the percentages because some of the positions like managing director (two), editor (three), marketer (three), operations manager (three), procurement assistant (two) and radio presenter (two) repeated themselves because Daily Monitor had different departments and product portfolios. The positions and their frequencies can be illustrated in the table below:

**Table 4-1 Positions of Respondents**

	Frequency	Percent
circulation manager	1	4.8
general manager commercial	1	4.8
managing director	2	9.5
general manager- finance and administration	1	4.8
editor	3	14.3
marketer	3	14.3
operations manager	3	14.3
key acts manager	1	4.8
head human resources	1	4.8
commercial manager- print	1	4.8
procurement assistant	2	9.5
radio presenter	2	9.5
Total	21	100.0

Source: Primary Data, 2015.

### **Respondents by the Number of Years Spent**

The years spent can help determine ones experience in an enterprise. Out of 21 answered questionnaires 10 employees between 26-35 years had served for more than 3 years with 47.6%, 6 had served for up to 2 years with 28.6%. 5 employees had served for less than a year and boasted of a percentage share of 23.8. From the above results which are also indicated on table 4-2 one can see that it is those with three years plus experience who have managed to put up with the adverse effects of stress to reach that far. This put them in a more advanced position to elaborate on this theme and also could be relied on for advice. The ones with one to two years experience had had less stressful nights as compared to the former, but that did not mean they could not be relied on for information. The employees with less than a year were probably still yet to experience stress, however because stress can be experienced

at any time their feedback was welcome. These research findings can be illustrated in the table below:

**Table 4-2 No. of years spent in the organization.**

	Frequency	Percent
less than one year	5	23.8
1-2 years	6	28.6
3 and above	10	47.6
Total	21	100.0

**Source: primary data, 2015.**

### **Respondents by Age**

Majority of the employees 11 in number ranged from 26-35 years with 52.4%. They were followed by those with 36 years and above years with a share of 38.1%. In the last position there were those between 18-25 years with 9.5%. It is of significant importance to note at this stage that a person being older does not necessarily mean they have more experience. From these research findings enterprises prefer to employ persons in the age bracket of 26-35 years and above probably because they can be relied on to make better decisions; this can be reflected in the way they answered the questionnaire, it showed that they had understood its contents. Since they were the majority one can also say that enterprises preferred to employ this age group because of the nature of work done. These findings concur with the view of Robinson (1986) who believes that older people differed greatly on measures of health and functional capacity and aging staff suggested that physical and cognitive abilities tended to decline with age. These research findings therefore can be illustrated in the table below:

**Table 4-3 Age group of the respondents**

	Frequency	Percent
18-25 years	2	9.5
26-35 years	11	52.4
36 and above	8	38.1
Total	21	100.0

**Source: Primary data, 2015.**

**Composition of the research Respondents by Gender.**

Out of 21 answered questionnaires 13 employees were male and occupied 61.9%. The rest were female 8 in number they had 38.1%. From these findings it can be comprehended that the enterprises prefer to employ the male. The research findings show that less female employees are recruited. These research findings can be illustrated in the table below:

**Table 4-4 Gender**

	Frequency	Percent
male	13	61.9
female	8	38.1
Total	21	100.0

**Source: Primary Data, 2015**

**Respondents by Marital Status**

Married employees were 14 in number and were the majority and had 66.7%. Those who were single were 7 and the minority with 33.3%. These research findings show that most enterprises prefer to employ those who are married as they are more settled as compared to

those who are still single. It is understood that those who are single could be tempted to get hooked while at work and could cause stress among other employees when they attempt to get engaged. This kind of conduct is troublesome as it corrupts the flow of work. This elaboration concurs with that of Armstrong (2000) who believes that the married and the unmarried employees will always have different priorities. The results of these findings can be illustrated in the table below:

**Table 4-5 marital status**

	Frequency	Percent
married	14	66.7
single	7	33.3
Total	21	100.0

**Source: Primary Source, 2015.**

### **The Discussion of Empirical Data**

This section discusses the findings according to objectives of the study beginning with the first objective which is

#### **The relationship between Enough rest and Employee performance**

Under this objective a number of issues are discussed, these include provision of rest, shift breaks, maternity leave, national holidays and days of prayer.

### Whether there is Provision of Lunch.

As regards to the provision of lunch the majority of respondents (85.7%) agreed that the enterprise provides lunchtime to reduce work stress levels. However 14.3% were not sure about the statement. These findings concur with the findings of Ivancevic (2010) who believed that regularly skipping a lunch break could cause stress fatigue to sneak up on the employee resulting in a sudden loss of zeal for his job. With all this in mind therefore it is clear that enterprises in order to mitigate stress levels provide lunch time to their employees. These research findings can be illustrated in the table below:

**Table 4-6 Lunch.**

	Frequency	Percent
strongly agree	6	28.6
agree	12	57.1
not sure	3	14.3
Total	21	100.0

**Source: Primary source, 2015**

### Employees Time Off.

Referring to table 4-7, 15 respondents with 71.4% agreed that the enterprise provides its employees with some time off through leave.6 employees with 28.6% agreed with the above statement. These findings were in line with Greenberg and Baron (2003) who believe that employees who take regular breaks are more productive and that marginal returns are reduced when the brain is required to exert continuous pressure. These research findings can be illustrated in the table below:

**Table 4-7 Leave**

	Frequency	Percent
Valid strongly agree	15	71.4
agree	6	28.6
Total	21	100.0

**Source: Primary source, 2015.**

**Maternity Leave.**

Referring to table 4-8, 17 of the respondents with 81.0% agreed that the enterprise provides rest to its employees through “Maternity leave”. 4 of them disagreed to this statement and had 19%. None of the respondents agreed or even strongly disagreed. This statement is in line with Hearst, (2015) who believes that taking breaks can relieve the eye strain that generally results from staring at the computer screen for too long and performing. Going with the majority, this therefore means that the enterprises ensure that their employees have enough rest through leave. These research findings can be illustrated in the table below:

**Table 4-8 Maternity Leave.**

	Frequency	Percent
Valid strongly agree	17	81.0
disagree	4	19.0
Total	21	100.0

**Source: Primary source, 2015.**

### **Whether National Holidays are observed**

As regards table 4-9, 11 employees with a percentage share of 52.4 strongly agreed that the enterprise observes national holidays as a way of having their employees rested. 10 of them 47.6% agreed that the enterprise provides national holidays to its employees. None of them disagreed an indication that the observation of holidays reduces stress among employees. Therefore this statement affirms that enterprises provide enough rest to their employees through national holidays. The results of these research findings can be illustrated in the table below:

**Table 4-9 National Holidays.**

	Frequency	Percent
Valid strongly agree	11	52.4
agree	10	47.6
Total	21	100.0

**Source: Primary source, 2015**

### **Provision of Shift Breaks**

As regards table 4-11, 10 employees with 47.6% agreed that their employees provide them with shift breaks. 7 of the employees with 33.3% agreed to the statement. 4 of the respondents were not sure they had 19.0%. These findings disagree with Kreitner and Kinicki, (2004) who say that Shift work has been reported to be a common cause of disturbed sleep patterns. It can lead to fatigue when it stops an employee from getting enough sleep or when it requires an employee to work in the early hours of the morning, From the above findings it is true enterprises in order to mitigate on the adverse effects of stress have



included shift breaks on their schedules. These research findings can be illustrated in the table below:

**Table 4-10 Shift breaks.**

	Frequency	Percent
strongly agree	10	47.6
Agree	7	33.3
Not sure	4	19.0
Total	21	100.0

**Source: Primary source, 2015**

**The Relationship between Good Health and Employee Performance.**

Under this objective the researcher assessed whether the enterprise provides a clean workplace environment, one that is free from clutter. Allowing them adequate rest through leave, Regular physical activities for example gym exercises, Nutritious meals, Health insurance for its employees and a clean external environment through corporate social responsibility reduces stress.

**A Clean Workplace Environment**

The workplace environment plays a major effect on how people feel and behave in the workplace employees feel about their jobs. A clean workplace environment also plays a vital role in keeping the employees happy. Referring to table 4-12, out of twenty one answered questionnaires 15 with 74.1% strongly agreed that the enterprise provides a clean working

environment for its employees. 6 with 28.6% then agreed that the enterprise provide a clean working environment. These research findings are in line with Constance, (2013) who believes that most employees find a clean work place environment as important as nutrition or exercise in maintaining overall health. Research has shown that a clean workplace environment cannot be stored for future use. Basing on the above research findings one can without any fear say that enterprises provide a clean working environment to their employees in order to minimize stress. These results above can be illustrated in the table below:

**Table 4-11 Clean Workplace Environments.**

	Frequency	Percent
strongly agree	15	71.4
Agree	6	28.6
Total	21	100.0

**Source: Primary source, 2015**

**Provision Enough Rest.**

One of the ways of ensuring that the employees have good health is by giving them enough rest. As of table 4-13, 10 employees with 47.6% strongly agreed that the enterprise provides enough rest to its employees to see to it that they are healthy. 11 employees with 52.4% agreed that the enterprise provides enough rest to its employees. These findings are in line with Campbell (2013) who believes that after six hours of continuous work, an employee is entitled to a work break for at least 30 minutes. This is not regarded as work time unless an employee is entitled to have a break for safety reasons. Without any employee strongly

disagreeing and disagreeing it was clear that the enterprise provides enough rest to its employees to ensure that they have enough rest to kick levels of stress from work. These research findings can be elaborated in the table below:

**Table 4-12 Rest.**

	Frequency	Percent
Valid strongly agree	10	47.6
Agree	11	52.4
Total	21	100.0

**Source: Primary source, 2015.**

**Provision of Regular Physical Activities.**

As of table 4-14, 4 of the employees with a percentage of 19.0% strongly agreed that the enterprise provides exercises .2 of the employees agreed that the enterprise does so with 9.5%. 3 of the respondents were not sure and had 14.3%. Again 3 of the employees disagreed with 14.3% .9 of the employees strongly disagreed and took with 42.9%.Lundel (1992) asserted that physicals provide employers a means of weeding out from prospective employers those physically or emotionally unable to perform. Since the majority went against the statement they do not agree with the author we can therefore say enterprises do not use these physicals, perhaps because as one respondent said they disrupt the course of work. However Stellman (2012) advises that if the participants complain of aches and pains, they should be encouraged to continue to exercise at a lower level of intensity or simply to rest until healed. These research findings can be illustrated below:

**Table 4-14 Physical Activities.**

		Frequency	Percent
	strongly agree	4	19.0
	Agree	2	9.5
	Not sure	3	14.3
	Disagree	3	14.3
	strongly disagree	9	42.9
	Total	21	100.0

Source: Primary source, 2015.

**Provision of Nutritious Meals.**

Nutritious meals boost the employee’s health when consumed in a balanced diet. From Table 4-15, 11 respondents with 52.4% agreed that the enterprise provides nutritious meals to its employee’s.5 employees agreed with 23.8%. 4 of the employees were not sure with 19.0%. 1 of the employees strongly disagreed with 4.8%.Constance (2013) supported the idea by saying that most employees found quality sleep as important as nutrition or exercise in maintaining overall health. Going with the majority therefore one can comfortably say that employees are given nutritious meals so that they can alleviate on the stress levels. These research findings can be illustrated in the table below:

**Table 4-15 Nutrition.**

	Frequency	Percent
strongly agree	11	52.4
Agree	5	23.8
Not sure	4	19.0
strongly disagree	1	4.8
Total	21	100.0

**Provision of Health Insurance.**

As of Table 4-16, 8 of the employees strongly agreed that the enterprise provides health insurance for its employees with 38.1%.12 of the employees agreed with 57.1%. 1 of the employees was not sure with 4.8%.Grindel (2003) concurs with this practice when he advises employers to open an account for their employees so that they can contribute a portion of their salary each month, Income tax free to them and salary free, to their employer, for the purposes of paying for their health care expenses an any portion of health insurance premiums they may be responsible for. Since the majority agreed with this statement the researcher can conclude that enterprises provide employees with health insurance to cub the stress epidemic. These research findings can be illustrated below:

**Table 4-16 Health Insurance**

	Frequency	Percent
strongly agree	8	38.1
Agree	12	57.1
Not sure	1	4.8
Total	21	100.0

**Source: Primary source, 2015**

**The relationship between Rewards and Employee Performance.**

Under this objective several issues are discussed and they include the following: Awarding salary bonuses, writing a personal note to employees who deserve recognition, Rewarding effort as well as success, publicizing their success to stake holders like share holders, through opportunity like sitting on a panel discussion on behalf of the manager and job promotion.

**Provision of Salary Bonuses.**

In Table 4-17, 12 of the employees with 57.1% strongly agreed that the enterprise provides salary bonuses to its employees. 8 of them with 38.1% agreed that they are provided with salary bonuses which help mitigate stress.1 of the respondents was not sure with 4.8%.The majority of the respondents agreed with Armstrong (2007) who stresses that basic salary plus commission is advantageous as it helps facilitate direct financial motivation related to what sales staff are there to do. Going by the above results one can comfortably say that enterprises

mitigate stress by providing salary bonuses to their employees. These research findings can be illustrated in the table below

**Table 4-17 Salary Bonuses.**

	Frequency	Percent
Valid strongly agree	12	57.1
Agree	8	38.1
not sure	1	4.8
Total	21	100.0

**Source: Primary source, 2015.**

**Provision of Recognition.**

Referring to Table 4-18, 8 of the respondents with 38.1% strongly agreed that a personal note is written to recognize those who have accomplished vital milestones for the enterprise. 11 of the employees with 52.4% agreed that the enterprise provides a personal note to some of its employees. 1 of the respondents was not sure with 4.8%. Again only 1 respondent disagreed with 4.8%. The majority of the respondents agree with Ventrice (2009) who believed that enterprises should see recognition as part of their jobs, not as something that occurs once every five years when it is time to hand out the employee recognition rewards. At the end of the day those who agree make up the majority which shows that enterprises provide their employees with personal note for recognition which improves employee performance. These research findings can be illustrated in the table below:

**Table 4-18 Recognition**

	Frequency	Percent
Valid strongly agree	8	38.1
Agree	11	52.4
not sure	1	4.8
Disagree	1	4.8
Total	21	100.0

**Source: Primary Source 2015**

**Whether Effort as well as Success is Rewarded.**

Table 4-19 reveals that 9 of the respondents with 42.9% strongly agreed that the enterprise rewards efforts as well as success. 11 of the employees with 52.4% agreed that the enterprise rewards efforts as well as success. These findings are in line with Armstrong (2007) who stresses that basic salary plus commission are advantageous as they help facilitate direct financial motivation related to what sales staff are there to do. 1 of the employees with 4.8% was not sure. Therefore these findings show that enterprises reward effort as well as success which improve on employee performance.



**Table 4-19 Rewards**

	Frequency	Percent
Valid strongly agree	9	42.9
Agree	11	52.4
not sure	1	4.8
Total	21	100.0

**Source: Primary source, 2015.**

**Provision of Opportunity.**

In Table 4-21, 12 of the employees with 57.1% strongly agreed that the enterprise provides some of its employee's opportunities to represent the manager. 9 of the employees with 42.9% agreed to this statement. None of the employees disagreed with this statement which meant that enterprises like provide their employees with opportunities to represent the manager which helped improve on the employee performance. These results can be illustrated in the table below;

**Table 4-20 Opportunity.**

	Frequency	Percent
strongly agree	12	57.1
Agree	9	42.9
Total	21	100.0

**Source: Primary source, 2015**

**Provision of job promotions.**

Finally regarding Table 4-22, 15 of the respondents with 71.4% strongly agreed that the enterprise provides job promotion to its employees as a way of mitigating stress to improve on the employee performance. 4 of the employees with 19.0% agreed that the employees provide job promotions to their employees. 2 of the employees were not sure and had 9.5%. These findings concur with Grimaldi (2005) who believes that having an effective reward program in place can help solve many of an enterprises human resource issues .And that it is believed rewarding specific behaviors that made a difference to ones company is more challenging than rewarding performance. A further inquiry from some of the employees confirmed this statement. There was no employee who disagreed with the above statement. From the above findings therefore one can say that enterprises like provide job promotions to their employees in a bid to mitigate stress that facilitates employee performance. These research findings can be illustrated below;

**Table 4-22 Job promortions.**

	Frequency	Percent
strongly agree	15	71.4
agree	4	19.0
not sure	2	9.5
Total	21	100.0

**Source: Primary source 2015**

## **Conclusion.**

From these research findings it can be seen that most of the statements were being agreed to by the employees. Managers seeking to improve on the work performance of their employees should try giving their employees enough rest, good health and rewards. However this does not mean that they are the only ideal solutions to stress one can still avoid stress through not taking things personally, changing ones expectations and not making assumptions.

## **CHAPTER FIVE.**

### **INTRODUCTION**

This chapter provides conclusions of the study in relation to the findings. Discussions will follow the objectives of the study beginning with the summary of the findings. The chapter consists of the summary of the findings, conclusion, recommendations and areas for further study.

#### **Summary of findings**

The first objective was to examine whether employees are given enough rest through, provision of lunch, allowing “employees Leave”, giving pregnant mothers Maternity Leave, Observing National holidays, Religious Days and shift breaks to reduce on the stress levels. The second objective was meant to examine whether they are given healthcare in the form of providing a clean workplace environment, nutritious meals and health insurance. The third objective was to examine whether the employees are given rewards in form of Salary bonuses, recognition, publicizing their success and job promotion.

The findings of the first objective showed that 85.7% of the employees agreed that the enterprise provides them with Lunch. They all agreed 100% that they are given Leave. It was the same for National holidays .19 of the employees with 90.4% agreed that they are given days of prayer like Sunday to control their stress levels.21 of the respondents with 100% agreed that the enterprise provides a clean workplace environment encouraging enterprises to carry on with the practice.10 employees with 47.6% agreed that the enterprise provides enough rest to its employees.6 employees with 28.5% agreed that the enterprise should provide regular physical excercises.12 of the respondents with 57.2% disagreed and because they were the majority ,enterprises are dissuaded from carrying on regular physical activity.20 employees agreed with a percentage of 95.2% that the enterprise provides its employees Salary bonuses.

## **The Conclusion**

The conclusions are: There is a relationship between enough rest and employee performance, good diet improves employee performance and rewarding oneself contributes positively to employee performance. Therefore rest, good diet and rewarding oneself are stress management strategies that affect performance. Although most of the researcher's arguments are focused on mitigating the levels of stress, it has been discovered that not all stress is bad; some are actually needed to move forward in life. Thus, stress can be seen as a friend and foe. Fresh studies should now focus on the positive side of stress as it is crucial.

## **Recommendations.**

A recommendation serves to suggest what ought to be done and there are several ways that employees can take on to mitigate on the stress levels so that work can be a success at the workplace. And they include the following:

- 1) Management should come up with a list of potential stress triggers so that in case they arise, they are in a more advanced position to combat stress. The enterprise should also see to it that their employees are educated about the importance's of stress management so that they can know exactly what they are endeavoring to attain.
- 2) Through awareness programs employees should be encouraged to get enough rest. They should be advised to avoid burning the candle at both ends, when they stay up all night to study, work or have fun. Most the things mentioned above corrupt duty therefore employees should keep a weary watchful eye for them.
- 3) In case the management board recognizes that there is an employee who is tired, they should send them off for leave so that they can get some time off work. As lack of adequate sleep affects judgment, mood and the ability to learn and retain information.

4) Employees should be encouraged to engage in regular physical activities like jogging during their free time in the evenings at home as they are not suitable to be carried out at the workplace. Sweat from the employee's bodies could make it uncomfortable for the rest of the employees let alone it's also a cause of stress.

5) The enterprises should come up with an easy to use stress management system or interface since it can help facilitate transitions in lifestyle changes and enable employees to work more efficiently.

6) The employees should be encouraged to seek medical attention whenever they are ill because negative emotional states such as depression, hostility and anxiety appear to be linked to heart diseases, and respiratory disorders.

7) All in all, researchers entering the field should also consider the other side of stress called eustress as it serves to suggest that there is a positive side of stress. Postive stress can also help employees to achieve results.

### **Areas for further study**

The effects of eustress on employee performance whether stress should be mitigated in the workplace.

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## Appendix 1

### QUESTIONNAIRE

#### Administered to Management and Staff of Daily monitor publications.

My name is Okoth Simon Peter a student of Uganda Martyrs University Nkozi making a final research that will lead to a partial fulfillment award of a Bachelors Degree in Business Administration and Management. I am carrying out a study on the **Effects stress management strategies on employee performance in business enterprises** and my Case Study is **Daily Monitor publications**.

#### SECTION A

##### Basic Information

1. What position/job are you doing in Daily Monitor Publications?

.....  
.....

Please, just tick only once in a box that is applicable.

2. How long have you spent in this position?

Less than one year  1-2years  3 years +

3. To which age group do you belong?

18-25years  26-35years  36+ years

4. What is your gender?

Male  Female

5. What is your marriage status?

Married  Single

**STAFF RATING** (*Please tick only one option in a line*)

1. **SA** - Strongly Agree
2. **A** - Agree
3. **NS** - Not sure
4. **A** - Disagree
5. **SA** - Strongly Disagree

**SECTION B** - Assessing the role of enough rest in the production of high levels of output.

<b>The Enterprise Has Provided Enough Rest To Its Employees Which Has Been Significant In The Production Of High Levels Of Output Through:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The provision of lunch.					
Allowing the employees some time off through "Leave".					
Giving pregnant mothers "Maternity Leave".					
Observing national holidays.					
Days of prayer like Sunday.					
Shift breaks.					

**SECTION C** - Assessing the relationship between good health and quality products.

<b>The Enterprise Has Provided Good Health To Its Employees Which Has Enabled The Production Of Quality Products Through:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The provision of a clean workplace environment, one that is free from clutter.					
Allowing them adequate rest through "Leave".					
Regular physical activities for example gym exercises.					
Nutritious meals.					
Health insurance for its employees.					
A clean external environment through cooperate social responsibility					

**SECTION D - Assessing the role of rewards and competitiveness.**

<b>The Enterprise Has Provided Rewards To Its Employees Which Have Led To Competitiveness Through:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Awarding salary bonuses.					
Writing a personal note to employees who deserve recognition.					
Rewarding effort as well as success.					
Publicizing their success to stakeholders like shareholders.					
Through opportunity like sitting on a panel discussion on behalf of the manager.					
Job promotion.					

## **INTERVIEW GUIDE**

### **Enough rest.**

1. What do you think is causing your employees to be restless?

.....  
.....

2. What are the methods employed to ensure that the employees have enough rest?

.....  
.....

3. How does your enterprise ensure that the employees have enough rest?

.....

4. Do you have any piece of advice on how the employees should achieve enough rest?

.....  
.....  
.....  
.....

### **Good health.**

1. Which health bodies if any are currently treating your employees

.....  
.....

Do you have any future plan(s) as an enterprise concerning the health of your employees?

.....  
.....

Do you have any advice to daily monitor publications on how it can ensure that its employees get good health?

.....  
.....  
.....  
.....

**Rewards.**

1. Which categories of employees qualify to be rewarded?

.....  
.....

What are the factors considered when rewarding the employees?

.....  
.....

What are some of the rewarding strategies you have you come up with?

.....  
.....

How do you think you will implement them?

.....  
.....

Do you have any future plan(s) for improving on the reward system of the employees?

.....  
.....

*Thank you very much, May the Al mighty God Bless you.*