EFFECT OF ORGANISATIONAL STRESS ON EMPLOYEE PERFORMANCE IN THE PUBLIC SECTOR: A CASE OF THE MINISTRY OF FINANCE PENSION DEPARTMENT, NAIROBI, KENYA

BY

RUTH NYAMBURA MWANGI

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DECLARATION

Declaration by the Candidate

This Project is my original work and has not been presented for a degree in any other University/Organization. No part of this project may be reproduced without the prior permission of the Author/s and Moi University.

Sign:_____ Date_____

Ruth Nyambura Mwangi

SBE/MBA/2054/16

Declaration by the supervisors

This Project has been submitted for with our approval as University Supervisor(s).

Sign:_____ Date_____

Dr. Ernest Saina

Department of Agricultural Economics & Resource Management

School of Agriculture & Natural Resources

Moi University

Sign:_____ Date_____

Dr. Geoffrey K. Biwott

Department of Management Science

School of Business & Economics

Bomet University College

DEDICATION

I dedicate this work to the Highest God and to my entire family fraternity, my husband Josphat Mwangi Kihuro and my lovely children; Eva Mwangi, Ken Mwangi, Dave Mwangi and Joe Mwangi, whose support and encouragement allowed me to complete this project.

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ABSTRACT

Stress has become a worldwide phenomenon in today's culture, showing up in various forms in every place of work. Employees often work longer hours in the modern workplace due to the growing responsibility levels that require them to put in more effort in order to meet the increasing standards of work performance. This study aimed at the following objectives; to determine how staff members of the ministry of finance department of pension affected organizational performance as a result of job demands, role overload, role uncertainty, role control, and ultimately, individual responses. The study was informed by Palmer & Cooper theory of Work Stress. The study employed explanatory research design to hypothesize the relationships between variables. A sample size of 322 employees of the ministry of finance department of pension was obtained from a target population of 2000 employees using the formula Mugenda Mugenda (2003). The sampled respondents were chosen using simple random technique. Data was obtained using a structured questionnaire, and analyzed using descriptive and inferential statistics. The effect of the postulated factors were tested using a multiple regression equation. Findings showed that Job demand ($\beta 1 = -0.218$, $p = 0.000 < 0.05$),role overload ($\beta 2 = 0.311$, $p = 0.004 < 0.05$), role control ($\beta 4 = 0.299$, $p = 0.001 <= 0.05$), and individual response ($\beta 5 = 0.118$, $p = 0.007 <= 0.05$) had significant and positive effect on employee performance of pensions department, ministry of finance. In addition, results revealed that role uncertainty ($\beta 3 = 0.049$, p-value = $0.507 >= 0.05$) had insignificant effect on employee performance of pensions department, ministry of finance. Based on these findings, it is concluded that job demand has a positive effect on employee performance. This suggests that when employees are faced with high levels of job demand, such as a heavy workload or demanding job duties, they are less likely to perform well on the job. Also on the findings the study concludes that role overload enhances employee performance. The study also infers that role control improves employee performance. Finally the results suggest that individual responses, such as communication and feedback, have a significant positive effect on employee performance. This study also recommends that Pensions Department of the Ministry of Finance needs to take steps to increase role overload, role control, and individual response. This could be done by providing employees with more resources, training, and support. By making these changes, the department could improve employee performance and achieve its goals.

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ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
DOP	Department of Pension
DV	Dependent Variable
EFA	Exploratory Factor Analysis
EP	Employee Performance
IR	Individual Responses
JD	Job Demands
KS	Kolmogorov Smirnova
MOF	Ministry of Finance
OS	Organizational Stress
RC	Role Control
RO	Role Overload
RU	Role Uncertainty
SD	Standard Deviation
SPSS	Statistical Package Social Science
SW	Shapiro-Wilk
VIF	Variance Inflation Factor

OPERATIONAL DEFINITION OF TERMS

Employee performance extent on how much a member of an organization contributes to accomplishing the company's objectives Lockwood and Jones (2002).

Individual Responses refers to a consistent or varied pattern of conduct that occurs both individually and in groups, in response to organizational expectations or under the influence of external influences. Mullins (2009).

Job Demands Refers to a job's physical, psychological, or other continual effort requirements, as well as any associated physiological or psychological expenses. (Bakker and Demerouti (2007).

Organizational Stress It's an imbalance between perceived capability and perceived demand, with the demands shifting at different levels of assessment throughout the phases of the stress process (Brenda 2002).

Role Control Refers to a variety of formal and informal controls and regulations that influence the way others behave. (Baldauf, Cravens, & Piercy, 2005).

Role Overload Refers to a particular stressor that refers to the belief that one's own resources cannot keep up with the demands of their job (Eatough *et al.,* 2011).

Role Uncertainty Refers to the degree to which people have trouble making accurate predictions (Bordia *et al.,* (2014).

CHAPTER ONE

INTRODUCTION

1.0 Overview

This section entails the background of the study, the problem statement, the study's objectives, the research hypothesis, the study's importance, and finally its scope are all presented in this chapter.

1.1 Background of the Study

Stress represents the outcome of an individual's ability to handle the demands placed on them and causes adverse psychological and physical reactions in them (Omolara 2008). In public sector, organizational stress is important in strengthening employee productivity towards common goals (Jones and Lockwood (2002). Since performance is important and adept at recognizing and positively utilizing both the competencies and efforts of employees in the achievement of public sector. Ministry of finance pension department is considered as employee performance-based organization due to their role as the epitome of leadership development and financial management.

In the modern workplace, employees typically put in longer hours because of the increased responsibility levels that force them to work harder to achieve rising standards of work performance. According to Omolara (2008), occupational stress is the outcome of an individual's inability to handle the demands placed on them and causes adverse psychological and physical reactions in them. "The detrimental consequences of stress on employee performance are alarmingly increasing, as shown in many firms throughout the world. Typical examples include businesses in the United States, the United Kingdom, the Caribbean, East and Central Africa, West Africa, and other parts of the world. Nearly two-thirds of visits to family doctors are for symptoms

brought on by stress, according to the American Academy of Family Physicians (Henry and Evans, 2008).

Performance of employees it is a tough notion to describe, but it primarily has to do with the application of effective effort, according to Jones and Lockwood (2002). Performance in an organizational setting is typically interpreted as how much a member of the organization contributes to attaining the organization's objectives (Lansbury, 1988). The National Treasury's authority is granted under the Public Management Act of 2012, the 2010 Constitution, and Executive Order No. 2 of 2013.As a result of the aforementioned legal stipulations, the National Treasury's primary responsibilities are to: Create, carry out, and oversee macroeconomic policies involving spending and revenue; control the amount and nature of the country's public debt, as well as any financial commitments made by the government; Design, evaluate, and advance financial and economic policies that support social and economic growth alongside other national government institutions.

To meet the financial requirements of the federal, state, and municipal governments, mobilize resources both domestically and internationally; to ensure transparent financial management and standardized financial reporting, to prepare the national budget, and to execute/implement and control approved budgetary resources to government agencies/entities, create and prescribe an efficient financial management system for the federal government and county governments. Thus, it is important to ascertain how ethical leadership affects the output of the national treasury staff.

1.2 Statement of the Problem

The primary role of public sector is to provide effective leadership and to enhance the capability of public service management by transforming the culture and attitude of

public service employees. (Cabrera *et al.,* 2016). Ministry of Finance was established for this noble purpose especially with the mandate to finance the Public Sector in order to promote employee performance. The study of stress is therefore, essential to organizational achievement and employee performance. (Cabrera *et al.,* 2016).

Realizing the importance of organizational stress for employees in the public sector is a critical asset (Cabrera et al., 2016). There is a consensus that the detrimental consequences of stress on employee performance are alarmingly increasing, as shown in many firms throughout the world (Omolara , 2008).

Despite efforts made in improving employee performance the need for managing organizational stress in the public sector, is a prevalent element of all jobs, people must deal with it in almost every aspect of their lives. Yet there is a huge need for the management of organizational stress in the public sector for employee performance. Adanri (2016).

Successful organizational stress management of the workforce is critical to global business performance (Okoro, 2012), especially in Kenya. The role of management is to unite groups of people and organizations and to foster a climate that supports the fulfillment of both individual needs and organizational objectives in search of employee performance in today's globalized environment ((Mullins, 2010). In order to unearth the problem it is of absolute necessity that performance be managed by organizations (Cetin, 2012). This study therefore, attempted to fill this gap.

In order to meet deadlines, most organizations that aim to boost performance wind up giving employees too much work, which may have detrimental psychological and physical effects on the employees and result in inferior performance the exact reverse of what the organizations were hoping to achieve. As a result, management practices

and administration have needed to adapt constantly, and personnel has been under more pressure to perform. The employees are under a lot of pressure since they are expected to deliver world-class service without receiving comparable increases in funding or training, and they risk being fired or subjected to various forms of retaliation if they don't. This study is being done to determine the impact of organizational stress on the productivity of staff members of the pensions division, Ministry of Finance, Nairobi, Kenya. The study tries to bridge the research gap because, once again, no studies have addressed the effects of organizational stress on employee performance (Omolara, 2008).

By examining the role organizational stress plays in employee performance in Kenya's public sector system a phenomenon that is seriously threatening its operations, leadership, and practices in a variety of workplaces across public systems the study will also make recommendations for how to instill stress management techniques in organizations and communities.

1.3 General Objective of the Study

The main objective of the study was to determine the effect of organizational stress on employee performance a case of pensions department, Ministry of Finance Nairobi Kenya.

1.3.1 Specific Objective of the Study

The study was guided by the following specific objectives:

i. To establish the effect of job demands on employee performance of pensions department, Ministry of Finance.
ii. To assess the impact of role overload on employee performance in the Ministry of Finance's pensions division.

iii. To investigate on the effect of role uncertainty on employee performance of pensions department, Ministry of Finance.

iv. To assess the effect of role control stress on employee performance of pensions department, Ministry of Finance.

v. To determine how individual responses affect the performance of pension department employees at the Ministry of Finance.

1.4 Research hypotheses

$H_{01:}$ Job demands has no significant effect on employee performance of pensions department, Ministry of Finance.

$H_{02:}$ Role overload has no significant effect on employee performance of pensions department, Ministry of Finance.

$H_{03:}$ Role uncertainty has no significant effect on performance of employee of pensions department, Ministry of Finance.

$H_{04:}$ Role Control stress has no significant effect on employee performance of pensions department, Ministry of Finance.

$H_{05:}$ Individual responses has no significant effect on employee performance of pensions department, Ministry of Finance employees

1.5 Significance of the Study

The study's goal is to determine how organizational stress affects workers' performance. This study plays a significant role in raising awareness among all organizations, particularly those in the public sector, of the significance of offering suitable stress management techniques to their staff. The research adds to increase the corpus of knowledge and complement previous research so that individuals in various regions of the nation can understand the issue of organizational stress in the public sector.

Additionally, it offers advice on how to lessen the impact that stress has on employees' productivity. The study findings provides data for additional research that are pertinent to concerned parties.

1.6 Scope of the Study

This study examined how employees of pension department responded to organizational stress in terms of their work performance.

Theoretically: Theoretically, the study contributes and extends earlier research on organizational stress and employee performance in Kenya's Ministry of finance pension department.

Policy Makers and Management: The study would help the management understand the importance of organizational stress for effective performance of employees.

Decision and policy makers: Contribute to understanding the important role played by organizational stress in improving employee performance decision and policy making.

The study was limited only to five constructs of role overload, role uncertainty, role control, and ultimately, individual responses. The study was carried out for a period of 3 months from May-July 2023.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter entails theoretical review, empirical review, research gaps, and conceptual framework.

2.1 Concept of Employee Performance

According to Jones and Lockwood (2002), employee performance is a difficult concept to define but essentially has to do with the application of effective effort. Performance in an organizational setting is typically interpreted as how much a member of the organization contributes to attaining the organization's objectives (Lansbury, 1988). The practice is often referred to by the phrases "performance assessment," "performance evaluation," and "performance management." Many firms have used employee performance reviews for many years.

Although the merits of performance appraisal systems have been hotly contested, it is widely accepted that they are an integral element of organizational life. The terms "job performance" and "individual performance" both refer to employee performance. There are many different ways to define the phrase "employee performance," as there are many different aspects of performance. According to (Jex 2002), employee performance is often thought of as all of the actions employees take while at work. It might also be used to describe a worker's work-related tasks and how well those actions were carried out.

A number of factors, according to Longenecker & Fink (1999), explain why formal performance reviews will continue to be used in businesses. They contend that a variety of human resources decisions, including wage increases, promotions, demotions, and

terminations, must be supported by formal performance evaluations. Identifying the employees' training needs is also necessary. They also mentioned a recent study on high performance businesses that listed performance appraisal as one of the top 10 strategies for gaining an advantage over rivals (Longenecker & Fink, 1999). However, installing an appraisal system should be done so with proper prudence. Poor employee morale, lower productivity, and a decline in employee enthusiasm and support for the company are just a few of the issues that an ineffective assessment system can cause (Somerick, 1993).

Systems for efficient performance management are one of the methods available for assessing and enhancing productivity. Many business and public organizations are very concerned about productivity development. Organizations at all levels strive to make sure that their divisions and units are able to accomplish more with fewer resources. Employee performance appraisal systems can be viewed in this sense as a tool that can measure productivity and make recommendations for how to increase it (Vallance, 1999). The importance of employee participation in the appraisal process was stressed by Roberts (2003). In accordance with his hypothesis, employees are more willing to accept performance evaluations, even ones that are unfavorable, if they feel that decisions were made fairly during the appraisal process. Suwignjo *et al.*, in 2000 developed the Quantitative Models for Performance Measurement Systems (QMPMS), a model for evaluating performance.

To discover performance-related components and their relationships, quantify their effects on performance, and express them quantitatively, the model makes use of maps and an analytical hierarchy approach. The model can only be used as an evaluation tool, though. The personnel evaluation process used by a nursing home is described by

Meyer (1995). Employee job attitude, communication abilities, and clinical skills are taken into consideration. The author, however, did not go into detail on how the ratings on numerous categories were combined and turned into a percentage score.

The performance of individual staff members and the collective performance of the staff as a team represent the two key areas of concern, in general terms. It is frequently assumed that getting the best out of each individual will increase the performance of the operation, however this may not always be the case. It is also debatable if effective teamwork results from getting the best out of each individual. Nurses in particular, as well as public health professionals, should be concerned about employee performance. Ira Materson (2007).

2.2 Concept of Organizational Stress

Organizational stress is fairly common in today's industries. In many professions, high levels of stress are a regular and largely unavoidable aspect of the job. Organizational life for people in various roles involves dealing with complexity, ambiguity, conflict, and opposing demands. Organizations frequently cause unneeded stress, which is bad for people's physical and emotional health. The gradual and systematic deformation of a company or institution caused by a system that is always malfunctioning is known as organizational stress. It speaks of the sum of the several kinds of role stressors.

Employees encounter a variety of difficulties in their organizational positions, including role ambiguity, role stagnation, role overload, role erosion, role conflict, role isolation, role expectation conflict, resource inadequacy, and personal inadequacy. Porter and Lawler (1975) states that, organizations are made up of people and groups that work together to accomplish specific goals and objectives through the use of specialized

functions that are meant to be logically coordinated and directed across time on an ongoing basis.

Therefore, organizations can be best understood as a set of roles that ve in a vacuum. For instance, in an industry, a worker's and the foreman's relationship tends to depend on define "who does what, when, and where." Roles are the standards attached to a certain position. Since it consists of activities that are connected to those of other people, it cannot lione another. To accomplish the goals of the group or organization, they must cooperate with one another. A role is defined as "a set of norms that explain "obligations," that is, the behaviors that others can legitimately expect us to perform, and "expectations," that is, the behaviors that we can legitimately demand of the others to perform" (Goffman 1961). As a result, each role has a reciprocal relationship with the role or roles it is tied to. In other words, our connections to one another are based on our roles, whereby the expectations of one person tend to be the obligations of another.

When roles are introduced into an organizational setting, the rights to define the true nature of roles, to set the assessments on roles, to assign roles, and to decide role suitability tend to be incorporated in specific roles. As a result, a person's position in an office is defined in terms of their relationship to other people and to the system as a whole. The degree of self- and role-congruence influences the effectiveness and validity of role-playing. In a nutshell, the self can be described as the outcome of a person's interactions with things and occasions, including other people, and is symbolized by a symbol (Sarbin, 1954).

Aside from the role being a cause of stress, the enactment is likely to be invalid and unconvincing when self and role qualities are at odds with one another. Stressful

situations can arise in an organization when: a person is faced with conflicting demands from members of his "different" role sets; a person is faced with conflicting demands from "within" one of his role sets; a person is unsure of (or rejects) the expectations and behaviors appropriate to any one or more of his roles, which may also involve issues within and between his various role sets; These issues frequently arise when managers (and others) assume new positions or when their current duties alter in some way as a result of organizational or technical development (Srilatha, 1991).

External forces that disrupt the organization's homeostasis within a larger environment, or the macro system, such as social, political, and economic variables, can cause organizational stress. Factors that affect the role-set situation, or the micro system, include competing role demands, role pressures, overload, and work unpredictability. Workplace stress is not a disease. A worker's responses to stressors can be good or negative depending on the expectations placed on them, the level of control they have over the situation, the level of assistance they receive, and the particular response of the person. People typically adapt to pressures and are able to carry on with their regular work tasks. Employee stress may have detrimental effects, such as absenteeism, burnout, a loss of faith in the company, performance issues, or a decline in productive dialogue and interaction. (Brenda 2002).

2.3 Theoretical Framework

It serves as the "blueprint" or instructions for conducting research (Grant & Osanloo, 2014). It is a framework built on an established theory in a particular field of study that is relevant to or reflects a study's hypothesis. This study uses ideas that are pertinent to the variables to show that the variables are understood in the following ways:

2.3.1 Job Demand/ Control Model of Stress

The job demand-job control paradigm (Karasek, 1979) distinguishes between two fundamental aspects of workplace elements: task demands and job decision freedom. Job demands are the demands placed on the employee's workload. The phrase "job decision latitude" refers to the employee's discretion and decision-making authority. For the following categories of jobs—jobs with low demands and low decision latitude (referred to as "passive" jobs), jobs with low demands and high decision latitude (referred to as "low-strain" jobs), jobs with high demands and low decision latitude (referred to as "high-strain" jobs), and jobs with high demands and high decision latitude (referred to as "active" jobs) Karasek combined the two dimensions of the job demands and job decision matrix.

Its contribution according to Karasek (1979), the combination of high demands and limited decision-making space in high-strain employment is most harmful to people's health and wellbeing when it comes to stress reactions. However, it is believed that the high expectations and broad discretion of active jobs will cause the individual minimal harm. Demerouti et al. (2001) presented a more comprehensive job demands work resources model based on the job demands job control model. This model proposes that choice latitude (or job control) is not the sole resource at work that influences job stress.

2.3.2 Transactional theory

According to the most popular version of the transactional theory, stress is a direct result of a relationship between a person and their environment that may tax their resources and endanger their welfare (Lazarus 1986; Lazarus and Folkman 1987). The appraisal of this transaction, according to a more recent version of this theoretical model (Lazarus et al. 2001), offers a causal pathway that may more accurately express the nature of the

underlying psychological and physiological mechanisms that underlie the overall process and experience of stress. In this sense, any component of the workplace can be seen as a stressor by the person doing the assessing. However, a variety of elements, such as personality, situational demands, coping mechanisms, prior experiences, passage of time, and any present stress state already experienced, might affect how each people evaluates their expectations and capabilities (Prem et al., 2017). According to a multidisciplinary evaluation, stressors only actually have an impact on a person's perception and assessment of them (Ganster and Rosen 2013).

Its contribution as a result, the transactional theory states that exposure to specific workplace events and a person's perception of a coping challenge are related to the feeling of workplace stress. According to Aspin wall and Taylor (1997), Guppy and Weatherstone (1997), this experience is typically followed by attempts to deal with the underlying issue as well as changes in psychological functioning, behavior, and function. Cox (1993) provided another modified transactional theory to account for these external and internal components of job stress. The sources of the stressors, how those stressors were perceived in relation to the person's capacity to cope, the psychological and physiological changes connected to the recognition of stress, including perceived capacity to cope, the effects of coping, and all overall feedback were all represented by this theory.

2.3.3 Model of Work Stress

This theory was created by Cooper and Marshall and outlines the causes of workplace stress as well as the variables that affect how a person may react to them, experience acute symptoms, and eventually progress to the chronic disease phase that affects their physical and/or mental health (Cooper and Marshall 2003). This model focuses on the

long-term effects of work-related stress as well as its immediate symptoms, root causes, and distinctive features in each individual. Organizational culture and how it approaches stress, such as long hours, managers' openness to discussing stress with employees, racism, sexism, and a lack of consultation. Its contribution discusses the various constructs of organizational stress as follows:

Demands: exposure to physical risks and workload (for instance, inadequate ventilation, a high volume of complex work, arbitrary deadlines, shift work, and a lack of employees). Employee engagement in how they carry out their work is known as control (for instance, control that is balanced against expectations, excessive supervision, and a lack of autonomy). Relationships: This category encompasses all interactions at work (such as disagreements, bullying, and harassment).

Change: how it is managed and communicated to the workforce (for instance, little or no communication about change with personnel; redundancy fears). Role: a worker's comprehension of the role; clearly defined occupations (for instance, roles that conflict with one another; ambiguous job descriptions). Support, instruction, and individually specific factors: assistance from coworkers and line managers; instruction in job-related skills; consideration of each person's particular preferences.

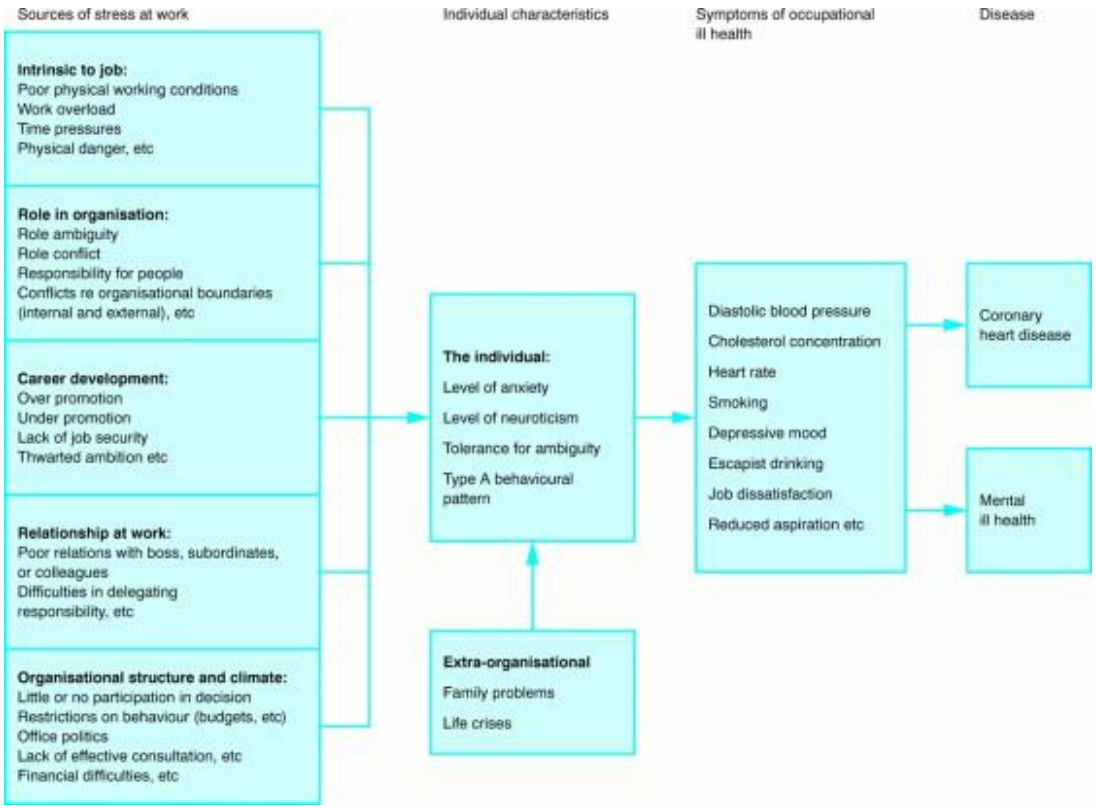

Figure 2.1: Source: Cooper and Marshall's Model of Work-related Stress 2003

2.4 Empirical Review

The research study by Warraich *et al.*, (2014) indicated that the main causes of stress in employees that result in decreased employee efficiency are workload, role conflict, and inadequate monitory reward. The findings of this study imply that there is a negative relationship between job stress and lecturers' performance in Nigeria. University lecturers in Nigeria are advised to identify the job stress factors and try to manage their emotional competencies by working in a supportive environment in order to address the stress issue and improve performance.

According to Cox (1985), a person experiences stress when there is a mismatch between the perceived intensity of the demanding circumstances and the person's perceived capacity to handle them. The apparent demand and the perceived ability to handle it are therefore out of balance. According to Cox (1985), stress is a result of an imbalance between perceived capability and perceived demand, with the demands shifting at

different levels of assessment throughout the phases of the stress process. An evaluation of capability takes both internal and external resources into account. To deal with the stressor, the person assesses their internal strengths and limitations using their "capabilities," as well as the social support that is available to them (external factors). As a result, the individual's assessment of whether or not their coping mechanisms came from an internal or external source would determine their capacity to manage stress efficiently.

Based on empirical analysis of 133 staff members of Karachi's private universities that provide instruction in the fields of business administration, engineering, medical, textiles, and fashion, "A Study of the Employees of Private Sector Universities of Karachi, Pakistan" examines the impact of stress on workers' ability to perform their jobs. Relevant data was acquired using surveys with closed-ended questions. The multiple linear regression method was used to evaluate the hypothesis. However, the results of the data revealed that workload, job conflict, and a lack of adequate monitory incentive are the main causes of employee stress. The stress it causes makes workers less productive. In order to improve employees' performance and job happiness, it was proposed that companies alleviate stress by reducing workloads, resolving role conflicts, offering appropriate compensation, and providing training and counseling to staff.

According to Bowin & Harvey (2001), people are unable to separate their personal and professional lives since everyone responds to stress differently and because it is a complicated subject. Blumenthal (2003) asserts that performance peaks at an excessive level of stress and then abruptly declines. Furthermore, he contends that excessive stress has a negative impact on wellness and productivity, leading to dysfunction or disruption

across a number of domains. As a result, the organization as a whole is affected, and productivity suffers. Since stress may have serious negative effects on a corporation's bottom line, the majority of businesses are becoming more and more conscious of the issues it can bring.

2.5 Relationship between Stress and Employee Performance

2.5.1 Job Demands and Employee Performance

Job demands, according to Bakker and Demerouti (2007), are characteristics of a job that necessitate constant physical and/or psychological effort or talents and result in particular physiological and/or psychological costs. Three job demands have received particular focus in prior research: high workload (Bakker *et al.*, 2004, 2010; Jourdain and Chênevert, 2007; Petitta and Vecchione, 2011; Schmidt and Diestel, 2013; van Doorn and Hülsheger, 2015), time pressure (Rijk et al., 1998; van der Doef *et al.*, 2000), and work-family conflict (Bakker *et al.*, 2004, 2008; Demerouti et al., 2004; Jourdain and Chênevert, 2007). All three have an impact on worker performance. A lot of people will consider the workload to be high given the specific work conditions of coal miners, which include working three shifts per day, exerting themselves physically, and not having any time off for vacation or weekends. In addition, because of the remote location of their workplace and the lack of time off, coal miners may find it difficult to fulfill their responsibilities to their families. We thus concentrate particularly on workload, time constraints, and work-family conflict.

When was already established, workers' physiological and/or psychological resources are depleted when job demands rise. If the required number of people are not available, it will result in poor work outcomes (Demerouti *et al.*, 2001). Numerous empirical research have established this connection. For instance, a study by Schaufeli et al. from

2002 reveals that job demands may contribute to job burnout. Ceschi *et al.,* (2016) discovered that emotional exhaustion brought on by job pressures contributes to stress. When there are high job demands, personnel are unable to meet those demands due to ongoing resource depletion. The chance of absenteeism and absence rises as a result of the task complexity increasing and the work excitement decreasing (Hakanen *et al.,* 2006; Xanthopoulou *et al.,* 2007). For instance, Chen and Spector's (1992) study found a positive relationship between employees' aggressive workplace behaviors, larceny, and wasteful behaviors and job demands such as workload, role conflict, and role ambiguity.

According to the conservation of resources (COR) hypothesis, everyone has a tendency to accumulate and protect valuable resources. People may stop trying to conserve resources when they are threatened, lost, or don't provide enough of a return on their investment (Hobfoll, 1989) (Halbesleben and Bowler, 2007; Ng and Feldman, 2012; Kiazad et al., 2014). Accordingly, employees will make fewer attempts to replace lost resources or acquire new ones as a result of high job expectations (Bakker and Demerouti, 2007), which will lead to CWBs like sabotage or absenteeism (Kanten and Ulker, 2013; Amazue *et al.,* 2014).

2.5.2 Role Overload and Employee Performance

Role overload is a factor in employee stress because of how demanding the workload is. The workload must be moderate; it should not be too high or low in order to achieve great performance and lower stress levels (Shah, Jaffari, & Ul-Haq, 2011). Role overload is a particular stressor that refers to the belief that one's own resources cannot keep up with the demands of their job (Eatough *et al.,* 2011). Role overload may cause resource depletion, according to the conservation of resources theory, which holds that

people endeavor to preserve, protect, and produce resources. This hypothesis contends that resource losses, whether actual or predicted, cause stress reactions (Hobfoll, 2001).

A feeling of exhaustion and a lack of energy result from experiencing or anticipating resource losses (Halbesleben *et al.,* 2014). When people perceive a discrepancy between the amount of time needed to complete a task and the amount of time available to them, role overload occurs. When there are numerous demands, activities, and obligations placed upon them, their time and talents are constrained, and there are several constraints, employees feel overburdened with work (Rizzo, J. House, & Lirtzman, 1970). When people are required to accomplish more work than their abilities and skills can handle, this is referred to as work overload.

Their result lends support to other studies that show a favorable relationship between stress and work overload (Lai, Saridakis, & Blackburn, 2013). Conflict is defined as what happens when a person must focus on many obligations while having more demands than resources. 1982 (Reilly). Role overload occurs when an employee does not have enough time to complete a task or does so ineffectively due to the presence of other responsibilities (Bozkurt, Ayatc, Bondy, & Emirgil). The academic staff of Turkey's University makes up the study's sample.

2.5.3 Role Uncertainty and Employee Performance

According to Bordia *et al.,* (2014), uncertainty is the degree to which people find it difficult to make correct predictions. In other words, uncertainty could be defined as a feeling of ambiguity and unease regarding impending occurrences. They also discussed uncertainty and said that misinformation, confusing information, or contradicting information could lead to this kind of predicament. According to Chen (2019), work uncertainty also encompasses employees' ambivalence or concern regarding their long-

term employment relationship with the company. Bordia *et al.,* (2014) also emphasized four different sorts of taxonomies of uncertainty. First, environmental uncertainty brought on by technical and market changes could be referred to as external uncertainty. Second, changes in the external business environment may lead to organizational uncertainty. Third, changes in internal strategies and organizational structure inside the corporation cause group uncertainty. Employees' feelings of insecurity about their employment roles and status inside organizations lead to the fourth type of individual uncertainty.

According to Vu *et al.,* (2022), there are two significant categories of employment securities: quantitative and qualitative work insecurity. Employees who perceive a future job loss fall under the quantitative category, but employees who perceive a threat to the quality of their working relationships, such as a lack of trust, which limits prospects for advancement, go under the qualitative category. From the perspective of Ravn and Sterk (2017), work instability has a number of negative effects on employees' wellness, including stress, mental illnesses, and emotional tiredness. They also found that employees' productivity is negatively impacted by their job satisfaction, loyalty, and trust in the company.

After the COVID-19 pandemic, Han *et al.*, (2021) observed an increase in employment insecurity among employees. Furthermore, they claimed that job insecurity seriously jeopardizes workers' mental and emotional well-being, which negatively impacts their performance at work. Chen (2019) found that employees' psychological health is negatively impacted by employment insecurity. Additionally, they contend that employees become emotionally exhausted at work as a result of job-related uncertainty that affect their mental health. The negative effects of job insecurity are also mentioned

by Bazzoli and Probst (2022), who claim that they may affect employees' cognitive functions, which is concerning for businesses. They also contend that employees' job uncertainty at work affects how well they represent the business. The threat posed by employees' employment uncertainty was also noted by Vu *et al.,* in 2022.

2.5.4 Role Control and Employee Performance

Organizational control, according to Snell (1992), entails establishing organizational standards to make sure that workers' actions are consistent with the organization's objectives as well as observing and rewarding conformity with those standards. A number of formal and informal controls may be included in control procedures. Formal controls are based on clearly established regulations and commonly enforced by managers, whereas informal controls are based on conventions and typically administered by peers (Baldauf, Cravens, & Piercy, 2005). There are many control targets as well. As an illustration, outcome controls aim to achieve objectives and results, process controls ensure that processes are followed, and normative controls ensure that personnel share the same values (Kirsch, 1996; Weibel *et al.,* 2016).

Control methods generally have three main objectives: to correct inappropriate behavior, to encourage effective performance, and to ensure that personnel are informed about pertinent performance standards (Sitkin *et al.,* 2010). As teams set important common goals and common rules of engagement, controls help teams coordinate and communicate with one another (Gittell, 2001). Employees can more easily complete their responsibilities as expected since they are better aware of what is expected of them and what their own and other roles within the team involve. Additionally, control procedures are likely to encourage citizenship among employees by fostering a sense of shared objectives and a cooperative experience.

According to the literature, organizational controls have a more indirect impact on performance because they facilitate collaboration, communication, shared goals, feedback, learning, and, as we will argue here, organizational trust. Performance is subsequently impacted by these psychological processes (Sitkin *et al.*, 2010). The rationale for this more indirect influence is that organizational controls must be both executed by management (i.e., a practice or policy is not enough; it is the actions performed that matter) and recognized by employees in order to have an impact on individual performance.

This justification is consistent with the HRM literature, which also makes the case that formal HR systems created by the organization may not always be implemented consistently by individual managers and may not always be noticed by employees (and that individual differences in expectations and experiences may affect interpretation of the practices; Ostroff & Bowen, 2016).

2.5.5 Individual Response and Employee Performance

Individual responses are differences and foundations of a variety of people since people are not all the same. The person is a crucial element of organizational behavior, whether acting alone or in a group, in response to organizational expectations or in response to external influences. When organizational needs and human needs are not aligned, frustration and conflict may result. The role of management is to unite groups of people and organizations and to foster a climate that supports the fulfillment of both individual needs and organizational objectives (Mullins, 2010). Included are knowledge, abilities, personality, attitude, and feeling of danger. It is influenced by intricate relationships between personality traits and behavior. Conscientiousness, openness to experience, and work locus of control are some traits of individual variables.

Participation gives an organization numerous perspectives to consider when making decisions. It raises employee loyalty, fosters a sense of ownership and responsibility, and enhances innovation and creativity. Theoretically, organizations that value employees' autonomy, collaborate to achieve common objectives, and grow their skills will perform well in this area. According to West (2005), people are more likely to think flexible and openly when they are experiencing pleasant emotions. They are also more likely to have stronger self-control, be able to manage better, and exhibit less defensive behavior at work.

2.6 Knowledge Gap

Many public organizations have not found it necessary to discover whether there is a link between organizational stress and employee performance, especially in the public sector at the ministry of finance pension department. They must have knowledge on stress management and information to generate and provide knowledge, and equip employees with the best in the public sector because they grow and prosper when they manage stress effectively from the public sector. Accordingly to ensure effective public sector management of stress, public organizations must have constant performance improvements and promoters of effective management of stress in their role related functions. (Hassard *et al.,* 2014).

In today's increased stress related environments pension managers should strive to manage stress. (Wulsin *et al.,* 2015). Up to 30% of employees in the public sector suffer from mild to severe *stress,* they experience a wide range of stressors and a study conducted in *Kenya* among employees in the civil service found that 9.5% and 24.1% had average and high levels of emotional exhaustion and chronic stress. (Hassard *et al.,* 2014). Human social beings life is doubling every 13 months on average (Schilling,

2013) calling for developing knowledge sharing strategies in public sector to manage stress in Kenya. (Prem *et al.,* 2017).

While studies have been conducted to investigate the relationship between organizational stress and employee performance, there is limited discussions on how pensioners in public sector suffer due to the increasing life and interactions with pensioners in Kenya. Therefore, this study seeks to fill these gaps and addresses this issue. Due to the distinct culture of the public sector and the rising stress levels in 21st-century workplaces. Which are leading to more depression than the general population, especially in industries that require frequent or complex interactions with the public or clients, like the service industries and those in the public sector perceived to be adversely affected by organizational stress as a major cause and focus. (Wulsin *et al.,* 2015).

2.7 Conceptual Framework

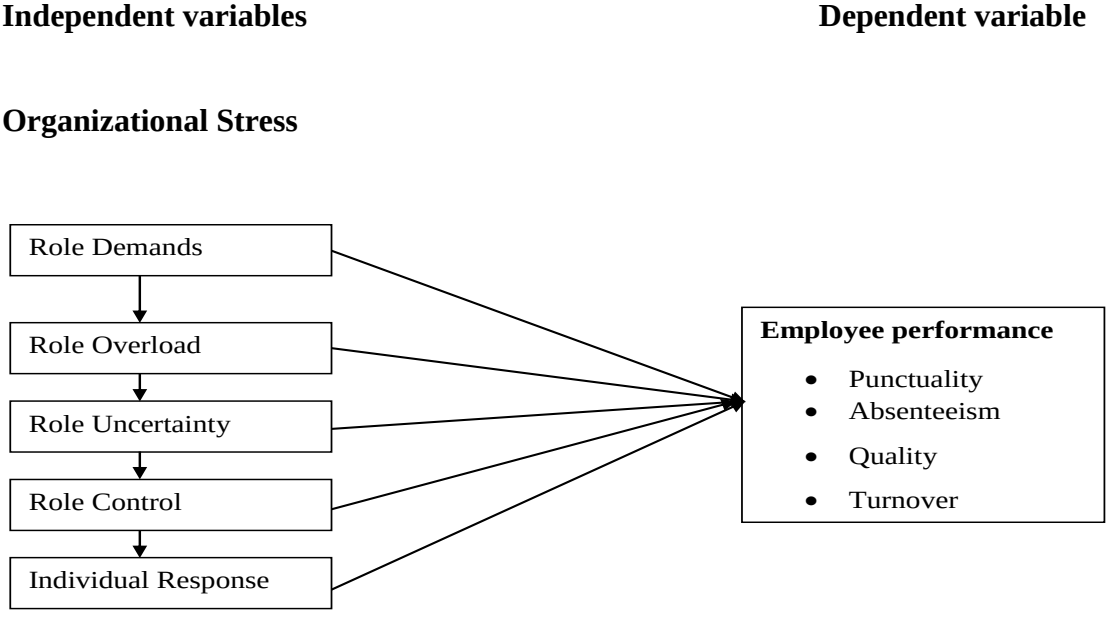

Figure 2.2 Conceptual Framework

Source: Researcher, 2025.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview

This chapter covers the following area: study area, research design, target population, sample size and sampling method, data collection tools, validity, data analysis methodologies, assumptions, ethical considerations, limitations, and study delimitations.

3.1 Study Area

The National Treasury derives its mandate from the Constitution 2010, the Public Management Act 2012 and the Executive Order No.2/2013 to; Formulate, implement and monitor macro-economic policies involving expenditure and revenue; Manage the level and composition of national public debt, national guarantees and other financial obligations of national government; Formulate, evaluate and promote economic and financial policies that facilitate social and economic development in conjunction with other national government entities; Mobilize domestic and external resources for financing national and county government budgetary requirements; Design and prescribe an efficient financial management system for the national and county governments to ensure transparent financial management and standard financial reporting.

In consultation with the Accounting Standards Board, ensure that uniform accounting standards are applied by the national government and its entities; Develop policy for the establishment, management, operation and winding up of public funds; Prepare the annual Division of Revenue Bill and the County Allocation of Revenue Bill; Strengthen financial and fiscal relations between the national government and county governments

and encourage support for county governments and Assist county governments to develop their capacity for efficient, effective and transparent financial management. To prepare the National Budget, execute/implement and control approved budgetary resources to MDAs and other Government agencies/entities.

The ministry of finance Pension department is under the ministry of treasury and deals with administration and payment of pensions, death gratuities and other retirement benefits to eligible public officers and dependents; operationalization of public sector pension laws and advise on public pension policy. To ensure the timely, efficient and effective payment of pensions, gratuities and other benefits to eligible employees of the Kenyan Public Service so that they enjoy a dignified and secure livelihood in retirement and to be a world class institution of excellence in management of Public sector retirement benefits guided by Courtesy, Integrity, Fairness, respect, Transparency, Accountability and Professionalism.

3.2 Research Design

The study employed an explanatory research design to identify and explain the effect of organizational stress on employee performance among staff members of the Kenya pension department. According to Cavana, Delahaye, and Sekaran (2005), an explanatory study was carried out to identify and characterize the characteristics of the variables of interest in a given situation. The goal of an explanatory study is to characterize or profile relevant aspects of the phenomenon that the researcher is interested in from a variety of individual, organizational, and business-focused perspectives.

3.3 Target Population

According to Best & Kahn (2003), a population is formed up of all relevant experiment instances. It further classify as group of people who exhibit one or more characteristics that the researcher finds intriguing. All members of a particular type may make up the population, or perhaps a smaller portion of that type. According to Sekaran (1992), the term "population" refers to the total group of individuals, occasions, or objects of interest that the researcher desires to study. The total population of this study were 2000 employees of Kenya pension department (HRM database, 2023).

3.4 Sample Size

The target population of the study was accurately determined using Mugenda and Mugenda (2003), formula. Since the target population was less than 10,000. According to Mugenda and Mugenda (2003), a sample calculation formula was employed. This study includes 2000 employees. Hence the formula for populations of 10,000 or less will be used. Thus;

$$n = \frac{n}{(1 + \frac{n}{N})}$$

Where; n = The ideal sample size (in cases where the population is more than 10,000)

N = The projected population size

$$n = \frac{Z^2 p.d}{d^2}$$

Where: n - Assuming the target population is greater than 10,000, is the desired sample size

Z -is the confidence level (95%); that is, Z=1.96

P - The percentage of the target population that experts believe to have the traits being evaluated.

q (1-p) - is the percentage of the entire population

d- The level of statistical significance set. (0.05 level).

A proportion of 50% is assumed hence;

$$n = \frac{1.96^2 x\ 0.50\ x0.50}{0.05^2}$$

Thus, 384 is the required sample size (n).

Since n = 384

Substituting with the target population gave;

$$n = \frac{384}{(1 + \frac{384}{2000})} = 322$$

3.5 Sources of Data

Data was collected using primary sources. The primary data are those that are newly acquired and being used for the first time, which naturally makes them unique. The first set of primary data is collected. Primary sources of data were gathered from the field using questionnaires created by the researcher for this study.

3.6 Data Collection Instrument

The questionnaire used for this study have two sections. Gender, age, marital status, number of years employed by the company, and tenure were all requested as either general or private information in the first part. The second section of the questionnaire

contained the Likert scale (Campion, 1988). The following five-point Likert-type scale was used to ask respondents to rate their level of agreement or disagreement with each of the questionnaire's items:1= Definitely Disagree 2=Disagree 3 = Unsure 5 is Strongly Agree, and 4 is Agree.

3.7 Validity and Reliability of the Research Instrument

According to Patton (2002) Validity refers to proposition or measures to the degree to which they conform to establish knowledge or truth. It is the extent to which an instrument asks the right questions in terms of accuracy and it's the degree to which the results obtained from the analysis of the data actually represent the phenomenon under study. In this thesis, validity was achieved by getting access to information that is consistent and relevant to the research. The materials used were taken from websites, articles and books related to job design and employees performance. Articles were taken from various scientific journals of well-known professors and researchers that have taken an active interest in the subject. Also specialists who command respect in the field of study were considered respondents. Thus, the results of this study are valid. Moreover, the sample size was randomly selected and the information collected by the researcher through questionnaires analyzed and compared to that of written sources making the results reliable

Reliability is on the other hand a measure of the degree to which the research instruments yield consistent results or data after repeated trials (Neuman, 2000). For reliability and validity of the research instrument, a set of questionnaires were given to the randomly selected respondents at treasury who were included in the sample for pilot testing and not sampled in the final document. The respondents were given approximately two (2) weeks to complete the questionnaires. The researcher personally

collected the questionnaires from the respondents. The table below shows the reliability and validity pilot results for the study variables.

Table 3.1: Validity and Reliability Analysis

Variables	Alpha Value	Items
Employee Performance Role Demands	0.721	5
Role Overload.	0.881	5
Role Uncertainty	0.901	5
Role control	0.784	5
Individual Response	0.654	5

Source: Researcher, 2024

The reliability was tested using the Cronbach alpha in which an alpha value of more than 0.7 indicates sufficient reliability (Leedy, 2000).

3.8 Measurements of Variables

Modifications were made where necessary to the study variables to meet the study's uniqueness by making them context-specific. Utilizing pre-established study questions from prior literature, study variables were operationalized and quantified.

3.8.1 Measurements for the dependent and Independent Variable

The Cooper *et al.,* (1988) organizational stress scale, which comprises 27 items, was used to quantify organizational stress, the study's independent variable (IV). Job expectations, role overload, role ambiguity, role control, and individual reactions all had four scale items. The Koopmans *et al.,* (2011) employee performance scale, which consists of seven items, was used to measure the dependent variable (DV), employee performance.

3.9 Data Analysis and Presentation

The data was analyzed using both qualitative and quantitative research methods. Data was cleaned, coded, and subjected to descriptive and inferential statistical analysis.

Descriptive statistics, in accordance with Leary (2004), are employed to sum up and describe the actions of research participants. It is the process of gathering information in order to test hypotheses or respond to inquiries about the current conditions of the study's participants. Its objectives are to ascertain and report the current state of things, including behavior, attitudes, values, and characteristics.

Indicators that describe a given sample, such as measures of central tendency such as mean, mode, and median, measures of dispersion such as range, standard deviation, variance, percentages, frequency, and relationships, are used to report the respondents' demographic characteristics, such as gender, age, marital status, tenure, and number of years worked in the current organization, as well as their levels of workforce diversity and leadership effectiveness. Means, frequencies, and percentages were utilized as both descriptive and inferential statistics. According to Leary (2004), inferential statistics are used to draw conclusions regarding the reliability and generalizability of one's findings. As stated by Mugenda & Mugenda (2004), they are interested in determining the likelihood that the results acquired from the sample will resemble the results anticipated from the total population.

Inferential statistics were used to test hypotheses, enable the researcher to generalize results from the sample to the population, and draw conclusions about a given occurrence in the population based on the results from a randomly selected sample. (Gravetter and Wallnau 2000).

3.9.1 Model Specification

For the hypothesis H_{01}, H_{02}, H_{03}, and H_{04}, a linear regression model was evaluated in order to meet objectives 1, 2, 3, and 4. As illustrated below, the effects were statistically processed using the given linear equations (1) to (4);

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mu$$

Where:

β_0 is the constant intercept,

β_1 measures change in Y with respect to X_1 holding other factors constant,

β_2 measures the change in Y with respect to X_2 holding other factors constant,

β_3 measures the change in Y with respect to X_3 holding other factors constant,

β_4 measures the change in Y with respect to X_4 holding other factors constant,

μ represent the error term.

Where in this context

X_1 represents job demands,

X_2 represents role overload,

X_3 represents role uncertainty,

X_4 represents individual responses,

Y represents employee performance.

3.10 Assumptions of Regression Model

Most statistical analyses rely on assumptions about the variables they are analyzing. The results might not be accurate in the absence of certain assumptions, which could result in Type I or Type II errors as well as an overestimation or underestimate of significance or effect size(s). As stated by Pedhazur (1997) "Knowledge and understanding of the situations when violations of assumptions lead to serious biases, and when they are of little consequence, are essential to meaningful data analysis". Here are assumptions discussed below:

3.10.1 Normality

The normality test is used to verify whether the data sets are regularly distributed, according to Saunders *et al.,* (2007). According to the principle of normality, the test's distribution should be bell-shaped, have a mean of 0 (zero), one standard deviation, and be symmetrical. The variables' residuals are believed to have a regular distribution. To put it another way, the distribution of the forecasting errors for the value Y (the dependent variable) is quite similar to the normal distribution. The assumption of normality was crucial for developing reference intervals for variables because when it is broken, it is challenging to draw precise and reliable conclusions about reality (Ghasemi & Zahediasl, 2012). In this study, normality was evaluated using the Kolmogorov-Smirnov test. Using the Kolmogorov-Smirnov (K-S) statistic, the presumption that the sample data are drawn from a regularly distributed population is evaluated. Both the null hypothesis that the data come from a regularly distributed population and the alternative hypothesis that the data come from a population that is not normally distributed are put to the test. If the test results are significant, that is, if p0.05, rejecting the null hypothesis means rejecting the assumption of normality for the distribution (Field, 2009).

3.10.2 Linearity

The dependent variable was plotted against the independent variable using SPSS Statistics, and the scatter plot was then visually reviewed to ensure linearity. This was examined. If the scatter plot's link was not linear, the data were converted. The t-Test was also run to see if there was any relevant linear association between the independent and dependent variables (Kothari & Garg, 2014). The computed value and critical value of the t distribution were compared to derive the null hypothesis of a two-tailed test. The null hypothesis is disregarded when both the computed value and the critical value

are less than -t/2 at a level of significance of x 100% degree of significance when the computed value and the critical value are larger than or less than t/2 or less than -t/2, respectively. A meaningful linear relationship between the variables is implied by rejecting a null hypothesis (Kothari & Garg, 2014).

3.10.3 Multicollinearity

Multicollinearity refers to the lack of correlation between the independent variables when there is a link between two or more exogenous variables and the independent variables. Hair Jr et al., (2009), The inter-correlations between the independent variables were initially established in order to address multicollinearity. When independent variables have a high degree of correlation with one another, a multicollinearity problem arises (Hair Jr *et al.,* 2010).

Consequently, when there is a significant correlation between two or more variables, it suggests that they include extraneous information. The VIF (Variance Inflation Factor) was used to conduct a statistical test of multicollinearity for this investigation. The VIF of a predictor indicates whether or not there is a meaningful linear relationship between that predictor and every other predictor. VIF is the opposite of tolerance. According to Stevens (2002), a bigger VIF more than 10 is a sign of multicollinearity. The most reliable statistical test for multicollinearity, however, is evaluation of tolerance and Variance Inflation Factor (VIF) with thresholds of greater than 0.1 and VIF of 10 (Hairr *et al.,* 2010). In order to test for multicollinearity, tolerance and VIF were examined using regression findings from the SPSS collinearity diagnostic results.

3.11 Ethical Considerations

The study was conducted with all ethical considerations in mind and made an effort to uphold them. The necessary authorities and participants were asked for their permission

before the research could be conducted. In the course of conducting the research, the researcher made sure that a high level of descriptive tolerance and practice was upheld. This included maintaining integrity, honesty, and restraint when interacting with Ministry of Finance employees and when obtaining information from them. The researcher also made sure that all citations were properly acknowledged to the original authors by including their names and the year that their work was published. Additionally, the study made sure that all data gathered from field respondents was kept secret. The researcher's responsibility, anonymity, and confidentiality were all upheld.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION OF FINDINGS

4.0 Overview

This chapter presents the data analysis which was entered into SPSS software version 22 for analysis. The chapter presents results about the response rate, data cleaning and screening, demographic profile of respondents, descriptive statistics of the study variables, and reliability results for the research instrument, factor analysis of the study variables, correlation analysis, multiple regression test assumptions, analysis and discussion of the tested hypotheses and summary of results.

4.1 Response Rate

Response rate also known as completion rate in research refers to the number of respondents who answered the research divided by the sample size. Babbie (2007) posits that a research response rate is viewed as an important indicator of research quality and it is presumed that a higher response rate ensures more accurate research results. In this study, of the 322 questionnaires that were distributed to the respondents, 263 (representing 82.19%) were returned, as depicted in Table 4.1. Out of the returned questionnaires, 242 (75.62%) were valid and usable, 21 (0.07%) were incomplete and therefore excluded from further analysis. Excluding incomplete questionnaires helps to overcome the risk of distorting results like the mean values (Lindner & Wingenbach, 2002). This implies that valid response rate was 75.62%. According to Caslyn and Winter (1999), the lower the response rate, the greater the likelihood of a non-response bias. To minimize the challenge of non-response bias, Lindner and Wingenbach (2002) suggested that a study ought to achieve a minimum response rate of 50%. Relatedly, Sekaran and Bougie (2010) argue that even a response rate of 30% is acceptable for

surveys. Given that this study obtained a higher response rate of 75.62%, it can be considered that non-response bias was not a matter of concern in this study. Additionally, the response rate was deemed satisfactory as suggested by Babbie (2007) who recommends that a response rate of 60% is good, 70% is very good, and 80% and above is excellent, as a rule of thumb threshold for responses.

Table 4.1: Response Rate of Questionnaires

Responses	No.	Percentage
Administered questionnaires	322	100
Returned questionnaires	263	81.67
Usable Questionnaires	242	75.15
Unusable questionnaires	21	0.07

4.2 Profile of the Respondents

Understanding the demographic characteristics of the respondents is essential for evaluating their performance and dynamics, especially concerning organizational stress on employee performance. To assess this, Table 4.2 offers valuable insights into the gender, age, marital status and tenure. Results showed that most of employees in the ministry of finance pension department were male (60.3%) while 39.7% were female. In terms of age distribution, majority (50%) of the respondents were aged between 31-40 years, followed 38% of the respondents aged between 20-30years, only a small proportion 9.5% and 2.5% of the respondents were aged between 41-50 years and 50 years and above respectively. Regarding marital status, 67% of the respondents were married and 32.2% were single. Most of the employees (51.7%) had worded for the ministry for 21 years and above, 35.1% had worded for 11-20 years, while only 12.5% and .08% had worked for 6-10 years and 0- 5 years respectively hence good demographic to depict the organizational stress and employee performance measures within the organization.

Table 4.2: Demographic Profile of Respondents

		Frequency	Percent
Gender	Male	146	60.3
	Female	96	39.7
	Total	**242**	**100**
Age	20-30 years	92	38
	31-40 years	121	50
	41-50 years	6	2.5
	50 years and above	23	9.5
	Total	**242**	**100**
Marital Status	Single	78	32.2
	Married	164	67.8
	Total	**242**	**100**
tenure	0-5 years	2	0.8
	6-10 years	30	12.4
	11-20 years	85	35.1
	21 years and above	125	51.7
	Total	**242**	**100**

Source: (Survey Data, 2023)

4.3 Descriptive Statistics

The study presented descriptive statistics (means, standard deviation, skewness and kurtosis) for employee's performance, Job demand, role overload, role uncertainty, role control stress and individual responses. Descriptive statistics provide a useful tool for analyzing and interpreting Likert scale data, allowing researchers to summarize and describe the distribution of responses and identify patterns or trends in the data.

4.3.1 Descriptive Statistics for Employee Performance

To achieve the objectives the study determined descriptive statistics for employee performance as indicated in table 4.3. The results on the table above reveal that, most respondents agreed that their job requires high standards of performance (Mean=4.087, SD=0.958). Further, a huge number of respondents found their job to be effective and efficient (Mean=4.074, SD=0.922). It was also revealed that a majority of the employees were satisfied with their job (Mean=4.012, SD=0.940). On the other hand,

there was uncertainty as to whether the respondents had been promoted since employment (Mean=3.975, SD=0.924), similarly there was doubt as to whether the employees had been evaluated in their job (Mean=3.905, SD=1.139).

Table 4.3: Descriptive Statistics for Employee Performance

n=242	Mean	Std. Deviation	Skewness	Kurtosis
Have you been evaluated in your job	3.905	1.139	-1.323	1.235
are you satisfied with your job	4.012	0.940	-1.234	1.587
have you been promoted since employment	3.975	0.924	-1.032	0.845
My job requires high standards of performance	4.087	0.958	-1.488	2.344
My job is effective and efficient	4.074	0.922	-1.400	2.348
Employee performance	**4.002**	**0.812**	**-1.866**	**3.066**

Source: *(Survey Data, 2023)*

4.3.2 Descriptive Statistics for Job demand

The study aimed identifying job demand descriptive results as presented in table 4.4. Based on the findings in table above, it was revealed that most of the employees are clear on what their duties and responsibilities are (Mean=4.083, SD=1.003) in addition to this, a good number of the employees are expected to have more individual responsibility for their job performance (Mean=4.079, SD=1.003). The results also show that the turnover rate at the company is low (Mean=4.062, SD=1.043), similarly, it was clear that conflicts are resolved by compromise and negotiation (Mean=4.029, SD=1.024). Furthermore, a majority of the respondents agreed that their company has a strong sense of discipline and supervision (Mean=4.00, SD=1.023)

Table 4.4: Descriptive Statistics for Job demand

n=242	Mean	Std. Deviation	Skewness	Kurtosis
Conflicts are resolved by compromise and negotiation	4.029	1.024	-1.322	1.520
I am clear on what my duties and responsibilities are	4.083	1.003	-1.212	1.079
I am expected to have more individual responsibility for my job performance	4.079	1.022	-1.406	1.775
My company has a strong sense of discipline and supervision	4.000	1.023	-1.268	1.398
The turnover rate of my company is low	4.062	1.043	-1.209	0.985
Job Demands	**4.007**	**0.674**	**-0.939**	**0.945**

Source: (Survey Data, 2023)

4.3.3 Descriptive Statistics for Role Overload

The study second objective was to assess effect of role overload on employee performance. Thus, the study assessed descriptive statistics for role overloads as presented in table 4.5. The results of the table above indicate that a majority of the respondents agreed that tasks they do on my job are simple and uncomplicated (Mean= 4.033, SD=0.887), additionally it was revealed that most respondents agreed that their job requires them to do only one task or activity at a time (Mean=4.012, SD=1.037). Besides, a good number of the respondents use a number of complex skills on this job (Mean=3.984, SD=1.047), however there was some uncertainty as to whether the job duties, requirements and goals are clear and specific (Mean=3.810, SD=1.053).

Table 4.5: Descriptive Statistics for role overload

n=242	Mean	Std. Deviation	Skewness	Kurtosis
The job duties, requirements and goals are clear and specific	3.810	1.053	-1.483	1.899
The tasks I do on my job are simple and uncomplicated	4.033	0.887	-1.071	0.891
My job requires me to do only one task or activity at a time	4.012	1.037	-1.467	1.966
i use a number of complex skills on this job	3.984	1.047	-1.434	1.933
My job requires one to work excessively	3.971	1.076	-1.375	1.547
Role Overload	**4.093**	**0.711**	**-1.096**	**1.316**

Source: *(Survey Data, 2023)*

4.3.4 Descriptive Statistics for Role Uncertainty

To identity the effect of role uncertainty on employee performance in the third objective, the study analyzed the descriptive statistics for role uncertainty. The study findings on the table 4.6 demonstrated that most respondents agreed that what they do is of little significance and consequence to their role (Mean=4.017, SD= 0.955), additionally a majority of the respondents agreed that their job makes them proud before others (Mean (4.008, SD=1.031). It was further revealed that a significant number of the employees agreed that their job provide role specifications (Mean=3.984, SD=0.888) Likewise, a majority of the respondents agreed that many people are affected by the job they do (Mean=3.930, SD=0.933). Nonetheless, there was doubt among the respondents as to whether the job provides the opportunity for role ambiguity (Mean=3.917, SD= 1.005).

Table 4.6: Descriptive Statistics for role uncertainty

n=242	Mean	Std. Deviation	Skewness	Kurtosis
The job provides role specifications	3.984	0.888	-1.044	1.141
My job provides the opportunity for role ambiguity	3.917	1.005	-1.273	1.437
What I do is of little significance and consequence to my role	4.017	0.955	-1.156	1.169
Many people are affected by the job I do.	3.930	0.933	-1.127	1.337
My job makes me proud before other people	4.008	1.031	-1.278	1.453
Role Uncertainty	**3.829**	**0.688**	**-1.114**	**1.093**

Source: *(Survey Data, 2023)*

4.3.5 Descriptive Statistics for Role Control Stress

The four objective of the study was to assess the effect of role of control stress on employee performance. Therefore, the study assessed descriptive statistics for role control stress. In line with the results in the table 4.7, it was demonstrated that a majority of the respondents make most decisions concerning their job (Mean=4.041, SD= 0.967), additionally the respondents agreed that they have freedom in doing their job (Mean=3.988, SD=0.944). It was also revealed that most of the employees exercised full control over their job (Mean=3.938, SD=0.929), in the same way a good numbers agreed that they have opportunity to develop work schedule for their job (Mean=3.814, SD=1.153) whereas the findings also showed there was uncertainty as to whether the employees have little freedom in deciding on how the work is to be done (Mean= 3.628, SD= 1.153).

Table 4.7: Descriptive Statistics for Role Control Stress

n=242	Mean	Std. Deviation	Skewness	Kurtosis
I have freedom in doing my job	3.988	0.944	-1.078	0.812
I exercise full control over my job	3.938	0.929	-1.316	2.017
I make most decisions concerning my job	4.041	0.967	-1.247	1.644
I have little freedom in deciding on how the work is to be done.	3.628	1.153	-1.069	0.263
I have opportunity to develop work schedule for my job.	3.814	1.109	-0.968	0.186
Role Control	**4.000**	**0.685**	**-2.015**	**4.071**

Source: *(Survey Data, 2023)*

4.3.6 Descriptive Statistics for Individual Responses

In assessing the firth objective of the study on effect of individual response on employee performance, descriptive statistics for individual responses were presented in table 4.8. The research findings indicated that the respondents strongly agreed that their managers provide them with adequate information about my job performance (Mean = 4.050, SD=1.025), likewise a majority of the respondents agreed that their coworkers inform me on how they perform on their job quality and quantity (Mean=3.959, SD=1.030). Besides a good number of the respondents agreed that the work they do provide them with reactions effectiveness of their performance (Mean=3.930, SD= 1.114). It was further revealed that the respondents always receive feedback on their job progress and change (Mean=3.922, SD= 1.026). Conversely, the respondents demonstrated doubt as to whether their organization periodically provide them with feedback of the total output of their job progress (Mean= 3.818, SD== 1.010)

Table 4.8: Descriptive Statistics for individual responses

n=242	Mean	Std. Deviation	Skewness	Kurtosis
The work I do provide me with reactions effectiveness of my performance.	3.930	1.114	-1.118	0.642
My managers provide me with adequate information about my job performance.	4.050	1.025	-1.078	0.630
My coworkers inform me on how I perform on my job quality and quantity.	3.959	1.030	-0.974	0.303
My organization periodically provide me with feedback of the total output of my job progress.	3.818	1.010	-1.210	1.372
i always receive feedback on my job progress and change	3.922	1.026	-0.865	0.128
Individual Responses	3.953	0.700	-1.398	1.556

4.4 Factor Analysis for Study Variables

The study employed the Principal Component Method to investigate components that were highly connected with organizational stress and employee performance in order to increase the trustworthiness of the data. During the analysis, weak or negative correlation components were eliminated. The validity of the tool was further evaluated using the Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin Test of Sampling Adequacy. To extract components from each construct, all variables underwent a component factor analysis using varimax rotation. Following the advice of Hair et al., items with a loading factor of less than 0.50 were removed, while those with a loading factor of more than 0.50 were kept.

4.4.1 Factor Analysis for Employee Performance

The five constructs connected to employee performance are shown in Table 4.3's principal component matrix, which shows how the factors were loaded using the

varimax rotation method. The study also included the Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin Measure of Sampling Adequacy for employee performance in Table 4.3. The results showed that a significant Chi-Square (2) of 623.32 with a p-value =0.000 <.05.The Bartlett's Test of Sphericity yielded these results. Additionally, the data met the criteria for factor analysis on the variable of union organizing activity because the Kaiser-Meyer-Olkin measure of sampling adequacy was 0.799, which was greater than the permissible value of 0.5. Additionally, Table 4.9 factor analysis results showed that only one component, accounting for 67.096% of the variance in employee performance. All items had loadings greater than 0.7 and were thus retained for further analyses

Table 4.9: Factor Analysis of Employee performance

	loadings
Have you been evaluated in your job	0.897
Am satisfied with my job	0.901
1 have been promoted since employment	0.878
My job requires high standards of performance	0.825
My job is effective and efficient	0.535
KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.799
Bartlett's Test of Sphericity, Approx. Chi-Square	623.32
Df	10
Sig.	0.000
Total Variance Explained	
Total	3.355
% of Variance	67.096
Cumulative %	67.096

Extraction Method: Principal Component Analysis.

Source: *(Survey Data, 2023)*

4.4.2 Factor Analysis for Organizational Stress

All of the constructions relevant to organizational stress are shown in Table 4.9 principal component matrix, which shows how the factors were loaded using the varimax rotation method. The study also included the Bartlett's Test of Sphericity and

the Kaiser-Meyer-Olkin Measure of Sampling Adequacy in Table 4.4. The Bartlett's Test of Sphericity, as shown in the table, produced a significant Chi-Square (2) of 7057.754 with a p-value of.000.05. Additionally, the data was adequate for factor analysis on this variable of organizational stress since the Kaiser-Meyer-Olkin measure of sampling adequacy was 0.954, which was higher than the acceptable value of 0.5. This was in line with what Leech *et al.,* (2013) and Morgan *et al.,* (2012) had discovered.

As shown in Table 4.9, three components were obtained using Varimax rotation after the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy indicated that the data was suitable for factor analysis. The table also included the total variation that the components explained. Indicating that the items were suitable for describing the variable, the exploratory factor analysis (EFA) recovered one factors with total extracted variance of 64.502% respectively. Additionally, every other item aside from the two that were eliminated—had factor loading scores above Hair *et al.,* (2014) minimum recommended value of 0.40. They were therefore kept around for more investigation.

Table 4.10: Factor Analysis of organizational stress

	Loadings
Conflicts are resolved by compromise and negotiation	0.834
I am clear on what my duties and responsibilities are	0.798
I am expected to have more individual responsibility for my job performance	0.823
My company has a strong sense of discipline and supervision	0.795
The turnover rate of my company is low	0.845
The job duties, requirements and goals are clear and specific	0.881
The tasks I do on my job are simple and uncomplicated	0.843
My job requires me to do only one task or activity at a time	0.868
I use a number of complex skills on this job	0.843
My job requires one to work excessively	0.821
The job provides role specifications	0.810
My job provides the opportunity for role ambiguity	0.870
What I do is of little significance and consequence to my role	0.839
Many people are affected by the job I do.	0.830
My job makes me proud before other people	0.831
I have freedom in doing my job	0.840
I exercise full control over my job	0.860
I make most decisions concerning my job	0.825
I have little freedom in deciding on how the work is to be done.	0.745
I have opportunity to develop work schedule for my job.	0.656
The work I do provide me with reactions effectiveness of my performance.	0.702
My managers provide me with adequate information about my job performance.	0.686
My coworkers inform me on how I perform on my job quality and quantity.	0.688
My organization periodically provide me with feedback of the total output of my job progress.	0.779
I always receive feedback on my job progress and change	0.698
KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.954
Bartlett's Test of Sphericity, Approx. Chi-Square	7057.754
Df	300.000
Sig.	0.000
Extraction Sums of Squared Loadings	
Total	16.125
% of Variance	64.502
Cumulative %	64.502

Extraction Method: Principal Component Analysis.
a 1 components extracted.

Source: *(Survey Data, 2023)*

4.5 Scale Reliability for the Study Constructs

The study generated Cronbach's Alpha tables as well as principal component analysis so as to enhance the reliability of the instruments. The study considered Cronbach's Alpha coefficient of 0.7 and above, Hair *et al.* (2010) recommends that composite reliability values larger than .70 as sufficient for data collection to proceed. The questionnaire items that did not attain the threshold were dropped or edited. The findings on Table 4.11 indicate that employee performance had a coefficient of 0.826 and organizational stress had a coefficient of 0.847, with role overload had a coefficient of 0.933, role uncertainty and role control stress having highest a coefficient of 0.920 and .944 respectively while role uncertainty and individual responses had coefficient of 0.840 and 0.811 . All the constructs depicted that the value of Cronbach's Alpha was greater than 0.7 and thus, the study constructs were reliable. Hair *et al.*, (2010) recommends that composite reliability values should be larger than .7.

Table 4.11: Reliability Analysis

Variables	Cronbach's Alpha	N of Items
Employee performance	0.826	5
Organizational stress	0.847	25
Job demands	0.933	5
Role overload	0.920	5
Role uncertainty	0.840	5
Role control stress	0.944	5
Individual responses	0.811	5

Source: *(Survey Data, 2023)*

4.6 Tests for Regression Assumptions

4.6.1 Normality

This study performed normality tests using the widely used Kolmogorov-Smirnov and Shapiro-Wilk methods to make sure the data were appropriate for multivariate analysis. These techniques were advised by Ghasemi and Zahediasi (2012) and Garson (2012).

Table 4.12's results demonstrate that the data's normality was not in question because the K-S and S-W tests for each variable were not significant. As a result, multivariate analysis was found appropriate for the data distribution in this investigation.

Table 4.3: Normality Test

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	**df**	**Sig.**	**Statistic**	**df**	**Sig.**
Unstandardized Residual	0.036	242	.200*	0.994	242	0.611
Standardized Residual	0.036	242	.200*	0.994	242	0.611
Studentized Residual	0.036	242	.200*	0.994	242	0.611

* This is a lower bound of the true significance.
a Lilliefors Significance Correction

Source: *(Survey Data, 2023)*

4.6.2 Multicollinearity

When the independent variables have a high correlation with one another, multicollinearity occurs. The correlation matrix, which calculates the Pearson's bivariate correlations among all independent variables, is one of the approaches available to test for multicollinearity. The magnitude of the correlation coefficients must be less than 0.80 to rule out multicollinearity. The variation Inflation Factor (VIF), another technique, shows how much the variation in regression estimates rises as a result of multicollinearity. When VIF values above 10, multicollinearity is likely to be present. Furthermore, multicollinearity is indicated by tolerance values of less than 0.1. The findings in Table 4.13 showed that all of the independent variables' VIF values were under 10. In light of this, there was no proof of multicollinearity for all predictor variables.

Table 4.4: Multicollinearity

	Collinearity Statistics	
	Tolerance	**VIF**
Job Demands	0.357	2.802
Role Overload	0.301	3.323
Role Uncertainty	0.369	2.712
Role Control	0.167	2.995
Individual Responses	0.310	3.225

Source: *(Survey Data, 2023)*

4.6.3 Linearity Test

ANOVA is one of many tests offered by SPSS that is capable of being used to evaluate the linearity assumption (Field, 2009; Garson, 2012). According to the general rule, an ANOVA's p-value of less than 0.05 indicates that the correlation between independent variables is linear, and a p-value of more than 0.05 indicates that the association deviates from linearity (Hair et al., 2010)..

According to table 4.14, which summarizes the results of the linearity tests, there is a linear relationship between employee performance and job demand (F = 259.751, p =.000), role overload (F = 212.254, p =.000), role uncertainty (F = 199.727, p =.000), role control stress (F=317.001, p= .000) and employee performance (F=198.011, p=.020) The overall results indicate that all independent variables and the dependent variable (employee performance) have a substantial linear connection. This result shows that the linearity assumption is valid, allowing regression analysis to be used to establish the cause-and-effect relationship between the variables under consideration.

Table 4.5: Linearity Test

	ANOVA for linearity	
	F	**Sig.**
Employee performance * job demand	259.751	0.000
Employee performance * role overload	212.254	0.000
Employee performance * role uncertainty	199.727	0.000
Employee performance * role control stress	317.001	0.000
Employee performance * individual responses	198.011	0.020

Source: *(Survey Data, 2023)*

4.6.4 Heteroscedasticity Test

Homoscedasticity is the property of errors having an equal variance at all levels of independent variables (Williams et al., 2013). Levene's test, which assesses whether the variance of independent and dependent variables is equal, was employed in this study to determine heteroscedasticity. It is implied that the group variances are not homoscedastic and are therefore unequal or heteroscedastic if the p-value of the Levene's test is statistically significant at =.05 (i.e., less than 0.05), which violates a fundamental tenet of linear regression models. Levene's statistic was used to calculate the p-values for each variable, and the results are displayed in Table 4.15. This shows that homoscedasticity is not a problem.

Table 4.6: Heteroscedasticity Test

	Levene Statistic	**df1**	**df2**	**Sig.**
Employee Performance	1.477	1	240	0.389
Job Demands	1.436	1	240	0.232
Role Overload	1.322	1	240	0.251
Role Uncertainty	0.792	1	240	0.375
Role Control	4.194	1	240	0.042
Individual Responses	0.756	1	240	0.386

Source: *(Survey Data, 2023)*

4.7 Correlation Analysis

Correlation analysis is used to determine the relationship between two variables. The strength of the relationship is measured by the correlation coefficient, which can range from -1 to 1. A positive correlation means that the two variables move in the same direction, while a negative correlation means that they move in opposite directions. A correlation of 0 means that there is no relationship between the two variables. Table 4.16 illustrates the correlation results. From the findings in table 4.16, the relationship between job demand and employee performance was found to be negative and significant (r = -0.137, p-value < 0.05. Furthermore, the relationship between role overload and employee performance was found to be positive and significant (r =0.643, p-value < 0.05. The findings also showed that the relationship between role uncertainty and employee performance is positive and insignificant (r = 0.102, p-value>0.05). Additionally, there was positive and significant correlation between role control stress and employee performance (r = 0.651, p-value < 0.01). The findings also revealed that there was a positive and significant relationship between Individual responses and employee performance (r = 0.593, p-value < 0.010.

Table 4.7: Correlation Analysis

		EP	JD	RO	RU	RC	IR
Employee Performance (EP)	Pearson Correlation	1					
	Sig. (2-tailed)	1					
Job Demands (JD)	Pearson Correlation	-.137*	1				
	Sig. (2-tailed)	0.033					
Role Overload (RO)	Pearson Correlation	.643**	.129*	1			
	Sig. (2-tailed)	0.000	0.045				
Role Uncertainty (RU)	Pearson Correlation	.102	0.005	.613**	1		
	Sig. (2-tailed)	0.241	0.934	0.000			
Role Control (RC)	Pearson Correlation	.651**	.133*	.830**	.697**	1	
	Sig. (2-tailed)	0.000	0.039	0.000	0.000		
Individual Responses (IR)	Pearson Correlation	.593**	0.002	.685**	.774**	.747**	1
	Sig. (2-tailed)	0.000	0.979	0.000	0.000	0.000	

* Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).
Source: *(Survey Data, 2023)*

4.8 Regression Analysis of the Study Variables

4.8.1 Model Summary

The model summary provides information about the model fit, including the R-squared value, the adjusted R-squared value, the F-statistic, and the p-value for the F-statistic. The R-squared value indicates the percentage of the variance in the dependent variable that is explained by the model. The adjusted R-squared value adjusts for the number of independent variables in the model. The F-statistic is a measure of how well the model fits the data. The p-value for the F-statistic is the probability that the model is a good fit for the data. Table 4.17 illustrates the model summary.

Table 4.8: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.722	0.521	0.511	0.65065	1.288

a Predictors: (Constant), Individual Responses, Job Demands, Role Overload, Role Uncertainty, Role Control
b Dependent Variable: employee performance
Source: *(Survey Data, 2023)*

The model summary of the regression model is presented in table 4.17. Based on the model, the combined prediction of all the variables (role uncertainty, job demand, role overload, role control and individual responses) accounted for approximately 52.1 of the total variation in employee performance (R^2 = .521, Adjusted R^2 = .511).

4.8.2 ANOVA Model

The ANOVA model is a statistical model that is used to analyze the variance in a data set. This model is used to explain the variation in the dependent variable by the independent variables. The model is also used to test the hypothesis that the means of the dependent variable are equal. Table 4.18 highlights the ANOVA model.

Table 4.9: ANOVA Model

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	108.733	5	21.747	51.369	.000b
Residual	99.91	236	0.423		
Total	**208.643**	**241**			

a Dependent Variable: employee performance
b Predictors: (Constant), Individual Responses, Job Demands, Role Overload, Role Uncertainty, Role Control
Source: *(Survey Data, 2023)*

The ANOVA model showed that the joint prediction of all the independent variables as depicted in Table 4.18 above was statistically significant (F = 51.369, ρ=.000). Thus,

the model was fit to predict employee performance using role uncertainty, job demand, role overload, role control and individual responses).

4.8.3 Hypotheses Testing

Hypothesis one Ho_1: Relationship between Job Demands and Employee Performance

Hypothesis 1(H_{o1}) stated that job demand has no significant effect on employee performance of pensions department, ministry of finance. Findings showed that job demand had coefficients of estimate which was significant basing on $\beta_1 = -0.218$ (p-value = 0.000 which is less than $\alpha = 0.05$). The null hypothesis was thus rejected, and it was concluded that job demand had a significant negative effect on employee performance. This suggested that there was an up to 0.218 unit decrease in employee performance for each unit increase in job demand. The findings agrees with Anten and Ulker, (2013) and Amazue et al., (2014) studies that job demand negatively affect employee performance by lead to CWBs like sabotage or absenteeism (Kanten and Ulker, 2013; Amazue *et al.*, 2014).

Hypothesis two Ho_2: Relationship between Role Overload and Employee Performance

Hypothesis 2 (H_{o2}) stated that role overload has no significant effect on employee performance of pensions department, ministry of finance. However, research findings showed that role overload had coefficients of estimate which were significant basing on $\beta_2 = 0.311$ (p-value = 0.004 which was less than $\alpha = 0.05$) hence the null hypothesis was rejected. This indicated that for each unit increase in role overload, there was a 0.311 unit increase in employee performance. Role overload may cause resource depletion, according to the conservation of resources theory, which holds that people

endeavor to preserve, protect, and produce resources. This hypothesis contends that resource losses, whether actual or predicted, cause stress reactions (Hobfoll, 2001). Their result lends support to other studies that show a favorable relationship between stress and role overload (Lai, Saridakis, & Blackburn, 2013).

Hypothesis three H_{o3}: Relationship between Role Uncertainty and Employee Performance

Hypothesis 3 (H_{o3}) postulated that role uncertainty has no significant effect on employee performance of pensions department, ministry of finance. Findings showed that role uncertainty had coefficients of estimate which was insignificant basing on $\beta 3 = 0.049$ (p-value = 0.507 which is higher than $\alpha = 0.05$) implying that the null hypothesis was accepted, and it was concluded that role uncertainty had no significant effect on employee performance. The results iterate findings by of Ravn and Sterk (2017), which reviewed that work instability has a number of negative effects on employees' wellness, including stress, mental illnesses, and emotional tiredness. Further, Vu *et al.,* (2022) declared that, there are two significant categories of employment securities: quantitative and qualitative work insecurity. Employees who perceive a future job loss fall under the quantitative category, but employees who perceive a threat to the quality of their working relationships, such as a lack of trust, which limits prospects for advancement, go under the qualitative category.

Hypothesis four H_{o4}: Relationship between Role Control and Employee Performance

Hypothesis 4 (H_{o4}) stated that role control has no significant effect on employee performance of pensions department, ministry of finance. The results demonstrated that role control had coefficients of estimates which was significant basing on $\beta_4 = 0.299$

(p-value= 0.001 which is less than $\alpha = 0.05$) suggesting that the null hypothesis was rejected, and it was concluded that role control had a significant effect on employee performance. This indicated that for each unit increase in role control, there was a 0.299 unit increase in employee performance.

Hypothesis five Ho_5: Relationship between Individual Response and Employee Performance

Hypothesis 5 (H_{o5}) opined that individual response had no significant effect on employee performance of pensions department, ministry of finance. The findings showed that individual response had coefficients of estimates which was significant basing $\beta_4 = 0.118$, (p-value= 0.007 which is less than $\alpha = 0.05$) implying that the null hypothesis was rejected, and it was concluded that individual performance has a significant effect on employee performance. This indicated that for each unit increase in individual performance, there was a 0.118 unit increase in employee performance.

Table 4.10: Coefficients of Estimate

	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**T**	**Sig.**
(Constant)	0.224	0.287		0.783	0.435
Job Demands	-0.180	0.038	-0.218	-4.719	0.000
Role Overload	0.407	0.108	0.311	3.778	0.000
Role Uncertainty	0.067	0.100	0.049	0.664	0.507
Role Control	0.407	0.126	0.299	3.222	0.001
Individual Responses	0.157	0.108	0.118	1.454	0.007

a Dependent Variable: employee performance

Source: *(Survey Data, 2023)*

4.9 Discussions of the Results

The primary objective of this study was to determine the effect of organizational stress on employee performance a case of pensions department, Ministry of Finance Nairobi

Kenya. The research examined five hypotheses, proposing that Job demands has no significant effect on employee performance of pensions department, Ministry of Finance, Role overload has no significant effect on employee performance of pensions department, Ministry of Finance, Role uncertainty has no significant effect on employee performance of pensions department, Ministry of Finance, Role Control stress has no significant effect on employee performance of pensions department, Ministry of Finance and individual responses has no significant effect on employee performance of pensions department, Ministry of Finance employees. The following section presents a summary of the findings and a discussion in relation to existing literature.

4.9.1 Job Demands and Employee Performance

Regression results showed job demand negatively affect employee performance. This finding is not surprising, as previous research has shown that job demands can lead to job stress, burnout, and other negative outcomes (van Doorn and Hülsheger, 2015; Ceschi et al., 2016; Kiazad et al., 2014). When employees experience high levels of job demand, they may become overwhelmed and find it difficult to focus on their work, leading to decreased productivity and performance.

4.9.2 Role Overload and Employee Performance

Regression results reveal that role overload positively and significantly affected employee's performance. This finding is somewhat surprising, as role overload typically refers to situations in which employees are given too many responsibilities or tasks to handle. In such situations, employees may become overwhelmed, stressed, and unable to perform their job duties effectively, which would lead to decreased performance (Shah, Jaffari, & Ul-Haq, 2011). However, it is possible that in some cases, role overload may actually enhance employee performance. Previous studies found that

employees who are given a large number of responsibilities may feel challenged and motivated to perform well in order to meet the demands of their job (Halbesleben et al., 2014; Lai, Saridakis, & Blackburn, 2013). Additionally, employees who are able to effectively manage multiple responsibilities may develop valuable skills such as time management and prioritization, which could contribute to their overall performance.

4.9.3 Role Uncertainty and Employee Performance

These findings contradict other studies that role uncertainty can negatively affect employee performance (Han et al., 2021; Bazzoli and Probst, 2022). When employees are unsure about their role and what is expected of them, it can lead to confusion, stress, and decreased productivity (Bordia et al., 2014). However, the regression analysis showed an insignificant effect of role uncertainty on employee performance. This suggests that other factors may be more important in determining employee performance (Chen, 2019).

4.9.4 Role Control Stress and Employee Performance

Regression revealed that Role Control Stress had significant positive effect on employee performance. Descriptive results indicated that employees make most decisions concerning their job, they have freedom in doing their job, exercised full control over their job and they have opportunity to develop work schedule for their job. The results agrees with Weibel *et al.,* (2016) argument that having control over one's job can lead to a sense of empowerment and ownership, which can contribute to higher job satisfaction and a greater sense of fulfillment in one's work. This, in turn, can lead to higher levels of performance on the job. However, the findings contradict Ostroff & Bowen, (2016) that control can also lead to stress and burnout. Employers should ensure that employees have a reasonable level of control over their job duties and

responsibilities, and that they are not overloaded with too many responsibilities or unrealistic expectations.

4.9.5 Individual Responses and Employee Performance

Findings showed that individual responses had positive and significant effect on employee performance. These findings coincide with Mullins (2010) that communication and feedback play a critical role in employee performance. When employees have access to the information and support they need to perform their job effectively, they are more likely to be engaged and motivated to perform well. Additionally, when employees receive feedback on their performance, they are better able to understand their strengths and weaknesses, and to make changes to improve their performance over time.

The results presented in Table below 4.20 indicated the summary of variables. Thus, the table shows (R^2) and Δ in (R^2) for the interaction effects.

4.10 Summary of Hypotheses Testing Results

The results presented in Table below 4.20 indicated the summary of linear regression models. Thus, the table shows (R^2) and Δ in (R^2) for the interaction effects of the variables.

Table 4. 20: Summary of Hypotheses Testing Results

Hypothesis Formulated	Beta (β)	ρ – values	Decision	$\mathbf{R^2}$
H_{O1}: There is no significant effect of emotional self-awareness on knowledge sharing behavior in Kenyan universities	0.37	0.02	Rejected	
H_{O2}: There is no significant effect of self-regulation on knowledge sharing behavior in Kenyan universities.	0.11	0.00	Rejected	
H_{O3}: There is no significant effect of social skills on knowledge sharing behavior in universities in Kenya	0.10	0.01	Rejected	**.52**
H_{O4}: There is no significant effect of interpersonal relations on knowledge sharing behavior in Kenyan universities	0.18	0.01	Rejected	
H_{O5}: There is no significant effect of humility on knowledge sharing behavior in Kenyan universities	0.300	0.00	Rejected	

*Level of significance, *p< .05,*

Source: Research Data, (2023)

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Overview

This chapter offers the summary of the findings, alongside a thorough discussions and conclusions drawn from the analyzed results. Based on these conclusions, well-grounded recommendations are proposed for policymakers. Furthermore, the chapter concludes by suggesting potential future research avenues that can contribute to the existing body of knowledge and offer valuable insights that complement and enhance the current study.

5.1 Summary of Findings

The primary objective of this study was to determine the effect of organizational stress on employee performance a case of pensions department, Ministry of Finance Nairobi Kenya. The research examined five hypotheses, proposing that Job demands has no significant effect on employee performance of pensions department, Ministry of Finance, Role overload has no significant effect on employee performance of pensions department, Ministry of Finance, Role uncertainty has no significant effect on employee performance of pensions department, Ministry of Finance, Role Control stress has no significant effect on employee performance of pensions department, Ministry of Finance and individual responses has no significant effect on employee performance of pensions department, Ministry of Finance employees. The following section presents a summary of the findings and a discussion in relation to existing literature.

5.1.1 Job Demands and Employee Performance

The findings showed that in job demands, most of the employees are clear on what their duties and responsibilities are and are expected to have more individual responsibility for their job performance. The results also show that the turnover rate at the company is low. Similarly, it was clear that conflicts are resolved by compromise and negotiation. Furthermore, a majority of the respondents agreed that their company had a strong sense of discipline and supervision. Regression results showed job demand positively and significantly affected employee's performance.

5.1.2 Role Overload and Employee Performance

Findings from descriptive statistics showed that their job tasks are simple and uncomplicated and ware required to do only one task or activity at a time. Besides, a employees use a number of complex skills on their job. Some employees were uncertain as to whether the job duties, requirements and goals ware clear and specific. The results showed that some employees are uncertain as to whether the job duties, requirements and goals were clear and specific is also significant. Clarity of job duties and goals is important for employee performance and job satisfaction. When employees are uncertain about what is expected of them, it can lead to confusion, stress, and decreased productivity. Regression results revealed that role overload positively and significantly affected employee's performance.

5.1.3 Role Uncertainty and Employee Performance

Results from descriptive analysis of role uncertainty showed employee felt that what they do was of little significance and consequence to their role, and their job made them proud before others. Employees agreed that their job provided role specifications. Likewise, many employees were affected by the job they do. Nonetheless, there was

doubt among employees to whether the job provides the opportunity for role ambiguity. However, despite statistics indicated high scores of role uncertainty, regression analysis showed positively and significantly affected employee's performance.

5.1.4 Role Control Stress and Employee Performance

Regression revealed that Role Control Stress had significant and positive effect on employee performance. Descriptive results indicated that employees made most decisions concerning their job, they have freedom in doing their job, exercised full control over their job and they have opportunity to develop work schedule for their job.

5.1.5 Individual Responses and Employee Performance

Findings showed that individual responses had positive and significant effect on employee performance. Descriptive statistics showed managers provided employees with adequate information about job performance. Employees inform each other on how they perform on their job quality and quantity. The results showed that the work done provide them with reactions effectiveness of their performance and they received feedback on their job progress and change.

5.2 Conclusions

Based on the regression results, it can be concluded that job demand has a negative effect on employee performance. This suggests that when employees are faced with high levels of job demand, such as a heavy workload or demanding job duties, they are less likely to perform well on the job. This finding highlights the importance of managing job demand in order to support employee performance and well-being.

The study conclusions were that role overload enhances employee performance, employers should be cautious about overloading employees with too many responsibilities, as this can have negative consequences on their performance and well-

being. While the job tasks may appear simple and uncomplicated, there are other factors that can impact employee performance and job satisfaction. Employers should take steps to ensure that employees have a clear understanding of their job duties, requirements, and goals, and have the necessary support and resources to perform their job effectively.

The study also infers that role control stress improves employee performance. Employers should take steps to ensure that employees have a reasonable degree of control over their job duties and responsibilities, while also providing support and resources to help employees manage stress and maintain a healthy work-life balance.

The results suggest that individual responses, such as communication and feedback, can have a significant positive effect on employee performance. Employers should take steps to ensure that employees have access to the information and support they need to perform well, and should encourage open communication and feedback to help employees improve their performance over time.

5.3 Recommendations

The findings suggest that job demand has a negative effect on employee performance, but employers can take steps to mitigate this effect by providing resources and support to help employees manage their workload and prioritize their well-being. By promoting a healthy work-life balance and offering opportunities for skill development and support, employers can create a positive work environment that supports employee performance. Employers should take steps to address job demands and reduce stress in the workplace. This may include providing training and resources to help employees manage their workload, implementing flexible work arrangements, and creating a conducive work environment for performance.

To address this issue, employers should ensure that job duties, requirements, and goals are clearly communicated to employees. This may involve providing written job descriptions, holding regular meetings with employees to discuss their duties and goals, and providing training and support as needed.

In addition, it may be helpful to conduct a job analysis to ensure that job duties and requirements are clearly defined and appropriate for the position. This can help ensure that employees have a clear understanding of their role and are able to perform their job duties effectively.

Employers should take steps to monitor employee workload and ensure that employees are not given more responsibilities than they can handle. This may involve providing support and resources such as additional training on technology, or staff to help employees manage their workload more effectively.

Employers can take steps to ensure that employees have access to the information and support they need to perform well on the job. This may involve providing regular training and development opportunities, holding regular performance reviews, and encouraging open communication and feedback between employees and managers. Additionally, employers should provide employees with opportunities to provide feedback and suggestions for improving job performance, and should take these suggestions into account when making changes to job duties or processes.

5.4 Areas for Further Research

Based on this research and literature review, it is still perceived that ethnic diversity, gender diversity, age diversity and education diversity have an influence on leadership effectiveness. Since the current research was limited to Kenya School of Government, which is a public sector more can be done on the private sector population. Also, since

this study focused on primary dimensions of workforce diversity, future studies can focus on secondary dimensions of workforce diversity on leadership effectiveness. Future studies can also concentrate on the moderating impact of organizational culture on the relationship between diversity of the workforce and efficacy of leadership, and extend their studies by looking at comparative public-private analyses. Finally, future research could expand to other industries and contexts since workforce diversity and leadership varies from one sector to the other.

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APPENDICES

Appendix I: Introduction Letter

Questionnaire No. ……. Date……..

Dear Respondent

I'm a Masters student at Moi University School of Business and Economics, pursuing a Master in Business Administration (MBA).

Therefore, the purpose of this study is to assist me in conducting a study on the **"Effect of Organizational Stress on Employee Performance among employees of Ministry of Finance treasury Nairobi pensions Department.**

Please be sure to answer every query truthfully. Your responses to this questionnaire will be kept private and CONFIDENTIAL and used only for ACADEMIC purposes. We value your candid feedback greatly.

RUTH NYAMBURA MWANGI
SBE/MBA/2054/16

Appendix II: Questionnaire

SECTION A GENERAL INFORMATION:

Please tick in the appropriate boxes provided or fill in the information needed for each of the statements below.

1. Gender …….. . …...Male ( ) Female ( )
2. Age. …….Years
   20-30 years ( )
   31-40 years ( )
   41-50 years ( )
   50 years and above ( )
3. Marital Status……Single ( ) Married ( )
4. Tenure……. …….Years
   0-5 years ( )
   6-10 years ( )
   11-20 years ( )
   21 years and above ( )
5. Number of years working in this department…….Years
   0-5 years ( )
   6-10 years ( )
   11-20 years ( )
   21 years and above ( )
6. Number of years working in other departments……years
   0-5 years ( )
   6-10 years ( )
   11-15 years ( )
   16 years and above ( )
7. Place of residence……Within Nairobi ( ) outside of Nairobi ( )

SECTION B –Please circle as appropriate.

`The following sections requires your candid response against the statements made below; (SD-strongly disagree, D-disagree, N-Neutral, A-Agree SA-strongly agree)

PART A: Job Demands

The objective is to establish the effect of job demands on employee performance**.**

Job Demands	SD	D	N	A	SA
1. Conflicts are handled through negotiation and compromise.	1	2	3	4	5
2. I am aware of my obligations and responsibilities.	1	2	3	4	5
3. More individual accountability for my work performance is required of me.	1	2	3	4	5

4. My business values discipline and monitoring very much.	1	2	3	4	5
5. Low turnover occurs at my business.	1	2	3	4	5

PART B: Role Overload

The objective is to establish the relationship between role overload and employee performance.

Role Overload	SD	D	N	A	SA
1. The job's responsibilities, specifications, and objectives are precise.	1	2	3	4	5
2. The things I perform for my job are straightforward.	1	2	3	4	5
3. I can only perform one task or activity at a time for my job.	1	2	3	4	5
4. I employ a variety of sophisticated skills in this position.	1	2	3	4	5
5. My job needs me to put in a lot of hours.	1	2	3	4	5

PART C: Role Uncertainty

The objective is to establish the effect of role uncertainty on employee performance.

Role Uncertainty	SD	D	N	A	SA
1. The position outlines role requirements.	1	2	3	4	5
2. Role ambiguity is a possibility in my line of work.	1	2	3	4	5
3. What I do has minimal bearing on and consequence for my job.	1	2	3	4	5
4. My work has an impact on a large number of people.	1	2	3	4	5
5. I'm proud of my work in front of other people.	1	2	3	4	5

PART D: Role Control

The objective is to determine the efficiency of role control in promoting employee performance.

Role Control	SD	D	N	A	SA
1. I am free to work however I want.	1	2	3	4	5
2. I have complete control over my work.	1	2	3	4	5
3. I make the majority of decisions involving my work.	1	2	3	4	5
4. I don't have much control over how the work is to be completed.	1	2	3	4	5

5. I have the ability to create a work schedule for my position.	1	2	3	4	5

PART E: Individual Responses

The objective is to establish the relationship between individual Response and employee performance

Individual Responses	**SD**	**D**	**N**	**A**	**SA**
1. My work gives me feedback on the effectiveness of my performance.	1	2	3	4	5
2. I receive enough information regarding my work performance from my managers.	1	2	3	4	5
3. My coworkers give me feedback on the quality and quantity of my work.	1	2	3	4	5
4. My employer gives me feedback on the overall output of my job progress on a regular basis.	1	2	3	4	5
5. I constantly get input on the development of my work.	1	2	3	4	5

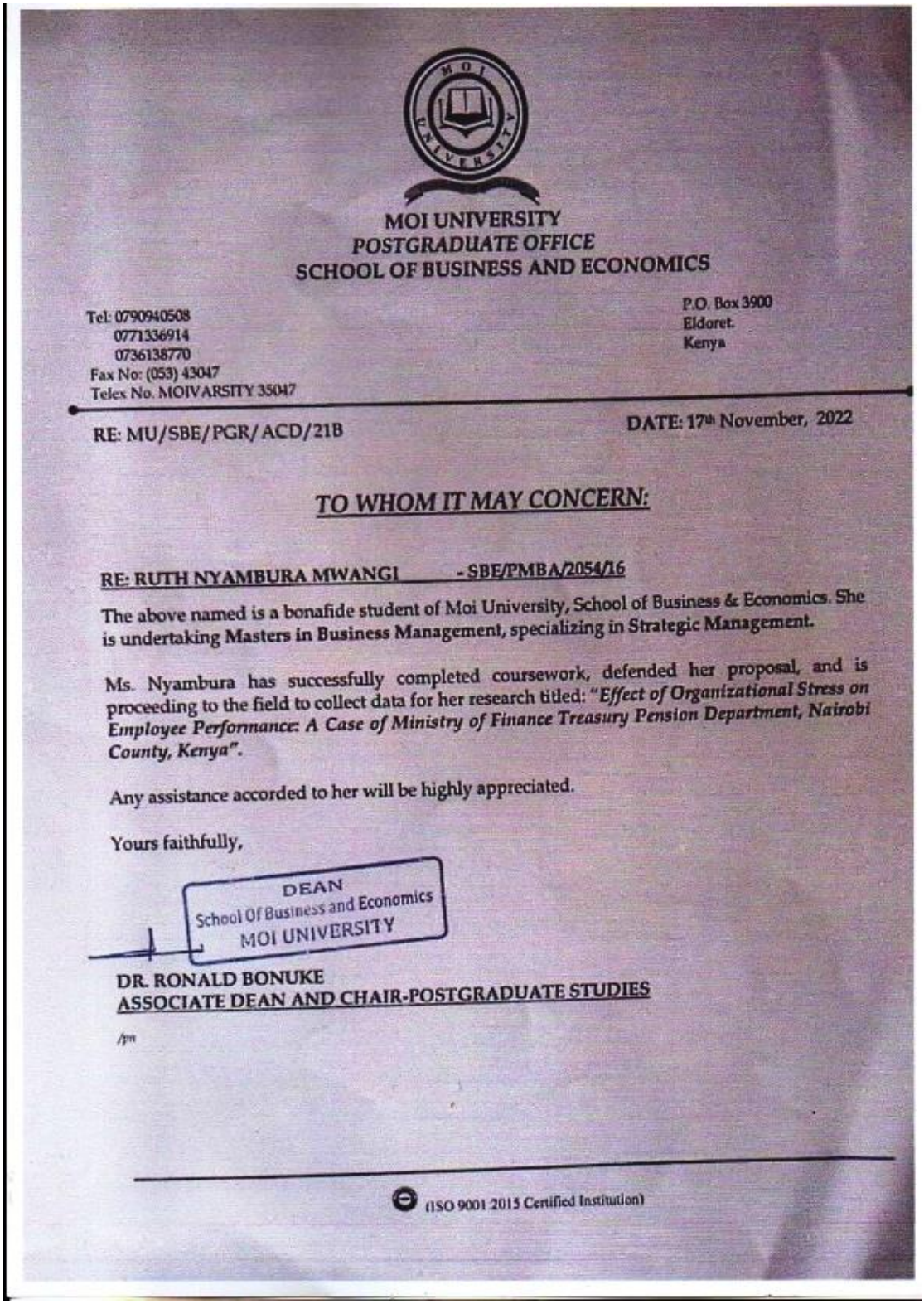
PART F: Employee Performance

The objective is to find out the indicators of performance

Employee Performance	**SD**	**D**	**N**	**A**	**SA**
1. Have you received a work evaluation	1	2	3	4	5
2. Are you content with your work	1	2	3	4	5
3. Have you received a promotion since starting work	1	2	3	4	5
4. High standards of performance are necessary for my position.	1	2	3	4	5
5. My work is efficient and effective.	1	2	3	4	5

I APPRECIATE YOUR TIME AND COOPERATION VERY MUCH.!

Appendix III University Research Authorization



MOI UNIVERSITY
POSTGRADUATE OFFICE
SCHOOL OF BUSINESS AND ECONOMICS

Tel: 0790940508
0771336914
0736138770
Fax No: (053) 43047
Telex No. MOIVARSITY 35047

P.O. Box 3900
Eldoret.
Kenya

RE: MU/SBE/PGR/ACD/21B

DATE: 17th November, 2022

TO WHOM IT MAY CONCERN:

RE: RUTH NYAMBURA MWANGI - SBE/PMBA/2054/16

The above named is a bonafide student of Moi University, School of Business & Economics. She is undertaking Masters in Business Management, specializing in Strategic Management.

Ms. Nyambura has successfully completed coursework, defended her proposal, and is proceeding to the field to collect data for her research titled: "*Effect of Organizational Stress on Employee Performance: A Case of Ministry of Finance Treasury Pension Department, Nairobi County, Kenya*".

Any assistance accorded to her will be highly appreciated.

Yours faithfully,

DEAN
School Of Business and Economics
MOI UNIVERSITY

DR. RONALD BONUKE
ASSOCIATE DEAN AND CHAIR-POSTGRADUATE STUDIES

/pm

(ISO 9001 2015 Certified Institution)

Appendix IV: NACOSTI Research Authorization Letter

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **130517**

Date of Issue: **25/March/2023**

RESEARCH LICENSE

This is to Certify that Ms.. RUTH NYAMBURA MWANGI of Moi University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: EFFECTS OF ORGANIZATIONAL STRESS ON EMPLOYEE PERFORMANCE A CASE OF THE MINISTRY OF FINANCE PENSION DEPARTMENT, NAIROBI . KENYA for the period ending : 25/March/2024.

License No: **NACOSTI/P/23/24584**

130517

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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See overleaf for conditions

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was the established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
    i. Endanger national security
    ii. Adversely affect the lives of Kenyans
    iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
    iv. Result in exploitation of intellectual property rights of communities in Kenya
    v. Adversely affect the environment
    vi. Adversely affect the rights of communities
    vii. Endanger public safety and national cohesion
    viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
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6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
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9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

Appendix V: Plagiarism Check

Plagiarism Checker X Originality Report

Plagiarism Quantity: 19% Duplicate

Date	Sunday, May 21, 2023
Words	4045 Plagiarized Words / Total 20156 Words
Sources	More than 613 Sources Identified.
Remarks	Low Plagiarism Detected - Your Document needs Optional Improvement.

EFFECTS OF ORGANISATIONAL STRESS ON EMPLOYEE PERFORMANCE IN PUBLIC SECTOR IN KENYA: A CASE OF MINISTRY OF FINANCE PENSION DEPARTMENT, NAIROBI, KENYA BY RUTH NYAMBURA MWANGI A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTERS IN BUSINESS ADMINISTRATION SCHOOL OF BUSINESS AND ECONOMICS MOI UNIVERSITY MAY, 2023 DECLARATION Declaration by the candidate This research project is my original work and has not been presented for a Degree in any other University. No part of this research project may be reproduced without the prior permission of the Author and Moi University.

_____ DATE_____ RUTH NYAMBURA MWANGI. SBE/MBA/2054/16 Declaration by the supervisors this research project has been submitted with our approval as University Supervisor(s). _____

DATE_____ Dr. Ernest Saina School of Business & Economics Moi University

_____ DATE_____ Dr.

Geoffrey Biwott School of Business & Economics Bomet University College (Constituent College of Moi University)