

**EFFECT OF OCCUPATIONAL STRESS ON EMPLOYEE PERFORMANCE  
IN INDUSTRIAL CITY DIVISION MBALE CITY**

**PAUL WAMBI**

**S19/MUC/BPAM/1031**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF SOCIAL SCIENCES IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF BACHELOR  
OF PUBLIC ADMINISTRATION AND MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY**

**November , 2024**



**UGANDA CHRISTIAN  
UNIVERSITY**

*A Centre of Excellence in the Heart of Africa*

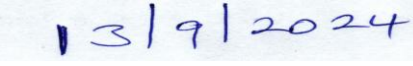
## **ABSTRACT**

The study concentrated on the effect of occupational stress on employee performance in Industrial City Division Mbale City and it concentrated on the three specific objectives of: To examine the effect of overwork stress on employees' performance in Industrial City division of Mbale City, to find out the effect of over time stress on employees' performance in Industrial City division of Mbale City and to establish the effect of workplace conflict stress on employees' performance in industrial City Division of Mbale City. The study used a descriptive research methodology using both qualitative and quantitative. The study considered a sample size of respondents and study findings concluded that: Findings concluded that: low quality work is one of the effects of overwork stress on employee performance, that employees who want to make more money at any cost might create overtime by stalling work during the normal work day, that reduced employee motivation is an effect of stress on employee's performance, that overtime stress leads to anxiety and depression among employees, that increased risks of heart diseases and health complications that overworked employees suffer from low levels of initiatives and innovations, that workplace conflict stress consumes employees' emotional capacity, because they have limited emotional bandwidth to dedicate to thoughtful communication. The study recommend that: There should be more investments by different Governments in order to prevent work place stress and lastly that there is need for the Government to carry out sensitization programmes to different stake holders in order reduce on occupational stress challenges.

## DECLARATION

I, **Wambi Paul** hereby declare that this research report entitled “effect of occupational stress on employee performance in Industrial City Division” is my original work and to the best of my knowledge has never been submitted to any other institution of higher learning for any academic award.

Sign: 

Date: 

**Wambi Paul**

## APPROVAL

This research report was carried out under my supervision on the topic “effect of occupational stress on employee performance in Industrial City Division” and it is now ready for submission as a partial fulfillment for the requirements of the award of a bachelor’s degree of Public administration and Management of Uganda Christian University.

Signature:  Date: 

**MR. Watuwa Anthony**

**Supervisor**

## **DEDICATION**

This research report is a special dedication to my beloved family members who have in one way or another supported me till the completion of my course. May the Almighty God bless them all abundantly.

## **ACKNOWLEDGEMENT**

I acknowledge God the Alpha and Omega, for the precious gift of life, strength, knowledge and wisdom which have enabled me carry out this research successfully.

I acknowledge my research supervisor Mr. Watuwa Anthony for his tireless efforts and guidance till the completion of this research report may God the Alpha and Omega bless the work of his hands abundantly.

## TABLE OF CONTENTS

ABSTRACT.....	i
DECLARATION .....	ii
APPROVAL .....	iii
DEDICATION.....	iv
ACKNOWLEDGEMENT .....	v
LIST OF ABBREVIATIONS.....	ix

### CHAPTER ONE INTRODUCTION

1.0 Introduction.....	1
1.1 Background to the study .....	1
1.2 Statement of the problem.....	4
1.3 Purpose of the study.....	5
1.4 Objectives of the study.....	5
1.5 Research Questions .....	5
1.6 Scope of the Study .....	6
1.6.1 Content Scope .....	6
1.6.2 Geographical Scope .....	6
1.6.3 Time Scope .....	6
1.7 Significance of the Study .....	6
1.8 Conceptual framework.....	7
1.9 Operational definitions.....	8

### CHAPTER TWO LITERATURE REVIEW

2.0 Introduction.....	9
2.1 Effect of overwork stress on employees' performance.....	9
2.2 Effect of overtime stress on employees' performance.....	10
2.3 Effect of workplace conflict stress on employees' performance .....	12

### CHAPTER THREE RESEARCH METHODOLOGY

3.0 Introduction.....	15
3.1 Research Design.....	15
3.2 Study area.....	15
3.3 Sample size and Study Population .....	15
3.4 Sampling Techniques.....	16
3.4.1 Simple random sampling .....	16

3.4.2 Purposive random sampling.....	16
3.5 Research Instruments .....	16
3.5.1 Questionnaire .....	17
3.5.2 Interviews.....	17
3.6 Data quality control tools.....	18
3.6.1 Validity .....	18
3.6.2 Reliability.....	18
3.7 Data Processing and Analysis .....	18
3.7.1 Quantitative data analysis .....	18
3.7.2 Regression Analysis.....	19
3.7.3 Qualitative data analysis .....	19
3.8 Data collection procedure .....	19
3.9 Ethical Considerations .....	19
3.9.1 Consent .....	19
3.9.2 Confidentiality .....	20
3.9.3 Fraud and plagiarism.....	20

#### **CHAPTER FOUR**

##### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

4.0 Introduction.....	21
4.1. Demographic characteristics of respondents of the study.....	21
4.2: Effect of overwork stress on employees’ performance .....	23
4.3. Effect of over time stress on employees’ performance.....	25
4.4 Effect of workplace conflict stress on employees’ performance .....	27

#### **CHAPTER FIVE**

##### **DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

5.0 Introduction.....	30
5.1 Discussion of Findings.....	30
5.1.1 Effect of overwork stress on employees’ performance.....	30
5.1.2 Effect of workplace conflict stress on employees’ performance .....	31
5.1.3 Effect of over time stress on employees’ performance.....	31
5.2 Conclusions.....	32
5.2.1. Effect of overwork stress on employees’ performance.....	32
5.2.2. Effect of workplace conflict stress on employees’ performance .....	32
5.2.3. Effect of over time stress on employees’ performances .....	32
5.3 Recommendations.....	33
5.4 Suggested areas for further research .....	33

**APPENDICES**

APPENDIX I: CONSENT LETTER .....34  
APPENDIX II: QUESTIONAIRES FOR LOCAL LEADERS AND CITY EMPLOYEES ..35  
APPENDIX III: INTERVIEW GUIDE FOR NGO STAFFS .....38  
APPENDIX IV: BUDGETARY ESTIMATES .....39  
APPENDIX V: WORK PLAN .....40

## **LIST OF ABBREVIATIONS**

GDP	Gross Domestic Product
ILO	International Labor Organization
KCCA	Kampala City Council Authority
NIOSH	National Institute for Occupational Safety and Health
NPM	New Public Management
NRM	National Resistance Movement
PEAP	Poverty eradication action plan
PGBS	Planning general budget support
SDG	Sustainable Development Goals
US	United States
WHO	World Health Organization

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

The study explored the effect of occupational stress on employee performance in Mbale City in Mbale District. This chapter describes the background of the study, problem statement, and purpose of the study, objectives of the study, and research questions, scope of the study, significance of the study, the conceptual frame work and operational definitions.

### **1.1 Background to the study**

For a long time, the issue of stress at the workplace has been considered as something that only Western countries were affected by. Yet, no matter where you are, no employee is spared by that issue which diminishes the company's productivity as well as the motivation of workers (Okiling et al., (2021)). So basically, stress as work is also present in emerging countries. If, in the past a lot of the Southern countries did not take this issue seriously it is not the case anymore. As of now, many of those countries officially take the issue seriously. Developing countries do not ignore that issue of stress at work anymore, like psychosocial problems and their impact on the economy. Thus, even though there are no official statistics, the issue is nonetheless real in Africa. Therefore, African countries are starting now to be concerned by it despite the fact that we can't really measure it. It is even truer knowing that official numbers only exist for rich countries.

Globally, a minimum of 3 million employees' frontage grave occupational stress problems and 28% of employees in European Union are affected by occupational stress. It is also responsible for 50 to 60% of losses in working days. In 2019, about 83% of workers suffer from occupational stress in United States (US) and it also caused 120,000 deaths (WHO, 2018). A finding in systematic review and meta-analysis showed that occupational stress is responsible for an estimated cost of \$221.13 million to \$187 billion, 70–90% productivity related losses. In Europe around 30% of workers admit being confronted with stress. That is at least what the 2019 Eurostat Union statistic study report revealed. In the US, the cost of stress at work (absences, less productivity, sick days etc) was estimated at 300 billion dollars in 2020 (202 billion Euros) (World Bank, 2020)

Today, with no existing data on the issue, in emerging and developing countries, the International Labor Organization (ILO, 2022) decided to focus on the problem. This Organization that mainly focuses on work related issues has decided to organize the World day of Safety and health at work. The ILO launched a whole study about that topic. The results of that study should allow having a clear understanding of the situation related to stress at work. With the same goal. In 2023, China turned to the ILO to establish psychosocial risk management tools. Also, a network has been created in South America with countries like Colombia, Mexico, and Argentina around the issues of mental harassment.

Employee performance therefore becomes stereotyped as something of no intrinsic interest to the person doing the work. There are many small initiatives every day that help to improve workers performance. It is critical that the organization selects the most useful measure of performance for the organization as a whole and for the individuals within it. Single measures are unlikely to be sufficiently robust in face of rampant occupational stress. Kaplan and Norton (2016) argue but unconvincingly that the mix of measures which an organization should use to assess its workers performance should be based around four different perspectives. Understanding the causes and effects of 'stress' in the workplace has been bedeviled by semantic dilemmas. Occupational stress or work-related stress or occupational stress is defined by the National Institute for Occupational Safety and Health (NIOSH, 2020) as harmful physical and emotional reactions that occur when the job demands do not match with workers' capabilities, resources, or needs. Since the 1980s, the effect of management gurus on the current work scene has introduced a whole new dimension to work performance and work pressures. Under prolonged stress, adaptive capacities (physical and biological) remain limited and when stressors accumulate excessively, the individual feels progressively overwhelmed, which can be harmful and cause health problems for workers. A 2021 WHO study concluded that working 55+ hours a week raises the risk of stroke by 35% and the risk of dying from heart conditions by 17%, when compared to a 35-40 hour week.

The study will be guided by spillover theory whose underlining assumption is that the consequence of spillovers from one domain to the other is always positive or negative (Hill, Ferris & Martinson, 2018). It has been documented in research that when work and family are rigidly structured in time and space, the spillover in term of time, energy and behavior is negative (West, 2018). The spillover approach proposed that experience in one role affects experiences in the second role. This theory recognizes the influence of the two domains on each other. It states that increased satisfaction (or dissatisfaction) at work leads to increased satisfaction (or dissatisfaction) at home.

The behavior, mood, skills and values from one role can spillover to the second role. Spillover may occur in two conditions. Firstly, when there is a similarity between work and any other domain (Edwards et al. 2019). E.g. stress at workplace spills over to the family domain and the individual displays irritable mood in the family. Spillover theory has been termed as generalization, continuation, extension, familiarity, and similarity (Schultz, 2019). There are two interpretation of spillover (Edwards et al. 2019): (a) the positive association between life and work satisfaction and life and work values and (b) transference in entirety of skills and behavior between domains such as when fatigue from work is experienced at home or when family demands interfere with work demands. Thus, spillover can be both positive and negative. Positive spillover refers to fact that satisfaction and achievement in one domain may bring along satisfaction and achievement in another domain. Negative spillover refers to the fact that difficulties and depression in one domain may bring along the same emotion in another domain (Xu, 2019)

Sub-Saharan Africa being among the worst affected by poor employee performance. Workplace stress takes a huge toll on African companies annually due to lowered productivity and higher absent days. In fact, in South Africa, the stress in workplaces costs South African companies a staggering R40 billion annually. This is 2.2% of the country's entire GDP. Stress and depression are nationwide issues in many African countries such as South Africa. The South African Depression and Anxiety Group (SADAG, 2022) reported that 1 in 4 South Africans struggle with depression. However, only 1 in 6 workers are likely to do something about it. In Kenya 85% of employees had moderate stress and 11.5% had high stress, majority have low motivation for the heavy work they do as the cause of occupational stress, (Afulani et al, 2021). Occupational stress is detrimental because not only does it lead to mental health issues in many other countries like Ethiopia and Nigeria, but also serious cardiovascular health issues like heart attacks. Although many studies have investigated the association between occupational stress and employee performance and it is still debated, most of these studies were carried out in Europe, North America, and Asia. In Sub-Saharan Africa, there are a very limited number of studies on the subject.

In Uganda, the causes of occupational stress include high expectations in terms of salary, delayed promotions, lack of collective decision making, some areas of work being hard to access, poor remuneration as well as HIV/AIDS. According to ILO (2023), there were 68% high levels of symptoms for depression, 53% anxiety disorders and 26% post-traumatic stress disorders in Uganda. According to the ILO's Safety and Health at Work team surveys (2020), occupational stress costs Ugandan tax payer untold billions in direct and indirect annual

costs. The World Day for Safety and Health at work is marked globally on 28th April every year since 2003, in solidarity with workers who have been injured or lost their lives in the course of their work, with an aim of attracting international attention onto emerging trends in the occupational safety and health field and the magnitude and challenges of work-related problems (Tumwiine (2022)). Much emphasis has been on human resources, remuneration and infrastructure not employee performance, despite earlier gains, a significant number of employees in Uganda remains constrained with poor performance.

In Mbale City of Eastern Uganda, employees experience occupational stress in several ways such as unforeseen loads and pressures which distinguish between the individual's knowledge and forecast and prevent his/her capacity to cope (Kisembo et al., 2022). Stress generally may result from negative experiences related to anything from daily hassles, relationship issues, and pressures at work, health concerns, financial challenges, and debilitating phobias. Occupational stress is a known health risk for a range of behavioral, psychological, diseases, and medical disorders (City report, 2023). Work stress is a common phenomenon experienced by employees in various departments of Mbale City and its effect on employee performance has not been studied. Occupational; stress in the City workforce is characterized by excessive pressure, demands, and expectations placed on individuals within their work environment.

There has also been no comprehensive single author survey on the effect of occupational stress on employees' performance in Mbale City. Not that the subject has suffered from any lack of interests but many historical scholars and publications particularly in Uganda and Africa have often been drawn more to the international scene than to the potentially more hazardous subject of occupational stress and employees' performance in Mbale City. Very few historical nodes have been made on the subject and the resulting literature has, however, almost exclusively taken the form of edited volumes, specialized monographs and polemical contributions to debates and this is the gap this study intends to fill.

## **1.2 Statement of the problem**

Staff productivity determines amount and quality of the services rendered in any institution, and has significant effect on the contribution of those institutions to the society (Kumar, 2023). One key aspect of human development and for achieving organizational objectives is good occupational health. Uganda is working towards ensuring that every worker is stress free. To achieve this, the government of Uganda established occupational safety and health (OSH) of in the ministry of labour.

Amidst all these developments, incidences of occupational stress still continue to manifest themselves among urban authorities' employees and this has had adverse effects for urban councils and the individual employees (ACODE, 2022). The adverse effects are manifested in the prevalence in instances of poor working relationships, failure of some staff to provide backup support to each other and failing to meet deadlines on some critical projects. In urban councils like KCCA, the stressful work environment has fostered counterproductive behaviour among the employees and as a result some managers are hesitant to delegate duties to their subordinates. Some KCCA employees are overworked and cases of role conflict and ambiguity among employees are observed specifically, in the functions where there are co-shared responsibilities and in case of errors, counter accusations had been noted (KCCA, July report 2019 circulated via email on 20th August 2019). There is lack of information about the effect of occupational stress on employee performance in industrial City Mbale City because no study of this kind has ever been conducted in line with the limitations and distortions in literature and this has given a research opportunity for this study.

### **1.3 Purpose of the study**

The purpose of this study was to assess the effect of occupational stress on employees' performance in Industrial City Division Mbale City.

### **1.4 Objectives of the study**

1. To examine the effect of overwork stress on employees' performance in Industrial City division of Mbale City
2. To find out the effect of over time stress on employees' performance in Industrial City division of Mbale City
3. To establish the effect of workplace conflict stress on employees' performance in industrial City Division of Mbale City.

### **1.5 Research Questions**

1. What is the effect of overwork stress on employees' performance in Industrial city division of Mbale City?
2. What is the effect of overtime stress on employees' performance in industrial city Mbale City?
3. What is the effect of workplace conflict stress on employees' performance in industrial city division of Mbale City?

## **1.6 Scope of the Study**

### **1.6.1 Content Scope**

The research study contained information about the effect of occupational stress on employee performance industrial city division of Mbale city. It specifically looked at the effect of overwork overtime stress on employees' performance in industrial city division of Mbale City. It also looked at the effect of workplace conflict stress on employees' performance in Mbale City. This content scope has been chosen because it the enable the researcher collect relevant data that helped answer research questions.

### **1.6.2 Geographical Scope**

This research study took place in industrial city division of Mbale City in Mbale City. Mbale city is bordered by Mbale District in the northwest, Sironko in the north, Budaka and Pallisa in the west, Tororo and Butaleja Districts in the south-west, Manafwa District in the east. It lies between latitudes 00057 North and Longitudes 34020 East and had a total area of 518.4sq km of which 353.56 sqkm arable land

### **1.6.3 Time Scope**

The study looked at the period of past five years period of Five (05) Years i.e. from 2017 to 2022. This period has been chosen because it is during this time that employee performance in industrial city division of Mbale city declined remarkably declined (City report, 2023).

## **1.7 Significance of the Study**

The study when completed may be used by employers in designing policies and measures of intervention that can in the long run mitigate occupational stress among employee to improve their performance.

It may also serve as a useful tool for research and reference material to training institutions, policy makers and scholars.

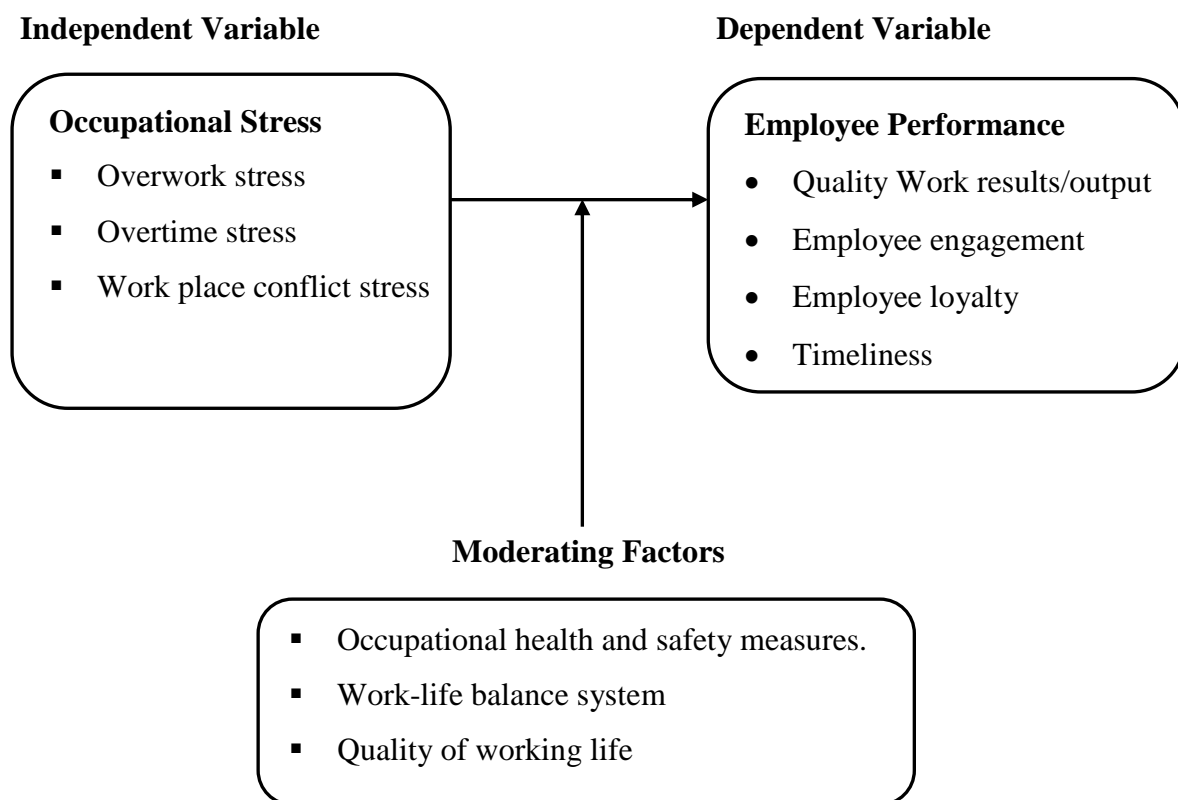
It may act as a reference guide to those who are directly involved in supervising employees.

It may create awareness and capacity building for employers on managing occupational stress and safety at work.

## 1.8 Conceptual framework

A conceptual framework is model for linking categories of possible variables or concepts in the study as perceived by the researcher. It represents the concepts or variables of the study and shows how they are connected. In figure 1 below, the independent, dependent, and intervening variables have been identified and labeled and a description of the interconnections has also been provided.

**Figure 1.1: Conceptual framework showing the cause- effect**



**Source:** Conceptual frame adapted from Musa, Ahmed and Bala, (2019), and modified by the researcher, (2024).

From the conceptual framework above, it can be hypothesized that occupational stress constructs constitute; overwork stress, time stress and work place conflict stress. These stresses influence employees' performance as envisaged by constructs such as; quality of work results/output, employee engagement, employee loyalty and timeliness. However, for there to be a difference, the moderating variables have to be into play, such as; occupational health and safety measures instituted, work-life balance system and quality of working life.

## **1.9 Operational definitions**

**Employee performance:** - Measurement of performance in terms of efficiency, effectiveness, productivity and timeliness (Bardwell, 2017). For the case of the study, it entails the general performance of employees in Mbale City.

**Employee:** Refers to an employee as a person who works for another in exchange for financial compensation (Stanton, et al, 2020). In this study an employee refers to any person who is employed by or works for an employer who receives or is entitled to receive any remuneration or who works under the direction or supervision of that employer.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter presents the review of the past literature related to area under investigation. The review was conducted according to objectives of the research study as seen below:

#### 2.1 Effect of overwork stress on employees' performance

When employees experience high levels of work overload, they often face challenges in fulfilling their work obligations while also meeting their family responsibilities. Due to the increased workload, they may need to allocate more time and effort to their jobs, leaving little time and energy for their personal lives. As a result, employees may struggle to allocate sufficient time and attention to their families which could result in conflicts between the domains of work and family (Adil & Baig, 2018).

Work overload occurs when an employee is assigned excessive work demands such as tasks, duties and responsibilities which exceed the capacity and resources to complete tasks within a specified time frame. Heavy Workload is one of the primary reasons for increased job demands (Baker, Hakanen, Demerouti, & Xanthopoulou, 2018). The high workload can be categorized into two forms as quantitative workload, which refers to the volume or amount of work involved in a task, while qualitative workload, which pertains to the complexity of tasks associated with a given workload (Aiello, 2019). Work overload can reduce job satisfaction, performance, increase stress, turnover, and negatively impact employees' overall well-being.

Kristie (2017) examined the relationship between work overload and employee performance in Nigeria. His study revealed that there was a significant positive effect of the implication of overload and employee performance. Sobia and Yasir (2016) investigated the effect of work overload on job satisfaction and the effect of job satisfaction on employee performance and employee engagement. The results of the study revealed a negative relationship exists between work overload and job satisfaction. A positive relationship was identified between job satisfaction and employee performance. A positive relationship was identified between job satisfaction and employee engagement

Abdul, Nafees and Imran (2019) explored the impact of career development on employee performance in the petroleum sector in Pakistan. Findings revealed that career development is a key predictor of employee performance. An employee can be more productive when career

development options are available for use even when suffering from overload. Mugi (2017) also investigated the impact of career development on employee performance. Findings showed a significant effect on employee performance and it revealed that organization capitalizes on career development in order to have an increased productivity on employee performance. Sharjeel and Saba (2017) in an empirical study of Pakistani academic sector argued that there is a strong impact of career development on employee performance. When employees in the academic sector are given opportunity for career development, studies reveals that they perform beyond expectation. Ami (2019) examined the influence of career development on employee performance.

The stress and exhaustion associated with employee overload can lead to poor work-hour productivity. Overtired, overloaded employees cannot perform to their usual standards. They may cut corners and skip final checks to finish the task as quickly as possible, so that they can move on to the next task in the line. Inevitably, speed takes precedence over quality in this situation, and so an overworked employee will often contribute lower quality or inconsistent outputs. Kivimaki et al. (2017) People with a very high workload, as indicated by working continuously over 11 hours a day, may be at high risk of cardiovascular disease. It was found that employees reporting high job strain and high effort-reward imbalance had a twofold higher risk of death a Moore and Cooper (2021) presented a theoretical overview. Findings indicate that although mental health professionals are subjected to similar organizational stressors as other workers, they experience additional emotional strain by the very nature of their professions in dealing with troubled persons often over extended periods of time

## **2.2 Effect of overtime stress on employees' performance**

If employee performance isn't marked by tiredness and an overwhelming feeling of being overworked, the effects of overtime can manifest themselves in other ways that are related to performance. Problems simply may be the result of the inability to concentrate after putting in so many hours on the job (WHO, 2018). However, poor performance also could be due to employees who intentionally rush through their jobs without paying attention to performance standards and expectations. Although they may not intentionally strive for poor performance, their work product may be of lower quality because they don't want to continuously work overtime at the expense of their families and personal interests outside of work.

One of the most visible signs of overtime stress is irritability. If you notice an employee snapping back at their co-workers, or a dramatic decline in camaraderie among the team, work overload could be the cause. These attitude changes cause conflicts between team members, affecting the working environment and your team's overall performance. Sutherland and Cooper (2021) found that psychological ill health (anxiety, depression) was primarily predicted by high levels of job demands, demanding customers, lack of social support, coping strategies and administrative tasks. (Cooper, 2018). The author tested the role of commitment as part of the appraisal strategy in the pathway stress/strain. The result of this study indicates that overtime stress was the only statistically significant predictor of mental and physical ill-health and commitment appeared to be only a predictor for job satisfaction and intention to leave.

Before potential employees even begin to apply for a position, they will most likely find out about the company. They will research several aspects of your business, including what they can expect in terms of pay, benefits, and workload. Most applicants think twice if they find out the business has a high employee turnover due to overworked employees. This reputation can be damaging for your business in the future: when you are losing employees faster than you are attracting new talents, you will be left short-staffed.

The notion of work-life balance has gained high importance as changes in the work place which is brought about by advancement Information Technology (IT), has resulted to information overload. Work-life balance is drawn from an individual's multiple life roles derived from the early recognition that non-work (family or personal) demands may carry over into the working day and adversely influence individual health and performance at work. This therefore requires attention as it puts increasing pressure on employees (Hye, 2019). The shift away from the image of traditional family towards an increasing appearance of single parent families and greater participation of women in the labour force represent factors requesting a greater work-life balance among employees.

Workers with access to resources such as flexible hours, childcare, parental leave, and supervisor support seem to be more likely to have less overlapping work-life, greater job satisfaction, less stress, and are less likely to want to quit (Seibold, 2019). The idea of "life", on the other hand, is not related to work and can be broken down into free time used in recreational activities and family time (O'Neill 2019). In comparison, the concept of "life" is not related to work. The definition of work-life balance thus determines the amount of time available to an employee to balance family and work demands. Work-life balance covers the

time-sharing ratio of an employee. It does not signify pleasure with regard to the notion of enjoyment. Rather, it applies to pride, pleasure, celebration, as well as a sense of well-being. In life, accomplishment and satisfaction are closely related in terms of importance (Musota et al., 2018). This is why those who are considered successful do not feel comfortable or are not as happy as they are supposed to be. The concept consists of the recognition that work-life balance can only be accomplished as a collaborative endeavor between employers and employees.

The highly competitive nature of the labor market creates an atmosphere in which workers participate in more work than they have the means to do satisfactorily, which is known as work overload. The consequent effect of this is the decrease in performance or output. Work overload is a dispute that happens when the demand level exceeds the resources available to an individual if the person has too many tasks that need attention (Ajayi, 2019). Work overload is connected to the total time demands imposed by multiple roles on a person. Work overload occurs when given the limited time available, a person has too many work requirements. Shah (2019) in his study posited that most employees are engaged with too much task because of the competitive nature in securing job, fear of the unknown, and accolades at the detriment of their wellbeing. Erbas (2018) posited that when employees are taxed beyond their understanding, competence, talent and available working hours they tend to be less productive, job burnout, poor customer delivery, experience high family conflicts, emotional stress and exhaustion, and workplace accident.

### **2.3 Effect of workplace conflict stress on employees' performance**

Workplaces can be a breeding ground for conflict as different personalities, opinions, and experiences clash. Miscommunication, misunderstandings, and interpersonal differences are all potential sources of tension that can lead to an unhealthy work environment if not addressed promptly (Davis et al., 2020). Employee conflicts can range from minor disagreements to serious disputes that affect job performance and result in grievances or disciplinary action. Even minor issues like competing priorities and clashing values can significantly affect team morale and productivity.

Algert and Watson (2017) see conflict as a struggle or contest between people with opposing needs, ideas, values or goals. Conflict on group is inevitable; however, the results of conflict are not predetermined. They further explained that conflict might escalate and lead nonproductive final products. Therefore, learning to manage conflict is integral to a high performance team or group. Societies that are largely constituted by organizations (Urry,

2016) feature only limited kinds of collective conflict. However, this does not support the conclusion that organizations themselves, or the kinds of society largely constituted by organizations, have eliminated conflict. On the contrary, the opposite is the appropriate conclusion because by channeling conflict, organizations are amongst the most significant sites for its expression. Still, less should be concluded that, by channeling conflict, organizations have somehow removed the capacity for it from individuals and societies. As is observed here, conflict is a fundamental fact of organizations themselves and of organizational society. In the late modern period, conflict may have come too subtly and effectively contained in by extensive surveillance (Lyon, 2018).

The impact and consequences of unattended conflict in the workplace on employees and the organization generally would argue for immediate attention to the resolution of the conflict rather than a careful and systematic (and invariably more time-intensive) approach to investigating the underlying causes of conflict (Dijkstra, 2019). There is little to indicate that organizations actually attempt to establish the underlying causes of organizational conflict. Rather in order to resolve conflict, individuals or groups resort to conflict management instruments without first determining what the sources (causes) of conflict are, a key element in developing appropriate conflict resolution strategies (Havenga, 2020). Mayer (2018), in support of the above, argues that if the causes of conflict are known and understood, a conflict map can be developed, which could guide conflict resolution processes. Understanding the different forces that inform conflict behaviour consequently empowers the facilitator or manager with the opportunity to develop a more selectively focused and nuanced approach for dealing with the specific occurrence of conflict. Conflict can arise in different situations.

People automatically assume that conflict is related to lower group and organizational effectiveness. Robbins (2021) stated that the levels of conflict in organization can be either too high or too low. Either extreme hinders performance. An optimal level is one at which there is enough conflict to prevent stagnation, stimulate creativity, allow tensions to be released and initiate the seeds for change, yet not so much as to be disruptive or to deter coordination of activities. Inadequate or excessive levels of conflict can hinder the effectiveness of a group or an organization, resulting in reduced satisfaction of group members, increased absence and turnover rates and, eventually lower productivity (WHO, 2019). On the other hand, when conflict is at an optimal level, complacency and apathy should be minimized, motivation should be enhanced through the creation of a challenging

and questioning environment with a vitality that makes work interesting, and there should be the amount of turnover needed to free the organization of misfits and poor performance.

In their contributions, Robert and Angels (2020) posit that conflict can be viewed in a metaphorical expression, conflict as war, opportunity, and as a journey. However, anyone who views conflict from the perspective of war, will often try to win the situation at all cost, but by viewing conflict from the opportunistic perspective, and a journey, will tend to be more constructive, open minded and positive. If conflict is to be managed in organizations in order to enhance performance, then it should be viewed as opportunity and as a journey not necessary as a war. Therefore, when dealing with conflict in an organization, the reliance on the metaphor and language of war is a blur, while the metaphor and language of opportunity and journey is more pronounced and used. In light of the above, it is very paramount to take into cognizance the choice of language used in conflict situation.

Successful management of human resources is one of the keys to effective operation of an organization. For any organization to be effective and efficient in achieving its goal, the people in the organization need to have a shared vision of what they are striving to achieve, as well as a clear objective for each team/department and individuals (Jonnes, 2020). One also needs to understand ways of recognizing and resolving conflict amongst people, so that conflict does not reduce the level of co-operation with the organization. All members of any organization need to have ways of bringing conflict to a minimum and of solving problems caused by conflict, before conflict becomes a major hindrance to productivity. Conflict is an inevitable part of an organizational life since the goals of different stakeholders such as managers and staff are often incompatible (Jones, 2020). Conflict is an unpleasant fact in any organization as long as people compete for jobs, resources, power, recognition and security. Organizational conflict can be regarded as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with other (Henry, 2019)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter describes the methodology that was used in the study and some of the areas that will be covered included: research design, area and population of the study, sample size, sample selection techniques, sources of data, data collection instruments, data quality control and data analysis

#### **3.1 Research Design**

The research study used a cross-sectional design using both qualitative and quantitative research approaches to analyze the effect of occupational stress on employee performance in urban local councils taking industrial City division as the case study. This design helped the researcher to generate more sufficient data and relevant information that supported the variables and objectives of the research study

#### **3.2 Study area**

The study took place in selected wards in industrial divisions of Mbale City in Mbale district.

#### **3.3 Sample size and Study Population**

The population consisted of 40 City employees, 20 local leaders and 20 staffs from civil society. City employees have been chosen because they are the victims of occupational stress while local leaders have been chosen to participate in the study because they provide an oversight supervision of projects and programmes being implemented by City employees. Civil society. Organization also monitors performance of both city employees and their work. The study population was drawn from Mbale City divisions. The total population (N) was 100 people and therefore the sample size was 80 persons using Krejcie and Morgan (1970) methods of determining sample size

**Table 3.1 Summary of the Sample Size and Sampling Technique**

<b>Respondents</b>	<b>Study Population (N)</b>	<b>Sample Size (n)</b>	<b>Sampling Technique</b>
Local leaders	50	20	Simple random
City employees	25	40	Simple random
NGO staffs	25	20	Purposive sampling
<b>Total</b>	<b>100</b>	<b>80</b>	

Source: CAO's Office for population, Krejcie and Morgan (1970) for sample size and Researcher for Sampling Techniques.

### **3.4 Sampling Techniques**

The researcher used the following sampling techniques:

#### **3.4.1 Simple random sampling**

The researcher used simple random sampling to select respondents from city employees category. This technique involved giving a number to every subject or member of the accessible population, placing the numbers in the container and then picking any number at random. The subject corresponding to the numbers was then included in the sample. Simple random sampling enabled the researcher to get a representative sample for the research study and allowed generalizability to a larger population with a margin of error that is statistically determinable.

#### **3.4.2 Purposive random sampling**

Purposive sampling technique was used because some individuals in the population have special knowledge that makes them become "privileged" to participate for the purpose of the study. According to Kothari (2010) purposive sampling is a type of sampling where the researcher purposively chooses persons who, in his judgment about some appropriate characteristic required of the sample members are thought to be relevant to the research topic and are easily available. A purposive, or judgmental, sample was used because respondents in civil society and local leaders category was selected randomly based on the knowledge they have regarding the purpose of the study.

### **3.5 Research Instruments**

The researcher used both questionnaires and interview guide.

### 3.5.1 Questionnaire

The researcher used a self-administered questionnaire as research tool to collect data from the City employees. The questionnaire had three sections: Section A included the respondents' demographic information, Section B, C and D focused on the general and closed ended statements which was in accordance with the objectives of the study. The researcher got a list of pupils elected through purposive sampling to which the questionnaire was administered to. The questionnaires were administered to City employees because it was easy to administer and collect back.

According to Fisher (2004), a questionnaire is used because it is easy to administer, not so expensive, and help to collect unbiased data. The nature of the questions were in form of structured and close ended questions where by a 5 Likert scale of measurement was on close ended questions based on a scale of strongly agree (5), agree (4), unsure (3), disagree (2), strongly disagree (1). A questionnaire was used because it allowed respondents to provide fist hand information which is free of bias and it is also easy to use.

**Table 3: 2 Likert Scale, Coding, and Interpretation**

<b>Scale</b>	<b>Coding</b>	<b>Mean</b>	<b>Interpretation</b>
Strongly agree	5	4.20-5.00	Very high
Agree	4	3.40-4.19	High
Unsure	3	2.60-3.39	Moderate
Disagree	2	1.80-2.59	Low
Strongly disagree	1	1.00-1.79	Very low

**Source: Primary Data 2024**

### 3.5.2 Interviews

Other data was collected using interviews with the help of interview guide. An interview guide is a research instrument that contains a set of questions on defined issues under study that are put to respondents on face to face basis (Saunders, et al, 2007). This instrument also contained mostly open-ended questions. The interview guide was used on local leaders and staffs from civil society as respondents because this category of the study population may have more knowledge and firsthand information that could not be fully captured using questionnaires.

### **3.6 Data quality control tools**

#### **3.6.1 Validity**

The validity of an instrument is defined as the ability of an instrument to measure what it is intended to measure. To establish the validity of the instruments, the researcher will use expert judgement as recommended by Gay (1997) as the best method for ensuring validity. Thus the researcher ensured that the instrument was clear, relevant, specific and logically arranged. The validity of the questionnaire will be tested using the content validity test (CVI). To arrive at the relevancy of the questionnaire, the researcher designed the instrument that yielded content – valid data by first specifying the domain of indicators that are relevant to the concept being measured. A content-valid data measure contained all possible items that were used in measuring the effect of occupational stress on employee performance.

$$CVI = \frac{R}{R+N+IR}$$

Where, Relevant (R), Neutral (N), to Irrelevant (IR).

#### **3.6.2 Reliability**

The reliability of the instruments were tested using the test re-test method of reliability and Cron-bach alpha tests to determine the reliability index with the help of SPSS. Data was collected from 20 local people not among those in the sample. The principle of reliability as far as research instruments are concerned, is clearly put forward by Amin (2005), an instrument is reliable if it produces the same results wherever it is repeatedly used to measure a trait or a concept from the same population and under similar circumstances. According to Nunnally (1978) the reliability coefficient Alpha is supposed to be above 0.7 to show that there is reliability.

### **3.7 Data Processing and Analysis**

#### **3.7.1 Quantitative data analysis**

Data processing was done through editing of the data which was coded for further data analysis. After data processing, quantitative data analysis will be carried out by simple frequency tabulation using a Statistical Package for Social Science (SPSS). Data was presented using different methods such as simple frequency tables which will ultimately help to measure the effect of occupational stress on employee performance in industrial city

division of Mbale City. This is because data presentation required clear portrayal of the findings presented, and the listed method above clearly fulfills that purpose.

### **3.7.2 Regression Analysis**

Regression analysis was used because the researcher is interested in finding out whether the independent variable predicts the dependent variable. The researcher used simple regression to analyze the effect of child abuse on academic performance of pupils in primary schools. This type of inferential statistics is easy to compute and interpret and they also help in making conclusions. A descriptive statistical technique (frequencies and percentages) was used to analyze field data from questionnaires to assist in the interpretation of data

### **3.7.3 Qualitative data analysis**

On the other hand, qualitative data gathered from open-ended questions in the interview guide will be summarized. A style called content analysis will be used to test the validity and authenticity. Content analysis is the analysis of data which is non-empirical. In qualitative data analysis, the researcher obtained detailed information about the effect of child abuse on pupil's academic performance and try to pattern trends and relationship. Then data was coded and categorized according to the sub-themes identified earlier.

## **3.8 Data collection procedure**

The researcher selected and presented a research topic to the department of social sciences which was approved. Thereafter the researcher develops a research proposal. After approval of the research proposal, the researcher obtained an introductory letter from the Head of department which was presented to the relevant authorities in the study area for data collection. Thereafter the researcher wrote a report to be presented to the department for further examination

## **3.9 Ethical Considerations**

### **3.9.1 Consent**

The researcher got approved consent from the respondents. Respondents will willingly decide to participate in the study after the researcher explaining to them the purpose of the study which is purely academic. It was possible that the researcher's views could influence the way the study findings would be documented thus creating an ethical dilemma of failure to present exactly what the study subjects would reveal in the course of the data collection. However,

the prepared instruments helped the researcher to collect objective information hence fears of personal views were be reduced.

### **3.9.2 Confidentiality**

Respondents were assured of confidentiality by keeping information given confidential. Respondents' identity was kept anonymous or pseudo names were used. This increased disclosure of information as well as increasing respondents' willingness to participate in the study.

### **3.9.3 Fraud and plagiarism**

Mugenda and Mugenda (2007) argued that fraud involves faking data. It also includes false presentation of research methodologies. On the other hand, plagiarism refers to owning another person's work by the researcher without acknowledging the author. According to copy rights law. In many countries including Uganda, both fraud and plagiarism are crime punishable by panel code. To avoid fraud and plagiarism, the researcher personally collected, analyzed and present data and endeavored to present exactly what the study subject revealed. Where information was picked from another source, the author (copy right owner) was acknowledged.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.0 Introduction

This chapter entails analysis and interpretation of study findings on effect of occupational stress on employee performance in Industrial City Division Mbale City and this chapter has been carried out in line with the objectives: To examine the effect of overwork stress on employees' performance in Industrial City division of Mbale City, to find out the effect of over time stress on employees' performance in Industrial City division of Mbale City and lastly to establish the effect of workplace conflict stress on employees' performance in industrial City Division of Mbale City.

#### 4.1. Demographic characteristics of respondents of the study

*Table 4.1: Demographic characteristics of respondents*

<b>Gender</b>	<b>Number of respondents</b>	<b>Percentage (%)</b>
Females	55	58%
Male	45	42%
<b>Total</b>	<b>80</b>	<b>100%</b>
<b>Age of respondents</b>	<b>Number of respondents</b>	<b>Percentage (%)</b>
20-25	25	25%
26-31	18	20%
32 above	57	55%
<b>Total</b>	<b>80</b>	<b>100%</b>
<b>Education background</b>	<b>Number of respondents</b>	<b>Percentage (%)</b>
Secondary	20	20%
Diploma	40	40%
Bachelors	32	32%
Masters	8	8%
<b>Total</b>	<b>80</b>	<b>100%</b>
<b>Marital status of Respondents</b>	<b>Number of respondents</b>	<b>Percentage (%)</b>
Married	75	88%
Un married	25	12%
<b>Total number of respondents</b>	<b>80</b>	<b>100%</b>

Source: Primary Data, 2024

### **Gender of participants**

According to the findings of the study, 58% of the respondents were females and 42% of the respondents were males. These findings indicated that female respondents were the majority in carrying out the study on effect of occupational stress on employee performance in Industrial City Division, Mbale City. Though females were the majority of the respondents, findings of the study indicated that both gender were well represented in carrying out of this research study.

### **Age of Respondents**

Findings showed that majority of the respondents were in the age bracket of 32 (50%), and 20-25 were (25%) and lastly 26-31 were (20%). The purpose for age of respondents was to find out the average age of respondents in the study in line with effect of occupational stress on employee performance in Industrial City Division, Mbale City

### **Educational level of respondents**

Findings showed that 20% of the respondents had acquired secondary education, 40% of the respondents had attained diplomas, 32% had bachelors and lastly 8% had attained masters. Davis (2029) noted that it is important in social investigation research to involve people that have attained an acceptable level of literacy and numeracy in order for them to be in position to understand and interpret contents of the topic under study.

## 4.2: Effect of overwork stress on employees' performance

**Table 4.2: Descriptive statistics**

Themes	n	1 (SD)	2 (D)	3 (U)	4 (A)	5 (SA)	Mean	Std. D	Comments
Low quality work	80	5 (3.6%)	5 (3.6%)	10 (15.8%)	40 (50%)	20 (27%)	3.82	1.022	<b>High</b>
Employees who want to make more money at any cost might create overtime by stalling work during the normal work day; they claim they need overtime to finish their daily projects.	80	0 (0%)	2 (3.5%)	3 (7%)	60 (63.4%)	15 (26.1%)	4.00	0.815	<b>High</b>
Damaged company reputation	80	3 (3%)	6 (7%)	1 (1%)	50 (65.0%)	20 (24%)	4.02	0.700	<b>High</b>
Reduced employee motivation	80	12 (14.5%)	6 (5%)	8 (6%)	45 (46.1%)	29 (28.4%)	3.91	0.805	<b>High</b>
Employees who regularly work overtime may become territorial and want to be the only ones responsible for performing their job duties because they benefit from overtime wages.	80	4 (5%)	4 (5%)	20 (10%)	54 (60.3%)	22 (18.2%)	4.22	0.945	<b>Very High</b>
Valid N (list wise)	80								
<b>Overall Mean &amp; Standard Deviation</b>							<b>4.10</b>	<b>0.924</b>	<b>High</b>

*0.00-1.00 Very Low, 1.10-2.00 Low, 2.10-3.00 Moderate, 3.10-4.00 High, 4.10-5.00 Very High*

Under the first objective of the study, respondents were asked to respond to the following illustrated themes:

Respondents were asked to reveal if low quality work is one of the effects of overwork stress on employee performance and 50% of the respondents agreed, 15.8% of the respondents were undecided, 3.6% of the respondents disagreed and lastly 3.6% of the respondents strongly disagreed. A high mean of 3.82 indicated that low quality work is one of the effects of overwork stress on employee performance. Respondents DDD2 MMM2 all said that overwork stress lowers the quality of work as employees always do poor work due to much work stress. This study finding was relatively similar to a study conducted by Marvin et al, on work stress and noted that work stress leads to low quality performance in work.

Responses on if employees who want to make more money at any cost might create overtime by stalling work during the normal work day; they claim they need overtime to finish their daily projects showed that 26.1% of the respondents strongly agreed, 63.4% of the respondents agreed, 7% of the respondents were undecided, 3.5% of the respondents disagreed, and lastly none of the respondents strongly disagreed. A high mean of 4.00 illustrated that employees who want to make more money at any cost might create overtime by stalling work during the normal work day; they claim they need overtime to finish their daily projects. This research finding was in line with a study conducted Tomkins et al, in Dubai who noted that some workers stall work such that they may be paid overtime later on.

Responses on if damaged company reputation affects employee performance leading to stress showed that 3% of the respondents strongly disagreed, 7% of the respondents disagreed, 1% of the respondents were undecided, 65% of the respondents agreed and lastly 24% of the respondents strongly agreed. A high mean of 4.02 with a standard deviation of 0.700 indicated that damaged company reputation affects employee performance leading to stress

Responses on if reduced employee motivation is an effect of stress on employees performance showed that 14% of the respondents strongly disagreed, 5% of the respondents disagreed, 6% of the respondents were undecided, 46.1% of the respondents agreed, and lastly 28.4% of the respondents strongly agreed. A high mean of 3.91 indicated that reduced employee motivation is an effect of stress on employee's performance. This research finding was in line with a study conducted by Nasike (2019) who conducted a research study in Nairobi on work stress and work standards and noted that whenever there is no employee motivation at work. There are always high levels of stress.

Responses on if employees who regularly work overtime may become territorial and want to be the only ones responsible for performing their job duties because they benefit from overtime wages showed that 5% of the respondents strongly disagreed, 5% disagreed, 10% of the respondents were undecided, 60.3% of the respondents agreed and lastly 18.2% of the respondents strongly agreed. A very high mean of 4.22 indicated that employees who regularly work overtime may become territorial and want to be the only ones responsible for performing their job duties because they benefit from overtime wages. This study finding was in line with Mulongo et, al (2020) who noted that most employees who work overtime don't always wish to get other people to work along with as they want to be the only beneficiaries.

A high overall mean of 4.10 with a standard deviation of 0.94 indicated that there are a number of effects of overwork stress on employees' performance.

#### 4.3. Effect of over time stress on employees' performance

**Table 4.3: Descriptive statistics**

	n	1 (SD)	2 (D)	3 (U)	4 (A)	5 (SA)	Mean	Std.D	Comments
Overtime stress leads to anxiety and depression among employees	80	4 (4%)	3 (3%)	7 (6%)	20 (30%)	46 (57%)	4.32	0.952	<i>Very High</i>
Increased risks of heart diseases and health complications	80	0 (0%)	10 (11%)	6 (5%)	45 (48%)	19 (36%)	3.92	0.768	<i>High</i>
Overworked employees suffer from low levels of initiatives and innovativeness	80	0 (0%)	7 (7%)	5 (10.2%)	52 (60.0%)	16 (22.7%)	4.10	0.700	<i>High</i>
Overtime stress that depletes employees' energy levels and reduces their efficacy.	80	5 (5%)	3 (3%)	2 (2%)	20 (38%)	50 (52%)	4.30	0.684	<i>Very High</i>
Reduced employee motivation	80	5 (5%)	5 (5%)	0 (0%)	25 (27%)	55 (63%)	4.38	0.609	<i>Very High</i>
Valid N (list wise)	80								
<b>Overall Mean &amp; Standard Deviation</b>							<b>4.10</b>	<b>0.832</b>	<i>Very High</i>

*0.00-1.00 Very Low, 1.10-2.00 Low, 2.10-3.00 Moderate, 3.10-4.00 High, 4.10-5.00 Very High*

The second objective of the study was about effect of over time stress on employees' performance and responses in line with this objective are illustrated as follows:

Respondents were asked to reveal if overtime stress leads to anxiety and depression among employees and 4% of the respondents strongly disagreed, 3% disagreed, 6% were undecided, 20% of the respondents agreed and lastly 57% of the respondents strongly agreed. A very high mean of 4.32 indicated that overtime stress leads to anxiety and depression among employees. This study finding was in line with a study conducted by Ruto et al, from Kenya who noted that many employees have been depressed due to overtime stress.

Respondents were also asked to reveal if, increased risks of heart diseases and health complications are as a result of overtime stress and none of the respondents strongly disagreed with this, 11% of the respondents disagreed, 5% of the respondents were undecided, 48% of the respondents agreed, 36% of the respondents strongly agreed. A high mean 3.92 with a standard deviation of 0.768 showed that Increased risks of heart diseases and health complications. This study finding was in line with a study conducted by Maseruka et al, (2022) who noted that overtimes stress leads to heart diseases and many other health complications that in return affect employee performance.

Reponses on if overworked employees suffer from low levels of initiatives and innovations showed that none of the respondents was in disagreement with this item, 7% of the respondents disagreed, 10.2% of the respondents were undecided, 60% of the respondents agreed, 22.7% of the respondents strongly agreed. A very high mean and standard deviation of 4.10 and 0.700 respectively showed that overworked employees suffer from low levels of initiatives and innovations. This study finding was in line with a study conducted by derrick et al (2022) from West Africa who noted that overworked employees have less time to think and be creative because their brains are over worked.

Responses in line with if overtime stress that depletes employees' energy levels and reduces their efficiency showed that 5% of the respondents strongly agreed with this, 3% disagreed, 2% were undecided, 38% of the respondents agreed, and 53 % of the respondents strongly agreed with this item. A very high mean of 4.3 indicated that overtime stress that depletes employees' energy levels and reduces their efficiency. This research finding was in line with a research study conducted by White (2022) who noted that most employee's energy levels are depleted due to overtime stress and they always perform lower than their expected levels.

Responses on if reduced employee motivation leads to overtime stress and poor performance showed that 5% of the respondents strongly disagreed, 5% disagreed, none of the respondents was undecided, 27% of the respondents agreed, 63% of the respondents strongly agreed. A very high mean of 4.38 indicated that reduced employee motivation leads to overtime stress and poor performance. This research finding was in line with a study conducted by Mugenda (2022) who noted that due to lack of employee motivation, stress of employees increases leading to poor employee performance.

A very high overall mean of 4.10 and a standard deviation of 0.832 indicated that the above illustrated are effects of over time stress on employees' performance.

#### 4.4 Effect of workplace conflict stress on employees' performance

**Table 4.4: Descriptive**

<b>Responses</b>	<b>N</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Std. D</b>	<b>Comments</b>
Workplace conflict stress consumes employees emotional capacity, because they have limited emotional bandwidth to dedicate to thoughtful communication	80	2 (5%)	4 (10%)	1 (1%)	28 (36%)	45 (48%)	4.26	0.694	<b>Very High</b>
Workplace conflict stress reduces collaboration	80	6 (6%)	6 (6%)	0 (0%)	48 (50%)	20 (18%)	4.01	0.731	<b>Very High</b>
Increases employee burnout	80	3 (3.1%)	0 (0%)	6 (14.2%)	51 (55.0%)	20 (27.7%)	3.99	0.875	<b>High</b>
Workplace conflict stress reduces the levels of loyalty among employees	80	2 (3%)	0 (0%)	8 (10%)	22 (28.8%)	48 (58.2%)	4.27	0.647	<b>Very High</b>
High employee turnover	80	3 (4%)	0 (0%)	2 (4%)	20 (27%)	55 (65%)	4.36	0.562	<b>Very High</b>
Valid N (list wise)	80								
<b>Overall Mean &amp; Standard Deviation</b>							<b>4.01</b>	<b>0.677</b>	<b>Very High</b>

*0.00-1.00 Very Low, 1.10-2.00 Low, 2.10-3.00 Moderate, 3.10-4.00 High, 4.10-5.00 Very High*

The third objective of the study was about effect of workplace conflict stress on employees' performance and responses in line with this objective are illustrated as follows:

Respondents were asked to reveal if workplace conflict stress consumes employees' emotional capacity, because they have limited emotional bandwidth to dedicate to thoughtful communication and 5% of the respondents strongly disagreed, 10% disagreed, 1% of the respondents were undecided, 36% of the respondents agreed and lastly 48% of the respondents strongly agreed. A very high mean of 4.26 and standard deviation of 0.694 indicated that workplace conflict stress consumes employees' emotional capacity, because they have limited emotional bandwidth to dedicate to thoughtful communication. This study finding was in line with a study conducted by Davis et al, (2019) who conducted a research study in Tanzania and noted that work stress conflicts in most organizations consume employee's emotional capacity.

Respondents were asked if workplace conflict stress reduces collaboration and in line with this item, 6% of the respondents strongly disagreed, 6% also disagreed, none of the respondents were undecided, 50% of the respondents agreed and lastly 18% of the respondents strongly agreed. A high mean of 4.01 and standard deviation 0.731 indicated that Workplace conflict stress reduces collaboration. This study finding was in line with a study conducted by Jackson et al, (2023) from Nigeria who noted that in most organizations where there is work stress, employees do not collaborate with one another.

Respondents were asked to reveal if Increases in employee burnout is another effect of workplace conflict and 3.1% of the respondents were in agreement with this, none of the respondents disagreed, 14.2% of the respondents were undecided, 55% Of the respondents agreed and lastly 27.7% of the respondents strongly agreed. A very high mean of 4.27 and a standard deviation of 0.647 indicated that Increases employee burnout lowers employee performance. This study was in line with a study conducted by Anthony et al, (2019) who noted that employee burnout lowers their performance at work places.

Respondents were asked to reveal if workplace conflict stress reduces the levels of loyalty among employees and 35 of the respondents strongly disagreed, none of the respondents disagreed, 10% of the respondents were undecided, 28.8% of the respondents agreed and lastly 58.2% of the respondents strongly agreed. A very high mean of 4.27 with a standard deviation of 0.647 indicated that workplace conflict stress reduces the levels of loyalty among employees. This study finding was in line with a study conducted by Odiambo (2023) who

noted that reduces loyalty levels among employees who in return perform poorly at their respective work places.

Respondents were asked to reveal if high employee turnover is affected as a result stress and employee conflicts and 4% of the respondents were in agreement with this item, none of the respondents disagreed, 4% of the respondents were undecided, 27% of the respondents agreed and lastly 65% of the respondents strongly agreed. A very high mean and standard deviation of 4.36, 0.562 respectively indicated a number of effects of workplace conflict stress on employees' performance.

A very high overall mean of 4.34 indicated that there are a number of effects of workplace conflict stress on employees' performance.

## **CHAPTER FIVE**

### **DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter entails discussion of study findings' conclusions and recommendations revealed about effect of occupational stress on employee performance in Industrial City Division Mable City

#### **5.1 Discussion of Findings**

##### **5.1.1 Effect of overwork stress on employees' performance**

Findings indicated that low quality work is one of the effects of overwork stress on employee performance. This study finding was relatively similar to a study conducted by Marvin et al, on work stress and noted that work stress leads to low quality performance in work.

Secondly study findings illustrated that employees who want to make more money at any cost might create overtime by stalling work during the normal work day; they claim they need overtime to finish their daily projects. This research finding was in line with a study conducted by Tomkins et al, in Dubai who noted that some workers stall work such that they may be paid overtime later on.

Study findings also indicated that reduced employee motivation is an effect of stress on employee's performance. This research finding was in line with a study conducted by Nasike (2019) who conducted a research study in Nairobi on work stress and work standards and noted that whenever there is no employee motivation at work. There are always high levels of stress.

Findings also indicated that employees who regularly work overtime may become territorial and want to be the only ones responsible for performing their job duties because they benefit from overtime wages. This study finding was in line with Mulongo et, al (2020) who noted that most employees who work overtime don't always wish to get other people to work along with as they want to be the only beneficiaries.

### **5.1.2 Effect of workplace conflict stress on employees' performance**

Findings indicated that overtime stress leads to anxiety and depression among employees. This study finding was in line with a study conducted by Ruto et al, from Kenya who noted that many employees have been depressed due to overtime stress.

Findings showed that Increased risks of heart diseases and health complications. This study finding was in line with a study conducted by Maseruka et al, (2022) who noted that overtimes stress leads to heart diseases and many other health complications that in return affect employee performance.

Study findings also showed that overworked employees suffer from low levels of initiatives and innovations. This study finding was in line with a study conducted by derrick et al (2022) from West Africa who noted that overworked employees have less time to think and be creative because their brains are over worked.

Study findings indicated that overtime stress that depletes employees' energy levels and reduces their efficiency. This research finding was in line with a research study conducted by White (2022) who noted that most employees' energy levels are depleted due to overtime stress and they always perform lower than their expected levels.

Study findings indicated that reduced employee motivation leads to overtime stress and poor performance. This research finding was in line with a study conducted by Mugenda (2022) who noted that due to lack of employee motivation, stress of employees increases leading to poor employee performance.

### **5.1.3 Effect of over time stress on employees' performance**

Study findings indicated that workplace conflict stress consumes employees' emotional capacity, because they have limited emotional bandwidth to dedicate to thoughtful communication. This study finding was in line with a study conducted by Davis et al, (2019) who conducted a research study in Tanzania and noted that work stress conflicts in most organizations consume employee's emotional capacity.

Study findings indicated that Workplace conflict stress reduces collaboration. This study finding was in line with a study conducted by Jackson et al, (2023) from Nigeria who noted that in most organizations where there is work stress, employees do not collaborate with one another.

Study findings indicated that Increase in employee burnout lowers employee performance. This study was in line with a study conducted by Anthony et al, (2019) who noted that employee burnout lowers their performance at work places.

Lastly study findings indicated that workplace conflict stress reduces the levels of loyalty among employees. This study finding was in line with a study conducted by Odiambo (2023) who noted that reduces loyalty levels among employees who in return perform poorly at their respective work places.

## **5.2 Conclusions**

### **5.2.1. Effect of overwork stress on employees' performance**

Findings concluded that low quality work is one of the effects of overwork stress on employee performance, that employees who want to make more money at any cost might create overtime by stalling work during the normal work day, that reduced employee motivation is an effect of stress on employee's performance, that employees who regularly work overtime may become territorial and want to be the only ones responsible for performing their job duties.

### **5.2.2. Effect of workplace conflict stress on employees' performance**

Findings concluded that overtime stress leads to anxiety and depression among employees, that increased risks of heart diseases and health complications that overworked employees suffer from low levels of initiatives and innovations, that overtime stress that depletes employees' energy levels and reduces their efficiency and lastly that reduced employee motivation leads to overtime stress and poor performance.

### **5.2.3. Effect of over time stress on employees' performances**

Findings concluded that workplace conflict stress consumes employees' emotional capacity, because they have limited emotional bandwidth to dedicate to thoughtful communication, that Workplace conflict stress reduces collaboration, that Increase in employee burnout lowers employee performance and lastly that workplace conflict stress reduces the levels of loyalty among employees.

### **5.3 Recommendations**

Basing on the discussion of the study findings and conclusions of this report, the study recommends the following to different stakeholders.

There should be more investments by different Governments in order to prevent work place stress

There is need for the Government to carry out sensitization programmes to different stakeholders in order reduce on occupational stress challenges

### **5.4 Suggested areas for further research**

**Basing on the study findings, the researcher recommends further research on the following research topics:**

Role of Government in prevention of work place stress

Causes and effects of work stress and employee performance

## APPENDICES

### APPENDIX I: CONSENT LETTER

*Bachelor of Public Administration (Candidate)*

#### RESEARCH PROJECT-UGANDA CHRISTIAN UNIVERSITY, MBALE

I am **wambi pual** a student of Uganda Christian University, currently undertaking a research on a topic ‘effect of occupational stress on employee performance” *A case study of industrial City Division Mbale City*, You are privileged to participate in this research and your selection has been based on random sampling. Please feel free as you respond because the information you give will only be used for academics purposes, treated confidential and will be held anonymous before publication.

Thank you

.....

**(Researcher)**

**APPENDIX II: QUESTIONNAIRES FOR LOCAL LEADERS AND CITY  
EMPLOYEES**

**SECTION A**

**REPOUDENT'S BIO - DATA**

***INSTRUCTIONS***

*Please fill in the blank spaces or tick (√) in the boxes provided where necessary*

1. Name:(optional)

.....

2. Age: .....

3. Sex: Male  Female

4. Marital status: Single  Married  Divorced  Separated  Widowed

5. Location:

Cell ..... Parish ..... Sub – county .....

6. Class:

P6  P7

.....

.....

7. Religion: Protestant  Catholics  Muslims  Born again

Others (please specify).....

**SECTION B: EFFECT OF OVER WORK STRESS ON EMPLOYEE  
PERFORMANCE**

In a score of 1-5, please choose the most appropriate answer where 1- strongly disagree, 2- disagree, 3- agree, 4-strongly agree and 5 uncertain

<b>Question Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Low quality work					
Employees who want to make more money at any cost might create overtime by stalling work during the normal work day; they claim they need overtime to finish their daily projects.					
Segmented work duties often are an unexpected result of employees working overtime					
Damaged company reputation					
Reduced employee motivation					
Employees who regularly work overtime may become territorial and want to be the only ones responsible for performing their job duties because they benefit from overtime wages.					

**SECTION C: EFFECT OF OVERTIME STRESS ON EMPLOYEE PERFORMANCE**

In a score of 1-5, please choose the most appropriate answer where 1- Strongly Disagree, 2- Disagree, 3- Agree, 4-Strongly Agree and 5-Uncertain

<b>Question statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Overtime stress leads to anxiety and depression among employees					
Increased risks of heart diseases and health complications					
Overworked employees suffer from low levels of initiatives and Innovativeness					
Overtime stress that depletes employees' energy levels and reduces their efficacy.					
Reduced employee motivation					

**SECTION D: EFFECT OF WORK PLACE CONFLICT ON EMPLOYEE PERFORMANCE**

In a score of 1-5, please choose the most appropriate answer where 1- Strongly Disagree, 2- Disagree, 3- Agree, 4-Strongly Agree and 5-Uncertain

<b>Question statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Workplace conflict stress consumes an employee’s emotional capacity, they have limited “emotional bandwidth” to dedicate to thoughtful communication					
Workplace conflict stress reduces collaboration					
Increases employee burnout					
Workplace conflict stress reduces the levels of loyalty among employee					
High employee turnover					

**END**

### **APPENDIX III: INTERVIEW GUIDE FOR NGO STAFFS**

1. What is your occupation?
2. Explain the challenges employees face?
3. What is the various work related stress employees face?
4. What is the effect of overwork stress on employees' performance in Industrial City Division, Mbale City?
5. What is the effect of overtime stress on employees' performance in in Industrial City Division Mbale City?
6. What is the effect of workplace conflict stress on employees' performance in in Industrial City Division Mbale City?

**APPENDIX IV: BUDGETARY ESTIMATES**

<b>S/No</b>	<b>ITEM ( S)</b>	<b>Quantity (qty)</b>	<b>Unit cost (Ug.shs)</b>	<b>Total Coast (Ug shs)</b>
01	Printing/ photo copying papers	1 ream	20,000	20,000
02	Ruled papers	1 ream	16,000	16,000
03	Flash disk	1 (2GB)	40,000	40,000
04	Pens, pencil and note book	Assorted	10,000	10,000
05	Photocopying expenses	45 PAGES	100	4500
06	Word typesetting expenses	45 PAGES	1000	45,000
07	Spiral binding expenses	3 BOOKS	5000	15,000
08	Airtime		10,000	10,000
09	Transport expenses		50,000	50,000
10	Contingency		50,000	50,000
	<b>TOTAL</b>			<b>400,000</b>

**APPENDIX V: WORK PLAN**

<b>Duration</b>	<b>J</b>	<b>F</b>	<b>M</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>	<b>O</b>	<b>N</b>	<b>D</b>
<b>Activity</b>												
<b>Developing Questionnaires</b>												
<b>Data collection</b>												
<b>Data processing and analysis</b>												
<b>Writing Draft and Final Report</b>												
<b>Submission of Report</b>												

APPENDIX VI: DATA COLLECTION LETTER



UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa  
MBALE UNIVERSITY COLLEGE.

Office of the Academic Registrar

To THE TOWN CLERK  
INDUSTRIAL CITY DIVISION



Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss. LUAMBI PAUL  
Of Registration Number... SI9/MUC/B.PAM/1031... pursuing a Masters'  
Degree/Postgraduate Diploma / Bachelor's Degree  
...BACHELOR'S

He/ she is required to carry out academic research on the topic  
EFFECT OF OCCUPATIONAL STRESS ON EMPLOYEE  
PERFORMANCE IN INDUSTRIAL CITY DIVISION, MBALE CITY.  
and thereafter produce a well bound hard cover research report (MAROON) in color for  
undergraduate and three (BLACK)copies for Postgraduate students as a university  
requirement for the award of a degree/diploma in the academic discipline that he /  
she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.  
Thank you.

Yours faithfully,

Mr. Akampurira Timothy  
Academic Registrar



A Complete Education for a Complete Person

P.O Box, Mbale, Uganda, email: academicregistrar@mbale.ucu.ac.ug