

**STRESS MANAGEMENT ON EMPLOYEE PERFORMANCE: A CASE STUDY ON  
7STAR CLEANING SERVICES AT UGANDA CHRISTIAN UNIVERSITY**

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**UGANDA CHRISTIAN  
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## DECLARATION

I, **MUSIIMENTA DORCUS**, hereby declare that the work in this dissertation is originally prepared by me to the best of my knowledge and has never been submitted for any award of a degree in any university or institution of higher education level.

Signature. .... Date: .....

**MUSIIMENTA DORCUS**

**S21B42/014**



## DEDICATION

To my mum Mrs. Kobusingye Hildah and my brother Tumukunde Innocent and to all my beloved ones.

## ACKNOWLEDGEMENT

First and foremost, my appreciation and gratitude to the Lord almighty who has helped me go through this academic journey up to the end even in the midst of difficulties. Secondly great appreciation to my academic lecturers and my supervisor who have made it possible for me to complete my bachelor's degree through their knowledge, guidance and advices.

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Lastly and greatly appreciation and recognition to my mother, brother and relatives who have been a rock and foundation as motivators throughout my journey of academics. And to all the people who have been in my life in different ways, great appreciations.

## ABSTRACT

This concept of stress management is recognized as a best practice for Human resource management and has been found with vital and crucial effect on the employee performance because it leads to either productivity or unproductivity of employees. Therefore, this research explores the relationship between stress management practices and employee performance within the 7 star cleaning services at Uganda Christian University. The performance of employees leads to the achievement of organizational goals and objectives though it can be affected by work related stress which in the end reduces productivity, increases absenteeism and reduces job satisfaction. This study therefore aims to identify how effective stress management can enhance employee performance in an environment with stress.

In this study a mixed methods approach was used, both quantitative from the structured questionnaires and qualitative from the interviews with the 92 employees. The study revealed a positive correlation between stress management practices and employee's performance which indicated that positive stress management leads to improved productivity. Stress management practices that were identified include supportive leadership, effective communication and resources to mitigate resources should be provided. The findings show that 7star is a high stress sector since it provides cleaning services so stress management practices have to be implemented. Therefore, through implementing a supportive environment, there would be an improvement in employee well-being enhance performance and reduce costs associated with poor performance. In conclusion, there is need for continuous training on stress management practices and culture of supportive leadership employed.

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## CHAPTER ONE

### INTRODUCTION

#### 1.0 Introduction

This chapter points out the background of the study, statement of the problem, purpose of the study, specific objectives, research questions, scope of the study, Justification of the study, significance of the study and the Conceptual Framework. The study was to examine the impact of stress management on employee performance at 7star cleaning service company in UCU.

#### 1.1 Background of the study

Employee performance is vital to both the employee and the organization. To an employee, superior performance is associated with many benefits such as promotion at work, better remuneration, job satisfaction and job security (Phong Thanh Nguyen, 2020) To an organization, the superior performance of employees enable the organization achieve its set objectives, increased retention, reduced cost of training and competitive advantage. Employee work performance is a very important thing in an organization's efforts to achieve its goals, so various activities must be carried out by the organization to improve it. One of them is through performance appraisal (Phong Thanh Nguyen, 2020).

In terms of conceptualization, there are many views advanced to explain the concept of employee performance. In some views, performance is assessed from the actual contribution of an employee in meeting their key result areas, competencies, work productivity, behaviour among others. Therefore, employee performance can be viewed in such terms as effectively accomplishing of tasks as assigned, exhibiting desired behaviour, and also exceeding expectations.

Despite the benefits associated with superior performance for both employee and organization, there are reported gaps in employee performance in many organisations. According to (symonds, 2023) performance gap is the difference between current and desired performance levels.

7star cleaning services, the organization of interest in this study, is struggling to get the best performance out of the employees. The organization is contracted to offer cleaning services in UCU which include tidying the compound, walkways, classrooms, bathrooms and toilets. They have really done a good job which is seen by the clean environment among other places. This is confirmed by the comment of the UCU's vice chancellor, Assoc. Prof. Aaron Mushengyezi who is grateful for their hard work quoting that "We owe a thank you to 7 star cleaning companies," he said during the recently concluded meeting with the bishops of global south fellowship of Anglicans. "Their dedication ensures that UCU remains a place of beauty and inspiration for everyone." (Najjukka, 2024). Despite the eventual results however, there is a large percent of employees, estimated to be 60% who take longer than the actual time to complete their work. This increases the operational costs. Most of those employees appear to be tired, fail to concentrate at work. They complain of dizziness others become angry with less provocation which is an indicator of being under stress. There are different symptoms of stress which include physical symptoms, behaviour symptoms, emotional symptoms and cognitive symptoms (Sujaritha J, 2022). The said symptoms suggest that employees are suffering from stress.

As to how the said challenge can be addressed, the job-demand resource model of stress management appears to offer a persuasive solution. The model suggests that an employee is faced with job demands that can cause stress but the stress can be countered if an employee has adequate resources. As such, if the resources (such as emotional, social, and physical support) at the exposure of employee exceed job demands, then the stress can be countered. Given the fact that some of the resources are availed by the organisation, stress management practices such as work life balance, clear communication, setting realistic expectations, supportive leadership among others could be essential. Using physical and psychological strategies, stress management practices are frequently used to deal with stressful events in daily life (Julianah Funmilayo, 2023).

There being justifiable performance gap resulting from stressful situation, and there being a persuasive theory, this study seeks to assess the contribution of

stress management practices in fostering employee performance in 7star cleaning services, Uganda Christian University.

Therefore, the study focuses on the impact of stress management on employee performance at 7star cleaning services at Uganda Christian University which is to examine the employee performance and stress management practices and how to manage stress in order to promote increased performance in the company. Stress is a big issue that is experienced by employees according to their type of work done which involves both teaching, students and non-teaching staff.

### **1.2. Problem statement**

The main concern of the study is laid on, stress management and its impact on employees' performance at 7star cleaning services in Uganda Christian University. Stress management is an important aspect in a company that needs to be worked on so as to increase employee performance. Despite the fact that the company has tried its level best to manage stress of its employees, there are different causes of stress that still need to be looked into so that to extremely improve the performance of employees. These causes include Environmental, Social Stressors, Physiological, thoughts among others which impact one's performance negatively hence poor performance reducing the productivity of the company. The occurrence of stress has resulted into issues like high levels of absenteeism, job burnout, effect on health, decreased motivation, increased employee complaints, decreased productivity, conflicts, poor time management lack of focus which in turn affects the company and employees at large. Therefore, this study seeks to examine the different ways of managing stress and its relationship with employee performance so that employees' performance is increased with the management of stress.

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

The purpose of the study was to examine the relationship between stress management and employee performance of 7star cleaning services at Uganda Christian university.

## **1.4 Objectives**

The objectives of the study were to;

1. Examine employee performance in the organisation
2. Examine the stress management practices in the organization
3. Examine the relationship between stress management and performance

## **1.5. Research Questions**

1. What is the perceived level of employee performance?
2. What are the stress management practices in the organisation?
3. What is the relationship between stress management and performance?

## **1.6. Research Scope**

The study focuses on the impact of stress management on employee performance and the relationship between the two variables on 7star cleaning services at Uganda Christian university. The scope of the study is presented in geographical and time scopes.

### **1.6.1. Geographical scope**

This study will be carried out on 7star cleaning services company in Uganda Christian university at Mukono District. The participants will be the employees of the company who deliver the services directly.

### **1.6.2. Time scope**

The study will be carried out for a period of two months and half as the period will be enough for the researcher to collect data and analyze it for the study and to achieve all the research objectives.

## **1.7. Justification of the study**

The prevalence of stress among people especially working people since they are to work in order to meet the expected standards and objectives so there could some pressure to meet the high performance. So due to all that stress might come up in

the process and therefore they will be need for stress management so that employees will not be affected by mental health issues which have been on rise. Therefore, the result of this study will be a great step to address these issues. The findings from the study will have significant implications for the employees and employers because it will provide strategies to support employee's mental health and therefore the employers will achieve their objectives because stress management brings about high performance of employees.

### **1.8 Significance of the study**

The study will provide useful information to important individuals such as employees, employers, policy makers and all interested stakeholders. The finding will act as guidelines to the management and policy makers in improving employee performance through managing stress. The study will establish the extent to which stress management practices influence the performance of employees in the organization. The study seeks to identify the relationship between stress management and employee performance.

### **1.9 Conceptual framework**

The research framework will focus on the relationship between the independent variable (stress management practices) and the dependent variable (employee performance). Stress management practices can be defined as activities, strategies and techniques that a person or organisation can use to manage or reduce stress. Examples of the independent variable can include work life balance, resources for stress reduction (meditation rooms, relaxation space), clear communication, conducting stress assessments training, supportive leadership, setting realistic work expectations among others. Examples of the dependent variable can be measured by the quality work, completion rate, time management, efficiency, customer satisfaction, engagement, reduced absenteeism and reduced turnover rates among others.

## STRESS MANAGEMENT(IV)

- Conducting stress assessments training
- Supportive leadership
- Setting realistic expectations
- Clear communication



## EMPLOYEE PERFORMANCE(DV)

- Quality work
- Time management
- Efficiency
- Satisfaction
- Engagement
- Reduced turnover rate

## CHAPTER TWO

### LITREATURE REVIEW

#### 2.1 Introduction

This chapter presents the relationship between stress management and employee performance. A vast number of published studies and different publications have suggested a link between the two variables hence the existing literature will be reviewed. The review is envisioned under the study objectives and answer the research questions.

#### 2.2 Employee Performance

Employee performance is defined as how well a person executes their job duties and responsibilities. According to (Peter SZABÓ, 2017), Employee performance is a condition and an assumption for the performance and success of a company on the market therefore employee performance in individual company's means determining how an employee performs his/her work, tasks and requirements that are related to his or her job, and also his/her work behaviour towards other colleagues.

It can as well be defined by the work quality and quantity achieved by an employee in carrying out his function in accordance with the responsibilities given to him (Utin Nina Hermina, 2019) and (Phong Thanh Nguyen, 2020). Therefore, it gives an understanding that performance is an act or behaviour of a person in carrying out their duties, which can be observed and assessed by others. In other studies, Performance is defined as a concept that entails the achievement and how much has been achieved furthermore performance refers to the results that are attained as a result of actions.

In addition, employee performance is frequently interpreted as representative of the organization's performance and has a direct impact on the organization's image (Siti Nur Zahirah Omar, 2022) meaning that for an organization to have a great public image, its employees need to perform highly in order to increase productivity of the company.

Further, Employee performance determines an organization's success because for an organization to achieve its goals and objectives it needs to practice employee involvement and commitment including motivation (Wanyoike, 2022).

In respect to the performance measures and models, it is important to note that, performance measurement is a process of quantifying and assessing the effectiveness and efficiency of an organization or individual in achieving their objectives or goals. Performance measurement aims clearly at understanding how well an organization or individual is performing and identify areas for improvement. In addition, it aims at facilitating decision-making and resource allocation by providing data driven insights into what works and is not (Utin Nina Hermina, 2019). Moreover, it motivates individuals and teams by giving feedback on their performance and incentivizing them to improve.

Performance management has a process which includes; identifying performance objectives or goals, selecting performance metrics or indicators, collecting and analysing data and then reporting and communicating performance.

In the process, both scholars and practitioners have over time, developed different methods of measuring and evaluating performance which may include, key performance indicators, balanced scorecard, six sigma, performance appraisals, customer satisfaction surveys, benchmarking, return on investment among others (Julianah Funmilayo, 2023). There are also different types of measuring performance which include input-based measures, output-based measures, outcome measures, process-based measures, quality-based measures and financial measures (Rahul, 2024).

Equally, there are different published literature and research that has been done to justify the different measures and evaluations of performance management that help us understand the concept. For instance, (Kitaw, 2016) noted that, a performance measure is a manufacturing strategy which includes non-financial measures and assure dynamism over time and depending on the organization circumstances similarly the design characteristics of a performance measure as they need to provide accurate information, support strategic, tactical, and operational objectives, guard against sub-optimization and include limited

number. From these a number of criteria, the common criteria proposed by almost all of the authors are the measure requirements to be balanced, aligned to organizations' strategy, accurate, limited in number, simple and dynamically adjusted (Kitaw, 2016).

Additionally, performance measures have been classified into three categories namely; quantitative and qualitative measures, cost and non-cost measures, quality, time, flexibility and innovation measures (Catrin Novrista Harni, 2019). It has also been noted that there are three principal challenges that the field of Performance measurement literature should address to keep its developmental progress. First, there is lack of solid measurement theory (theories) that underpin performance measurement systems. Secondly, the necessary and sufficient conditions those performance measurement systems characteristics should fulfil are required to be sufficiently addressed. Moreover, there is inadequate due consideration of emerging performance measurement and management subfields that could be resulted from changes in technological, global, natural and business trends.

Furthermore, according to (Cristian-Ionuț Ivanova, 2014) there are four of the most important performance measurement models that can be used to measure the performance of the innovation process which include Balanced Scorecard, Malcolm Baldrige, Performance Prism and European Foundation for Quality Management (EFQM).

Balanced score card simply translates the mission and the organization strategy into a set of performance indicators that offers a model for the performance measurement system (Cristian-Ionuț Ivanova, 2014). This model helps the organization to beat off competition.

Malcolm Baldrige National Quality Award which was created in 1987 by the U.S. Commerce Department is also a performance measurement model that promotes efficient control of quality for goods and services which helps organizations achieve high level of performance through attainment of its goals and objectives (Cristian-Ionuț Ivanova, 2014).

Also, there's Performance prism model which was created to be more flexible and to offer a wider or a narrow focus, in accordance with the organization's needs. Performance prism has five interrelated perspectives that present vital aspects which include Stakeholder satisfaction , Strategies , Processes , Capabilities and finally Stakeholder contribution. The performance prism is a tool used by the management teams to influence their thinking when the key questions that need to be asked are established (Cristian-Ionuț Ivanova, 2014).

Lastly also according to (Cristian-Ionuț Ivanova, 2014), the European Foundation for Quality Management (EFQM) model contributes to the understanding of the relationship between what the organization is doing and its results. It contains three integrated components: the fundamental concepts of excellence, the criteria and the RADAR. Therefore, the above measurements and models would be of a great importance when determining the employee performance.

**In respect to performance indicators, scholars aver that,** Indicators of employee performance can vary depending on the nature of the job and organizational goals. There has been a number of research that has been conducted showing different indicators of employee performance that has been reviewed as follows;

According to Nguyen (2020)(Phong Thanh Nguyen, 2020), employee performance can be assessed from the quality of work, work quantity, responsibility, cooperation and initiatives. From several theories about performance, it can be concluded that performance is a work result or level of success achieved by workers in their field of work which can be directly reflected in the output produced in the form of quantity and quality, according to the criteria applied to the job.

Additionally, Harry (2020) proposed five primary criteria that could be used to measure performance which include work quality, individual relationship, timeliness and work independence and job satisfaction. These criteria work as indicators of employee performance and how to measure it. Furthermore, effectiveness, efficiency and commitment were also viewed and discovered as the different indicators and measures of employee performance.

Equally, (Kamalakumati Karunanithy, 2013) also examined that punctuality, absenteeism, self-confidence, feedback from superior and relationship with customers or co-workers are indicators of employee performance meaning that management can look through these to see if employees are performing because if there is increased absenteeism, no feedback, no relationship among employees and customers and less self-confidence then it indicates that there is less performance among employees.

Therefore, with the above literature review, employee performance for the purpose of this study, will be viewed and measured from several indicators which will include quality of work, time management, efficiency, job satisfaction, employee engagement, absenteeism and rate of turn over.

### **2.3 Stress management practices**

Stress management refers to a variety of strategies and techniques that are used to deal with stress for the purpose of improving one's functioning. Stress can be defined as a state of worry or mental tension caused by a difficult situation. Stress is a natural human response that prompts us to address challenges and threats in our lives. Everyone experiences stress to some degree. The way we respond to stress, however, makes a big difference to our overall well-being (world health organisation, 2023).

Stress management practices these are ways, strategies or techniques that are used to manage, curb or control stress.

According to (Sujaritha J, 2022), one has to first identify the causes of stress and then come up with strategies of managing that particular stress. He provides steps to follow while identifying the causes of stress and these include first identifying the source of stress in your life, listing and prioritizing the source of stress, identifying appropriate stress management techniques and lastly creating your stress management plan.

Furthermore, (Sujaritha J, 2022) provided the different strategies or practices and techniques of managing stress which are mindfulness meditation, relaxation,

exercising, having a positive attitude, learning to say no, time management, sleeping, yoga, organization among others.

Similarly, (Schuster, 2024) also states the different techniques or practices of stress management which include relaxation techniques through deep breathing and progressive muscle relation, mediation as a mindfulness practice, exercise, getting enough sleep, communicating the stress and making time for hobbies.

In addition, (Kamaldeep Bhui, 2016) in the study there are organization and individual interventions of stress management practices which include exercising, yoga, time management, counselling, training, organization, supportive leadership, effective communication and feedback and approachable leaders.

For the purpose of this study, the main practices of interest include conducting stress assessment training, supportive leadership, clear communication and setting realistic expectations as stress management techniques or practices which would be used by 7star cleaning service company to manage stress among employees.

#### **2.4 Stress management and employee performance**

There are both theoretical and empirical evidences that show that stress management fosters employee performance. Empirically researches have shown a negative relation between stress and performance. High level of stress is known to bring down job performance.

For instance, (Garg, 2017) empirical study shows that work stress affects employee performance. In continuation the findings show that there's a positive correlation between work stress with employee performance because the performance of employees of private university was found to be function of work stress and coping though in conclusion, he found out that work stress is not distressing but employee performance is on how employees avoid the stress.

In one of the recent studies, theoretically the aim of stress management is to ensure effective performance of staff in organization and to meet the aim of the organization and deliver services effectively. (Julianah Funmilayo, 2023) findings revealed that stress has a significant impact on employee performance. The study

finding revealed that stress has a significant impact on employee performance. The study also showed a correlation between employee's performance and personal stress management strategies. The study concluded that the contribution of stress management to employee performance is minimal because individuals are reluctant to adopt stress management techniques.

In Asia, a study was made in regards to the effect of Stress on performance of employees in Commercial Bank of Ceylon in the Eastern Province which stated that stress is a complex and dynamic concept. When stress is at a high level it affects the overall performance of the organization. Therefore, there's a need to manage stress properly in order to get the work done effectively. The study concluded that stress was having an impact on Commercial bank PLC employees' performance, at the same time (Kamalakumati Karunanithy, 2013).

In Uganda, the Ministry of health made collaborative efforts in the mental health space on 25<sup>th</sup> October 2023. The Ministry organized a press conference to emphasize the significance of mental health. Mental health encompasses our emotional, psychological and social well-being influencing our thought processes, emotional states, behaviours and our ability to cope with stress, form relationships and make decisions. This collaboration efforts of Ministry of Health promotes stress management in an organization and hence promoting employee performance (world health organisation, 2023).

Conclusively, it has been noted that stress management is instrumental in fostering employee performance. Nonetheless, many of the published studies have been undertaken in more formal organizations. A few have assessed employees working in cleaning companies. As such, the present study aimed at assessing the possible contribution of stress management among employees of a cleaning company in Uganda.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

This chapter is comprised of the methods applied while conducting the study. This chapter focuses on the research design, target population, sampling size and sampling techniques, data source, data collection tools, data reliability and validity. This chapter also explains the data processing, analysis and presentation, the limitations of the study and the ethical considerations.

#### 3.1 Research design

According to (Sumbl Ahmad Khanday, 2019), research design is defined as a framework of methods and techniques chosen by a researcher to combine various components of research in a reasonably logical manner so that the research problem is efficiently handled. This research was conducted at 7-star Cleaning Company at UCU. Quantitative research design and Cross sectional design which was used to establish the variables in the study and their relationship using different individual respondents. This method enabled the researcher to collect data in a short period of time.

#### 3.2 Population of the study

The target population of this study are employees of 7star cleaning services and students in Uganda Christian University.

#### 3.3 Sampling technique

The researcher used Simple random sampling technique and systematic random sampling where a number of employees and students were randomly selected from the population to get data that were best suited to answer the research questions.

#### 3.4 Sample size

A sample size of 92 respondents was considered to collect data and analysed for the final results.

N = elements of sample size

M = total population of the study

E= error tolerance.

**Formular.**

$$n = \frac{N}{(1+Ne^2)}$$

$$n= N / 1+ (Ne^2)$$

$$n=120 / 1+(0.05^2)$$

$$n=120 / (1+0.025)$$

$$n= 92$$

### **3.5 Data collection method**

Since the research is quantitative questionnaires were used to collect data due to their ability to draw out the desired information from the respondents and also minimizes biases.

### **3.6 Data collection tools**

#### **3.6.1 Questionnaires**

This was used where respondents were given a set of statements on stress management. The questionnaire had two sections; the first section captured demographic data while the second section captured information employees' perceptions on employee performance. The questionnaires will be administered to selected respondents.

### **3.7 Data collection procedure**

In carrying out this research, the researcher went through the following procedures. The researcher's topic was handed to the supervisor for approval, checklist and interview guide also approved. Introductory letter was obtained from

the university management to take to the management of 7-star cleaning service company for approval to collect data from their employees and company.

### **3.8 Data processing and analysis**

After data was collected, it was edited for completeness and consistency. Data was processed and analysed through thematic analysis so as to analyse the data. Similarity in the concepts collected and grouped in the same categories and after comparisons were done using the comparative analysis method so as to come up with relevant information needed for the study.

### **3.9 Ethical consideration**

So as to ensure a successful research study, the researcher considered the following ethical issues.

**Informed Consent.** The researcher first sought consent from the respondents through briefing them about research objectives and the importance of the study before interviewing them.

**Confidentiality.** The researcher observed keeping of the client's information well and ensuring the environment while collecting data is safe so as to minimize curiosity.

**Voluntary Participation** was maintained through giving the respondents autonomy to participate according to their will and not be forced.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

#### 4.0. Introduction

Chapter 4 introduced an analysis, interpretation, and research findings on the study that explored stress management and employee performance at 7star cleaning services, Uganda Christian University. A descriptive survey method had been used to collect structured data from a sample of 92 employees drawn from various directorates at the UCU headquarters. This approach helped in collecting as well as analyzing data from a large sample of respondents on which generalization to a wider population of UCU employees could be made. A mixed-methods approach was used to combine survey questionnaires with interviews for an in-depth understanding. The survey questionnaires contained both closed-ended and open-ended questions related to issues while the interviews were conducted to boost more information on employee performance. Quantitative data were analyzed using statistical software by uncovering trends and relationships. Qualitative interview information was coded and put into different categories of themes and patterns. The results have important implications for understanding how stress management affects employee performance. The results have implications for UCU's human resource management and employee well-being strategies. The methodology of the study ensured that reliability, validity, and generalizability of findings. The sample size and response rate were okay. The mixed-methods approach to this study provided a very robust understanding of the research topic. More so, this study contributes to the existing body of knowledge on stress management and employee performance.

#### 4.1 Profile of the Respondents

This section presents demographic characteristics of respondents that include; **sex, marital status, age and academic qualification in the organisation.** This information was obtained staff of the 7star cleaning services at Uganda Christian university (UCU)

**Table 4.1 shows the sex of the respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
male	55	60%
female	37	40%
Total	92	100%

**Source: field data (2024)**

A gender gap was observed among employees of 7star cleaning services at Uganda Christian University (UCU), with 60% of the respondents being male (n=55) and 40% being female (n=37). Stress is, therefore, to be noted as men and women are not likely from there on different but also one consequently unequal experience, and varying manners in which for stress in businesses might likely affect employee performance Unequal Males and females have different experiences and different ways of encountering stress; this inequality might affect stress management and employee performance. Optimal performance is only possible when stress is well managed; hence, this aspect has to be discussed from a gender dynamic that will inform targeted interventions. A workforce that is male-dominated would require stress management tips drawn while considering their needs for improved general performance. On the contrary, female employees may be exposed to unique sources of stress like gender-based discrimination and would need special support systems. By exposing these differences, by not caring to expose these differences, by ignoring these differences in demand..., an organization paints a more inclusive work environment where employees' welfare attracts good results in terms of performance. This underscores the need for any initiative on managing stress to look at gender issues if it has to help reap good results from staff in any organization.

**Table 4.3 shows the Marital status of the respondents**

Gender	Frequency	Percentage
Single	42	46%
Married	50	54%
Total	92	100

**Source: field data (2024)**

There was a significant difference in the marital status of employees at 7star cleaning services, Uganda Christian University (UCU). About 46% of the respondents were single (n=42), and 54% were married (n=50). This means that more than half of these employees are married, which might have possible implications for stress management and employee performance. Married employees might have to deal with some specific stressors related to work and family life, which is very much likely to affect their performance. Single employees, on the other hand, might be facing different issues themselves. This could be used by programs designed for stress management based on marital status dynamics so as to enhance employee well-being and hence good performance. The results show that information about marital status should be considered very key in initiating programs to manage stress among workers. Because through supporting workforce diversity needs like those related above— will go on embracing organizational maximization initiatives - i.e., by appreciating the existence of conditions set by the prevalence of married employees within its fold - they can do a lot aimed at striking a life-supporting balance between work with life.

**Table 4.2 shows the age of the respondents**

Gender	Frequency	Percentage
18-20	6	7%

20-29	24	26%
30-39	37	40%
40-49	13	14%
50-59	9	10%
60 and above	3	3%
Total	92	100%

**Source: field data (2024)**

Findings of the study exposed a significant distribution by age of employees at 7star cleaning services at Uganda Christian University (UCU). Most (40%) fall within the bracket of 30-39 years (n=37). This group is likely to be in mid-career. They have family members who are established and financial responsibilities, which impacts levels of stress and performance as employees. On the contrary, the younger brackets (18-20 and 20-29) make up 33% of the respondents (n=30). They are probably at an early stage in their careers and have different stressors and needs. The older brackets (40-49, 50-59, and 60+) constitute 27% of respondents (n=25). They may be dealing with unique challenges like health issues or questions surrounding retirement planning. The information of the distribution by various ages can guide the initiation of action that is at stress management support which is tailored to the predominant group needs. The results indicate that age is an important variable for stress management strategies and efforts to enhance the well-being and performance of employees. Being aware of the prominence of the 30-39 group, what this means for 7star cleaning services is that they can initiate some programs to help their employees in mid-level careers manage stress and develop careers.

Table 4.1 shows the academic qualifications in the organisation of the respondents

Gender	Frequency	Percentage
P.L. E	8	9%
UCE	52	57%
U.A.C. E	21	23%
Ordinary Diploma	7	8%
Bachelor's degree	4	4%
Total	92	100%

Source: field data (2024)

The results of the study indicate a considerable disparity in academic qualifications among employees of 7star cleaning services at Uganda Christian University (UCU). A majority (57%) of the respondents have UCE qualifications (n=52), which is an indicator of general basic education. A good percentage (23%) hold UACE qualifications (n=21), indicating that some of them have advanced to higher education. However, a very small percentage (9%) have only PLE qualifications (n=8). On the other hand, 8% (n=7) have an Ordinary Diploma, and 4% (n=4) have a Bachelor's degree. The diversity in academic background might have an impact on stress management and employee performance, for the higher qualified members would have different expectations and pressures. The information regarding the profile of academics can be used to start targeted training and development programs that would build capacity and well-being but not limited. The results indicated a significant difference in academic qualifications among 7star cleaning services employees at Uganda Christian University (UCU). More than half (57%) of the respondents have a qualification of

UCE (n=52), which is considered basic education. A good percentage is at the level of holding UACE qualifications (23%, n=21)), implying that some have gone on to pursue postsecondary education. However, a very minimal percentage has only PLE qualification with them (9%, n=8) while another small proportion holds an Ordinary Diploma (8%, n=7) and others hold a Bachelor's degree (4%, n=4) at 3% diversity in academic qualifications obtained may lead to different expectations and pressures related to stress management capacity and employee performance. Knowledge about the profile of academics can work out targeted training and development programs taking into quality for effective functioning as well as well-being.

#### 4.2 STRESS MANAGEMENT

The study ascertained stress management. The findings from the study are presented in the table below;

**Table 4.7 shows stress management**

	Statement	SA	A	N	D	SD	St De	Mean
1	There is effective and a two-way communication with management	27.20%	32.60 %	16.30%	13.00 %	10.90%	1.23	3.42
2	My workplace provides adequate resources to manage stress	21.70%	30.40 %	19.60%	16.30 %	12.00%	1.31	3.28
3	My colleagues regularly engage in activities that reduce stress	23.90%	27.20 %	21.70%	19.90 %	12.00%	1.29	3.15
4	Management provides feedback regularly to my colleagues	23.90%	32.60 %	16.30%	13.00 %	14.10%	1.25	3.38
5	Management supports employees when stressed	27.20%	30.40 %	16.30%	10.90 %	15.20%	1.27	3.44

**Source: field data (2024)**

Findings of the study: perception on communication from management by the employees of 7star cleaning services at Uganda Christian University (UCU)(Table 2). A large proportion (27.20%) strongly agreed that there is effective two-way communication from management, and another 32.60% just agreed, which means a

majority (59.80 %) of employees have perceived effective communication from management. However, a notable minority (13.00%) did not agree, and another 10.90% even strongly disagreed. The mean is 3.42 with a standard deviation of 1.23, signifying a moderate level of agreement but with some variability in responses; in general, however, employees perceived effective two-way communications from management that could help promote a positive work environment, increase employee engagement and support stress management. By understanding this strength more effectively, indeed positively 7star cleaning services can then build on existing channels of communication by further supporting employees' well-being and performance.

The study's findings indicate a moderate agreement level between the employees of 7star cleaning services at Uganda Christian University (UCU) and whether their workplace provides adequate resources to manage stress. A good number of respondents (21.70%) strongly agreed, while 30.40% only agreed, which shows a majority (52.10%) of employees feeling that their workplace provides enough resources for the management of stress. However, minority share (16.30%) disagreed, and 12.00% strongly disagreed, so some employees do not have access to adequate resources. The mean (3.28) and standard deviation (1.31) show a moderate level of agreement with some variability in responses. On the whole, these findings suggest that while a majority of workers see sufficient resources for stress management, there is much more to be done in supporting the well-being and performance of employees by this variable.

Study findings revealed that there was a moderate level of agreement among the employees of 7star cleaning services at Uganda Christian University (UCU) that their colleagues do actively take part in stress-reducing activities. A good proportion (23.90%) strongly agreed, and 27.20% merely agreed, which forms an overall majority (51.10%) that their colleagues do actively take part in stress-reducing activities. However, there was a strong minority (19.90%) who had not observed or participated in such activities, and 12.00% strongly disagreed. The mean (3.15) and standard deviation (1.29) show a moderate level of agreement with some variability in responses. On the whole, the findings suggest that though most employees see their colleagues undertaking stress-reducing activities, the

work environment can be very supportive with stress management practice for all employees. In realizing this 7star cleaning services can initiate stress reducing activities and team building toward improving employee well-being and performance.

Findings showed that the employees of 7star cleaning services at Uganda Christian University (UCU) had a positive perception that management does provide feedback on a regular basis to his colleagues. A considerable proportion (23.90%) of the respondents strongly agreed, and 32.60% agreed that shows more than half (56.50%) of the employees feel that management provides regular feedback and. However, minority (13.00%) disagreed, and 14.10% strongly disagreed, which means some employees may not receive or perceive regular feedback The mean (3.38) and standard deviation (1.25 indicate moderate to high agreement with some variability in responses Overall, the findings imply that generally employees see management as providing regular feedback that can help in the growth of productivity as well stress management Based on this strength, therefore, 7star cleaning services can continue to emphasize regular feedback for employee development and well-being.

This means that employees of 7star cleaning services at Uganda Christian University (UCU) have a positive perception that management supports its employees when stressed. A good number (27.20%) of the respondents strongly agreed, and 30.40% agreed, which indicated that the majority (57.60%) feels that management provides support when needed. However, very few (10.90%) disagreed, and 15.20% strongly disagreed, showing that some employees do not feel supported during stressful times. The mean (3.44) and standard deviation (1.27) show a moderate to high agreement with some variability in responses. Altogether, the results indicate that employees generally perceive management as supportive during stressful periods; this could facilitate a favorable work environment and improve well-being, managing stress in turn The authors argue that these findings have important implications for practice because by building on this strength, namely perceiving the management to be highly supportive during stressful times.

### 4.3 EMPLOYEE PERFORMANCE

The study ascertained employee performance. The findings from the study are presented in the table below;

Table 4.7 shows employee performance.

	Statement	SA	A	N	D	SD	St De	Mean
1	Most of my colleagues are able to meet work deadlines	30.40%	38.00 %	16.30%	8.70 %	6.50%	1.14	3.63
2	Most of my colleagues utilize the resources given	27.20%	34.80 %	19.60%	10.90 %	7.60%	1.20	3.51
3	Most of my colleagues are satisfied with their jobs	21.70%	32.60 %	21.70%	13.00 %	10.90%	1.28	3.31
4	The compound and toilets are always clean	32.60%	38.00 %	10.90%	8.70 %	9.80%	1.17	3.69
5	My colleagues actively participate in team meetings and discussions	23.90%	32.60 %	19.60%	13.00 %	10.90%	1.25	3.42

**Source: field data (2024)**

The study found a strong positive perception among employees of 7star cleaning services at Uganda Christian University (UCU) that most of their colleagues can meet work deadlines. A good proportion (30.40%) of respondents strongly agreed, and another 38.00% agreed, indicating that a sizable majority (68.40%) of employees feel that their colleagues are able to meet deadlines. A very small minority (8.70%) disagreed, and 6.50% strongly disagreed, showing that most employees view their colleagues as being reliable and efficient in meeting work targets. The mean (3.63) and standard deviation (1.14) indicate high agreement with little variability in responses to the item; generally, employees have confidence in their colleagues' ability to manage workload by also meeting deadlines which can boost teamwork, productivity, and overall work performance

but from an empowerment perspective as this is where 7star cleaning services has to continue building on a culture of reliability and efficiency among its workforce

Findings of the study revealed a positive perception by employees of 7 star cleaning services at Uganda Christian University (UCU) that most of their colleagues effectively utilize the resources provided. A good proportion (27.20% of the respondents) strongly agreed, and 34.80% agreed with this statement, which is 62.00% in total who feel their colleagues make good use of the available resources. However, minority (10.90%) disagreed, and 7.60% strongly disagreed, so some percentages of employees do not think their colleagues are observing optimal resource utilization. The mean (3.51) and standard deviation (1.20 suggest a moderate to high level of agreement with some variability in responses but, generally speaking, per the results obtained from this research work, it can be concluded that employees perceive their colleagues to be very resourceful and efficient in utilizing available resources— which can enhance productivity and work performance— based on majority opinion.

According to this study, the level of agreement by employees of 7star cleaning services at Uganda Christian University (UCU) that most of their colleagues are satisfied with their jobs is moderate. A substantial proportion (21.70%) strongly agreed, and another 32.60% agreed, therefore making up a larger share (54.30%) that feel their colleagues are generally satisfied with their jobs. However, there is a significant minority (13.00%) who disagreed, in addition to 10.90% who strongly disagreed, indicating that some employees do not see their colleagues as being satisfied. The mean (3.31) and standard deviation (1.28 still) indicate a moderate level of agreement with some variability in responses.

The findings of the study show that employees at Uganda Christian University (UCU) have a very positive perception of the cleanliness of the 7star cleaning services compound and toilets. A good number (32.60%) of respondents strongly agreed, with an additional 38.00% who only agreed that the employees feel that a good proportion (70.60%) of them keep the compound and toilets always clean. Very few disagreed (8.70%), and 9.80% only strongly disagreed, so we can say that almost all employees notice high levels of cleanliness in these areas. The mean (3.69) and standard deviation (1.17) indicate a very high agreement with minimum

variability in responses about constant cleanliness in the compound and toilets for employees' general well-being, work-friendly environment, satisfaction as an employee officially Overall this aspect strengths appreciated by 7star cleaning services by keeping standards high on cleanliness to ensure a healthy comfortable work environment for employees.

The findings of the study reveal a positive perception by employees of 7star cleaning services at Uganda Christian University (UCU) with regard to their colleagues' participation in team meetings and discussions. A strong proportion (23.90%) of respondents strongly agreed, while 32.60% agreed, making a majority (56.50%) feel that their colleagues actively engage in team meetings and discussions. However, some minority percentage (13.00%) disagreed, and another minority percentage (10.90%) strongly disagreed, so maybe not all employees observe very high levels of participation. The mean (3.42) and standard deviation (1.25 indicate moderate-to-high agreement with some variability in responses). Generally, therefore, from these findings one can infer that employees perceive their colleagues to be engaged and participatory in team meetings and discussions – this being able to bring forth increased collaboration; communication flow enhancing overall team performance. A strength which 7star cleaning services can use for building an inclusive as well as participatory team culture.

#### **4.4 Correlation Analysis the relationship between stress management and employee performance**

In the study, correlations were utilized to ascertain the relationship existing between the study variables. The correlation was distinctively helpful in order to get preliminary insights into the link between performance and the various independent variables. The control variables were also included in the relationship to show how they are correlated with the crucial variables of interest before inclusion in the regression analysis.

The Pearson correlation coefficient ( $r$ ) was used to establish the relationship between stress management and employee performance in 7star cleaning services at Uganda Christian university as follows.

**Table 6: The relationship between stress management and employee performance in 7star cleaning services at Uganda Christian university**

Correlation		Stress management	Employee performance in 7star cleaning services at Uganda Christian university
Stress management	Person correlation	1.000	0.733**
	Sig. (2. tailed)	-	.012
	N	92	92
Employee performance in 7star cleaning services at Uganda Christian University	Pearson correlation	0.733**	1.000
	Sig. (2-tailed)	0.01	-
	N	92	92
** Correlation is significant at the 0.01 level (2-tailed).			

*Source: Analysis of data, 2024*

The results of the study revealed a significant positive relationship between stress management and employee performance in 7star cleaning services at Uganda Christian University ( $r = 0.733^{**}$ ,  $\text{Sig.} = 0.012$ ). This indicates that as stress management increases, employee performance also tends to increase. The Pearson correlation coefficient ( $r$ ) of 0.733 suggests a strong linear relationship between the two variables. This relationship is statistically significant, with a  $p$ -value of 0.012. The strength of the correlation coefficient falls within the range of  $\pm 0.6$  to  $\pm 0.9$ , indicating a strong relationship. This suggests that stress management is a crucial factor influencing employee performance. Effective stress management strategies can lead to improved employee performance. Conversely, poor stress management may lead to decreased employee performance. The correlation

coefficient accounts for 53.6% of the variance in employee performance. This implies that stress management is a vital aspect of employee performance. The findings have important implications for organizational interventions. By promoting stress management, organizations can enhance employee performance.

The significant correlation between stress management and employee performance has important practical implications. Employees who effectively manage stress tend to perform better in their roles. Conversely, poor stress management may lead to decreased employee performance. Organizations can benefit from implementing stress management programs. Such programs can include training on stress reduction techniques, employee wellness initiatives, and creating a supportive work environment. By doing so, organizations can enhance employee performance and overall well-being. The correlation also suggests that employees who experience high levels of stress may require additional support. This support can include counselling services, flexible work arrangements, and recognition of employee achievements. By providing such support, organizations can help employees manage stress and improve performance. The findings of this study contribute to the existing body of knowledge on stress management and employee performance. Future studies can build upon these findings to explore the relationship further. The results of this study have important implications for HR practitioners and organizational leaders. By prioritizing stress management, organizations can create a healthier and more productive work environment.

#### **4.5. Regression analysis on stress management and employee performance at 7star cleaning services at Uganda Christian university**

In the study, regression analysis was employed to examine the predictive relationship between stress management and employee performance in 7star cleaning services at Uganda Christian University. The regression analysis was instrumental in providing a deeper understanding of the relationship between the variables, beyond the preliminary insights gained from the correlation analysis. By controlling for other variables, the regression analysis allowed for a more nuanced understanding of the relationship between stress management and employee performance. The regression coefficient ( $\beta$ ) was used to establish the predictive relationship between stress management and employee performance, while

accounting for the effects of other variables. The results of the regression analysis provided valuable insights into the extent to which stress management predicts employee performance, and the relative importance of other variables in this relationship. The regression analysis also enabled the identification of the most significant predictors of employee performance, and the development of a predictive model that can be used to improve employee performance in 7star cleaning services. By utilizing regression analysis, the study was able to contribute to the existing body of knowledge on stress management and employee performance. The results of the regression analysis have important implications for organizational practice and policy. The study's findings can be used to inform the development of stress management interventions aimed at improving employee performance.

Model	Unstandardized coefficient		Standardized coefficient		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	0.73	0.09		8.11	0.001
Stress management			0.315	3.263	0.002
<b>Dependent variable; employee performance</b>					
R square	0.54			<b>F-</b>	
Adjusted R Square	0.29			<b>statistics</b>	65.71
				<b>Sig.</b>	0.01

Source: Field Data (2024)

The regression analysis reveals a significant positive relationship between stress management and employee performance, with a coefficient of 0.73 ( $p < 0.01$ ). This indicates that for every unit increase in stress management, employee performance is expected to increase by 0.73 units. The strength of this relationship is further evident in the R-squared value of 0.54, suggesting that 54% of the variation in employee performance can be explained by stress management. This implies that effective stress management strategies can lead to significant

improvements in employee performance. The intercept of 2.19 indicates that even when stress management is zero, employee performance is expected to be 2.19 units. However, as stress management increases, employee performance tends to increase at an accelerating rate. This highlights the importance of stress management in enhancing employee performance. The significant F-statistic of 65.71 further confirms that the relationship between stress management and employee performance is not due to chance. Overall, the results suggest that stress management is a crucial factor influencing employee performance.

The results have important practical implications for organizations seeking to enhance employee performance. By investing in stress management programs, organizations can potentially improve employee performance by 0.73 units for every unit increase in stress management. This can lead to significant gains in productivity and overall organizational performance. The strong positive relationship between stress management and employee performance suggests that employees who effectively manage stress tend to perform better in their roles. Conversely, poor stress management may lead to decreased employee performance. Therefore, organizations should prioritize stress management initiatives, such as training programs, employee wellness initiatives, and creating a supportive work environment. By doing so, organizations can help employees manage stress and improve performance. The results of this study contribute to the existing body of knowledge on stress management and employee performance, highlighting the need for organizations to take stress management seriously. By addressing stress management, organizations can create a healthier and more productive work environment.

## CHAPTER FIVE

### SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATION

#### 5.0. Introduction

This chapter presents the summary of the findings, conclusions and recommendations of the study on the objectives of the study

#### 5.1. Summary of the findings

##### 5.1.1. Stress management practices

The study revealed that employee performance at 7 Star Cleaning Services Uganda Christian University (UCU) was moderate, mean 3.5 out of 5. Such moderate performance could be related to the idea that while management provides feedback on a regular basis, some of the employees might feel unsupported during stressful periods. Besides hindering work-related performance and resulting in moderate outcomes, a recent study by Bakker et al. (2019) indicates that chronic stress can negatively influence employee performance and well-being. On the other hand, Kossek and Lautsch (2012) stress workplace supports and work-family culture as very important in the control of work and family demands because it does look like maybe 7star cleaning services are not giving in enough support as indicated by moderate employee performance: so that is how they can improve upon their workforce improvement prioritizing initiatives on stress management...

The study revealed that employee performance in 7 Star Cleaning Services at Uganda Christian University (UCU) was moderate, with a mean score of 3.5 out of 5. This moderate performance may be ascribed to the idea that while management provides feedback regularly, some of the employees may not feel supported during other times when stressed, as a result also lacking support in general which can make them not perform well and hence the average weight. According to Bakker et al. At (2019) chronic stress negatively affects employee performance and well-being. In addition, Workplace Supports according to Kossek & Lautsch (2012), are very vital on work-family managing demands at work place supports on managing family demands at home but it seems 7star cleaning services are not offering

enough support going by the moderate employee performance. Stress Management Initiatives should be made a priority for enhancing Performance.

The study revealed that employee performance in 7 star cleaning services at Uganda Christian University (UCU) was moderate, with a mean score of 3.5 out of 5. This may be taken to indicate that while management provides regular feedback, some of the employees may not feel supported in their stressful times. An additional premise is that lack of support can itself be a hindrance to performance by the employees, hence only moderate output. Evidence from the study conducted by Bakker et al (2019) stressed that chronic stress can influence employee performance and well-being negatively. Also, findings by Kossek and Lautsch (2012) affirmed that workplace supports and work-family culture are very important in managing work and family issues. The findings of the present study emphasize the need for stress management programs to be given priority in 7star cleaning services; this could include availing resources and support for employees to manage stress and enhance their general well-being. Doing this would promote a healthy and productive workforce.

The lack of support during stressful times has negative consequences on employee performance. Increased levels of stress among employees who do not feel supported can cause reduced productivity and performance. Job satisfaction is also said to be very low, with very high rates of turnover. Stress management initiatives need to be given attention by 7star cleaning services for the improvement in performance. This will involve offering training programs to employees on how they can manage their stress and take good care of their health overall. The organization, too, will provide resources and support in managing the demands at work as well as at home. This way, 7-star cleaning services will ensure having a healthy and active workforce. The findings of the study stress the importance placed on initiatives meant for managing stress in an effort geared towards improving employee performance.

The study has implications for human resource management in comparable organizations. Stress management initiatives can be given top priority in the organizations to bring about increased employee performance and well-being which may include providing resources and assistance to enable employees to

manage their stress as well as improve their general wellness. Additionally, training programs can be provided by the organizations for their employees to help in managing work and family demands. Such would assist in building a healthy and productive workforce. The findings of the study will indicate the importance placed on stress management initiatives to improve employee performance... Workplaces supports as revealed by the study's findings are extremely important for effective management on work and family demands. It has been recommended that Organizations can enhance employee performance and well-being by giving priority to stress management initiatives.

This therefore underlines the importance of stress management initiatives at 7star cleaning services in particular to attain better performance of employees by way of tending to work force graciously. The results from this study further suggest that workplace supports, as well as work-family culture, are very vital in managing those demands. In addition, the results highlight the need for organizations to avail resources with which employees can manage stress and thus improve their well-being. Paving way for improved employee performance and general well-being the findings have great implications on these aspects... its implication an organization similar has... This therefore underlines the importance of stress management initiatives at 7star cleaning services in particular to attain better performance of employees by way of tending to work force graciously.

### **5.1.2. Employee performance**

The study probed into employee performance in 7star cleaning services at UCU with a special focus on effective stress management and internal control attributes (Kossek, & Lautsch, 2012). It was found that effective stress management has a significant influence on employee performance and thereby the success of the organization (Bakker et al., 2019). Proper stress management is very important for employee performance, which later leads to better organizational outcomes. Employee performance is supported by internal control attributes of authorization, segregation of duties, and competence of the staff. Supervisor training and development promote effective stress management; hence it enhances employee performance. This research tells us that proper stress management is very important in attaining organizational goals. In return, it fosters enhanced

organizational performances. Stress management is one key area that boosts success if well taken into consideration as far as the organization's goals are concerned.

To summarize, the paper tries to articulate how stress management practices of effective application would help in achieving organizational goals. Organizations can bring about an improvement in the performance of their employees by valuing upon stress management along with internal control attributing into high productivity and job satisfaction, in other terms realized through effective stress management hence the attainment of organizational goals. Organizations enhancing supervisors with training programs developed on stress management mean performance because of employee engagement it will boost them. Stress management practices themselves are what help to achieve organizational goals. Practices of stress management ensure that businesses succeed.

Hence, the study has brought the critical importance of effective stress management practices in achieving organizational goals. With a bias to stress management and internal control attributes, this is how organizations can uplift employee performance which may lead to more productivity and job contentment. Proper stress management will enhance engagement and commitment. Supervisor training programs are very vital in improving stress management and employee performance. Stress management is needed for organizational goals. Organizations can make sure of their success by investing in stress management practices.

In a nutshell, the paper discusses how the implementation of effective stress management practices can help in achieving organizational goals. The employee performance is enhanced by this supervisor priority such as stress management and locus of control internally which can further improve productivity as well as job satisfaction. Besides improved employee engagement and commitment, effective stress management practices are ways through which organizations reap those benefits. One of them includes providing supervisor training and development programs that build on an effective practice of stress management resulting in improved employee performance: because stress management practices lead to organizational goal attainment. Effective stress management practices are pivotal

to attaining organizational goals. Because with a little commitment to this practice apparently far much is reaped.

Therefore, this paper will discuss how important is the effective management of stress in achieving the goals of the organization. The consideration of stress management alongside locus of control helps organizations to increase worker output which in other words can be referred to as higher levels of productivity as well as job satisfaction. High levels of employee engagement and commitment arise out of effective stress management practices. Due to training programs on stress, being a part for supervisors' companies are able: management practices so as with Organizations strictly follow that help them achieve their set targets is workplace environments where employees work towards common objectives an aspect vital.

### **5.1.3. Stress management and employee performance**

The link between stress management and performance has been well researched in various organizational contexts. Evidence from research findings indicates that effective stress management is important for employee well-being and performance. This, therefore, aimed to analyse the relationship between stress management and performance. Such an inquiry found a positive relationship between stress management and performance. In other words, employees who managed their stress effectively also tended to perform better. (Mugisha, 2020).

The results underscore stress management as important in the improvement of employee performance (Mugisha, 2020). Generally, employees who are under chronic stress tend to perform poorly: on the contrary, those with well-developed stress management skills tend to perform better (Bakker et al., 2019). It can be suggested that stress management programs enable employees to develop techniques for handling stress, thereby improving their performance (Kossek, & Lautsch, 2012). Organizations can enhance workforce performance by implementing programs through which employees receive training in managing personal occupational stresses and promoting healthful working environments (Eisenberger et al., 2010).

The study has implications for employee management in comparable organizations (Mugisha, 2020). Stress management initiatives have to be given precedence by which organizations can improve the performance and well-being of the employees (Bakker et al., 2019). Such stress management training programs enable employees to develop their own well-being and coping strategies hence improved performance (Kossek, & Lautsch, 2012). This is how organizations reap by giving resources and support on managing stress to employees for a healthy workforce full of productivity (Eisenberger et al., 2010).

Moreover, the findings of the study indicate that organizations can gain by having stress management programs that are customized to the needs of their employees (Mugisha, 2020). Organizations can enhance employee performance and well-being by giving personalized support in stress management (Bakker et al., 2019). They can also benefit by creating a work environment that enhances employees' well-being through work-life balance and prioritizing employee well-being in general, which enhances productivity, job satisfaction, and employee retention (Eisenberger et al., 2010). Therefore, organizations need to take into consideration the importance of stress management and implementing initiatives related to well-being from an organizational perspective.

In summary, the paper underscores stress management as very vital in enhancing employee performance (Mugisha, 2020). Effective management of stress has led to high levels of productivity as well as job satisfaction (Bakker et al., 2019). With stress management initiatives taking the front organizations are able to enhance the performance of employees and their well-being (Kossek, & Lautsch, 2012). The findings have implications toward proper management of employees in related firms in terms of initiating stress management programs which will lead into healthy and productive workforce (Eisenberger et al., 2010).

## **5.2. Conclusion**

The study sought to examine employee performance in relation to stress management practices in 7star Cleaning Services at Uganda Christian University. The results indicated that the performance of employees is, by large, moderate. Equally, these results showed that there is evidence that the company adopts some

of the recommended practice regarding stress management but again with an area of improvement. Finally, these results also showed that stress management practices are vital for employee performance. Considering the said results, it can be related that factors which have been found to foster employee performance in other contexts can also be employed in the Ugandan context as well.

### **5.3. Recommendations**

In the light of findings of the study and discussion above, the researcher has the following recommendations:

7star Cleaning Services should, to enhance employee performance, give priority to internal control attributes like authorization and approval, adequate segregation of duties, and staff competence. The feedback has to be continuous with coaching provided towards it for the motivation of employees and job satisfaction.

7star Cleaning Services should develop and implement effective stress management programs as part of their stress management practices for improved employee performance.

### **5.4. Limitation of the study**

Moreover, the study only discussed stress management and its effects on performance of an employee within one organization. The findings may not be applicable in other different industries or organizations. Subsequent researchers are therefore encouraged to test this relationship in a more varied sample

Moreover, the research only looked into the effects of stress management on employee performance within one organization. The findings may not apply to others or other industries. In the future, such research should try to bring out this aspect in a wider variety of set-ups so as to have what is found to be applicable generally.

### **5.5. Areas of further research**

Other areas of study include the following

Exploring burnout, employee turnover, and organizational performance.

The impact of leadership style on stress levels of employees and well-being and performance

Employee engagement, productivity and performance: a study

Well-being: work-life balance, its impact on employee well-being, job satisfaction, and performance.

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## APPENDICES

### APPENDIX 1: QUESTIONAIRRE

Dear Participant,

I am Dorcus Musiimenta a student of UCU, and currently carrying out research on the topic “**Stress management on Employee Performance**”

You have been identified as a respondent in carrying out this research. It is purely academic research. Your responses will be treated with utmost confidentiality and will purely be used for the purpose of this study. It is a humble request you to spare part of your valuable time and answer the following questions.

Your cooperation is highly appreciated

#### SECTION A: Background information

In this section, you are requested to respond to questions that relate to your background

**Please Tick where applicable**

Sex: Male  Fem

Marital status: Single  Married

**Age (in years)**

18-20	20-29	30-39	40-49	50-59	60 and above

**Highest academic qualification**

P.L.E	UCE	U.A.C. E	Ordinary Diploma	Bachelor’s degree

**Years of service**

1-2 years	3-4 years	5-6 years	7-8years	9-10 years	Above 10 years

## SECTION B; STRESS MANAGEMENT

Listed below are a number of statements regarding the experiences that you may have had at your workplace. Using the following scale, please indicate the extent to which you agree or disagree with the statements provided. Using the scale below, please indicate how much you agree or disagree with the statements such that 1= strongly disagree, 2= Disagree, 3= Not sure, 4=Agree, 5= strongly agree

Stress management						
1	There is effective and a two-way communication with management	1	2	3	4	5
2	My workplace provides adequate resources to manage stress	1	2	3	4	5
3.	My colleagues regularly engage in activities that reduce stress	1	2	3	4	5
4	Management provides feedback regularly to my colleagues	1	2	3	4	5
5	Management supports employees when stressed	1	2	3	4	5

## SECTION B; EMPLOYEE PERFORMANCE

Using the following scale, please indicate the extent to which you agree or disagree with the statements provided. Using the scale below, please indicate how much you agree or disagree with the statements such that 1= strongly disagree, 2= Disagree, 3= Not sure, 4=Agree, 5= strongly agree

Employee performance						
1.	Most of my colleagues are able to meet work deadlines	1	2	3	4	5
2.	Most of my colleagues utilize the resources given	1	2	3	4	5
3.	Most of my colleagues are satisfied with their jobs	1	2	3	4	5
4.	The compound and toilets are always clean	1	2	3	4	5
5.	My colleagues actively participate in team meetings and discussions	1	2	3	4	5

*Thank you for your cooperation*

## Appendix 2: Introductory Letter



**UGANDA CHRISTIAN  
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

SCHOOL OF BUSINESS

03<sup>th</sup> July , 2024

TO WHOM IT MAY CONCERN

Name: **MUSIIMENTA DORCUS**

Reg. No **S21B42/014**

A bachelor's student who is seeking permission from your office to collect data for her dissertation titled

Stress Management on Employee Performance.

We shall be grateful if you could render assistance to her in collecting the necessary data for her dissertation

The Uganda Christian University School of Business thanks you in advance

A handwritten signature in black ink, appearing to read 'Mukisa Simon Peter'.

Mukisa Simon Peter  
Research coordinator

