Job Stressors and Employee Performance in County Governments in
Kenya.

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ABSTRACT: In the majority of devolved County Governments, there has been an increased focus on employee well-being compared to previous years. However, it is crucial to acknowledge the significant impact of the trauma experienced by employees, as they continue to face exceptional demands in order to meet organizational expectations. Consequently, there has been a corresponding rise in performance expectations placed upon employees. The study focused on investigating the relationship between job stressors and employee performance in Kenya. The study was anchored on the following specific objectives: to explore the influence of workplace conflict stress, work ambiguity stress, time stress and workload stress on employee performance in Kenya. The study adopted Hertzberg Two Factor Theory, Mwelford’s performance and Demand theory, Relational theory and Michigan theory. The study targeted 166 employees from selected County Governments. The unit of observation was chief officers, and selected public service board members. The unit of analysis was 166 employees. The study adopted Yamane and stratified random sampling technique to get a sample size of 177 respondents. The researcher used questionnaires as the research instrument. Then data was analysed both qualitatively and quantitatively according to the study objectives. Qualitative data was presented in a descriptive form while quantitative data through statistical tables of percentages and frequency. Data analysis was conducted using the statistical programme SPSS V.22. The study results established that workplace conflict stress have a statistically significant and positive effect on employee performance. The results of the regression analysis that are provided that work ambiguity stress has a statistically significant positive effect on employee performance. The findings of the regression analysis indicated a statistically significant positive effect of between time stress and employee performance. The study recommends that several factors that contribute to stress, as highlighted in the study. These factors include workplace conflict stress, work ambiguity stress, time stress and workload stress. The study recommends that the provision of assistance and encouragement from head of departments, supervisors and coworkers plays a significant role in mitigating stress related to management and work relationships. This study recommends that using formal corporate communication practices might effectively reduce relationship strain and alleviate management stress by minimizing work ambiguity. The presence of open communication offers a distinct advantage in the resolution of conflicts that may arise between supervisors and subordinates.

Key Words: Workplace Conflict Stress, Work Ambiguity Stress, Time Stress, Workload Stress, Employee Performance

I.0 INTRODUCTION

1.1 Background of the Study

The dynamic nature of the global landscape is intensifying the demands placed on the workforce to achieve optimal productivity and boost competitiveness. In order to enhance job performance, workers are expected to engage in multitasking inside the workplace to stay updated with evolving technology (Iqbal, Khan, & Iqbal, 2012). According to Folkmann (2012), the outcomes of this pressure have been identified as a significant determinant of job stress in the workplace.

Stress is an adverse response that individuals experience in response to significant pressures or various forms of demands imposed upon them. Extensive literature across all disciplines has extensively examined numerous crucial elements, including but not limited to the work environment,
Job stress is a global concern with significant financial implications in the United States, leading to employee absences, healthcare costs, accidents, and decreased productivity. While most stress research has focused on the United States, countries like China and Hong Kong are also experiencing occupational stress, requiring a broader perspective. Hong Kong, for instance, has seen a shift from an industrial to a service-oriented economy, affecting over 85% of its workforce (Murphy & Sauter, 2014).

Stress, as defined by Selye, impacts both individual and family dynamics, affecting productivity. Studies indicate a connection between work-related stress and factors like job satisfaction and employee turnover, though the relationship is not fully explained by these alone. Some research suggests a positive correlation between work-related stress and job performance, while other studies, like those in the banking industry of Pakistan and Iranian firms, find a negative correlation (Jamal & Xie, 2013).

In Africa, job-related stress has been observed in countries like Ghana, where it contributes to company failures. South Africa's healthcare system faces challenges due to limited resources, affecting patient care and access to services. Nigerian public universities also experience workplace stress, with factors like role congruence and recognition impacting organizational performance (Osibanjo, Salau, Falola, & Oyewunni, 2016).

Within Kenya, high school administrators and public sector employees are affected by work-related stress, which can lead to underperformance and hinder service delivery. However, the correlation between work-related stress and employee performance in the Kenyan public sector has not been extensively studied. Understanding these global, regional, and local perspectives on job stress and employee performance is vital for addressing this issue and improving workplace well-being (Yambo, Kindiki, & Tuitoek, 2012).

1.2 Statement of the Problem

The effect of employee performance on service delivery in the public sector of Kenya (Kiruja & Mukuru, 2018; Kinyita, 2015) has compelled authorities to prioritize the resolution of employee stress management concerns. The employee performance of the public sector in Kenya has been a subject of ongoing concern in a context characterized by limited resources and increasing demands, as stated in the report by the Presidential Taskforce on Parastatal Reforms (2013). Furthermore, it is worth noting that there exists a deficiency in human resource and institutional ability to effectively attract and maintain the necessary skill sets required to enhance performance, mostly due to the presence of work-related stress (Juma, 2015; Omolo, 2015; Kiprop & Yego, 2014). Hence, a scarcity of data exists about the relationship between work-related stress and employee performance within the public sector, specifically within the African context. There is a lack of existing research on the correlation between work-related stress and employee performance within the public sector in Kenya.
as determined by a comprehensive evaluation of previous studies (Kiruja & Mukuru, 2018). The limited availability of data about the correlation between work-related stress and employee performance has resulted in a significant knowledge vacuum regarding the impact of job stress on employee performance, particularly within the public sector, and in the African context. In the majority of devolved County Governments, there has been an increased focus on employee well-being compared to previous years. However, it is crucial to acknowledge the significant impact of the trauma experienced by employees, as they continue to face exceptional demands in order to meet organizational expectations. Consequently, there has been a corresponding rise in performance expectations placed upon employees. The current situation has imposed significant stress on employees, as they are required to provide exceptional service without receiving commensurate additional resources and training. Moreover, those who do not meet expectations face the possibility of termination and other disciplinary measures. Therefore, the current study focused on assessing job stressors and employee performance in County Governments of Kenya.

1.3 Objectives of the Study
1.3.1 General Objective
The study focused on determining the relationship between job stressors and employee performance in Kenya.

1.3.2 Specific Objectives
The study was anchored on the following specific objectives:

i. To explore the influence of workplace conflict stress on employee performance in Kenya.

ii. To determine the influence of work ambiguity stress on employee performance in Kenya.

iii. To assess the influence of time stress on employee performance in Kenya.

iv. To establish the influence of workload stress on employee performance in Kenya.

1.4 Research Questions

i. What is the influence of workplace conflict stress on employee performance in Kenya?

ii. What is the influence of work ambiguity stress on employee performance in Kenya?

iii. What is the influence of time stress on employee performance in Kenya?

iv. What is the influence of workload stress on employee performance in Kenya?

1.5 Significance of the Study
The findings would provide significance findings about the job stressors and employee performance in helping different stakeholders understand the concept of employee stress and its effectiveness in improving performance. Scholars and other researchers could utilize on the study findings as a flesh to their study in area of job stressors and employee performance on the basis of the fundamental.

1.5 Scope of Study
The study was carried out within the months of June and December, 2023. The study selected only five county Governments namely Kisii, Nyamira, Migori, Homabay and Kisumu. This study adopted with the aid of Mugenda and Mugenda (2003) which recommends the use of 10-30% of the target population. The study focused on assessing the relationship between job stressors and employee performance in County Governments.
2.1 Theoretical Review
2.1.1 Hertzberg’s Two Factor Theory
Frederick Herzberg's theory, known as the Two Factor Theory, distinguishes between hygiene factors and motivators in the workplace. Hygiene factors include elements that prevent dissatisfaction when met but do not necessarily motivate. Motivators, on the other hand, lead to job satisfaction and motivation. The theory emphasizes the importance of maintaining hygiene factors to prevent dissatisfaction and promoting motivators for higher job performance. It also suggests a link between stress, job satisfaction, and employee performance.

2.1.2 Welford’s Performance and Demand Theory
Selye's theory, as presented in Welford's Performance and Demand Theory, focuses on stress arising when an individual's satisfaction levels deviate from the optimal state. Stress occurs when the demands on an individual are either excessively high or excessively low. The theory emphasizes that excessive workplace demands can negatively affect employee performance, leading to stress-related imbalances.

2.1.3 Relational Theory
The Relational Theory, proposed by Nuttin, Lorion, and Dumas, views stress as a social construct and relates it to an individual's perception of a situation that surpasses their ability to adapt. Stress is seen as a result of individual aspirations, beliefs, and perceived significance of an event. This theory highlights how stress can divert individuals from their primary goals, impacting their efficiency and emotional experiences. It also emphasizes the role of situational factors in stress perception.

2.1.4 Michigan Model
The Michigan Model, developed by French and Kahn, focuses on subjective perceptions of stressors in the workplace. It considers environmental stressors, such as role ambiguity and conflict, which can be influenced by personality traits, demographics, and social support. This model suggests that these perceptions can impact an individual's health outcomes. Workplace stress in the management sector, such as workload, conflict, and ambiguity, is a significant area of study within this model. It underscores the importance of understanding how workplace stress affects individuals and organizations.

2.2 Empirical Review
2.2.1 Workplace Conflict Stress and Employee Performance
Workplace conflict stress, arising from interpersonal and interdepartmental interactions, significantly affects employee performance. Studies have examined this phenomenon in various contexts. In the banking sector in Pakistan, Bashir (2010) research revealed that workplace conflict stress impacts employee performance negatively. Conflict management skills play a crucial role in managing stress, with a lack of these skills leading to higher stress levels and lower performance outcomes. In the managerial context, Cavanaugh et al. (2010), found that conflict-induced stress has a detrimental impact on employee performance, particularly when individuals lack conflict management skills. Workplace stress resulting from conflict can be influenced by factors like office politics, support from colleagues and supervisors, and management styles. A hierarchical and complex bureaucratic structure can exacerbate stress, especially in the supervisor-employee relationship. Hon and Chan (2013) study explored the effects of group conflict and workplace stress on employee performance. They found that task-related conflict and interpersonal conflict can lead to challenge-related and
hindrance-related stress, with the latter negatively affecting job performance and satisfaction. Sharmilee, Abdul, and Zubair (2017) research in Malaysia revealed that time restrictions and task uncertainty significantly and adversely influence employee performance. Workload and lack of enthusiasm, on the other hand, have a less significant impact on employee outcomes. In an enterprise context, Fonkeng (2018) study showed that job-related stress negatively affects employee performance, with many participants feeling pressure from management to enhance productivity. There is a divergence of opinions among workers regarding the efficacy of stress-reduction programs in improving productivity. Some believe in their effectiveness, while others remain skeptical.

### 2.2.2 Work Ambiguity Stress and Employee Performance

Several studies have explored the impact of role ambiguity on various aspects of employee performance and well-being. Khattak, Ul-Ain, and Iqbal (2013), study found that role ambiguity in the banking sector leads to job stress, which in turn affects job satisfaction negatively. Managing role-related stressors is crucial for enhancing job satisfaction. Tang and Chang (2015) research, focusing on Taiwanese professionals, revealed that role ambiguity negatively influences creativity, while role conflict has a positive impact on creativity. Self-efficacy and job satisfaction partially mediate the relationship between role conflict and creativity, with job satisfaction acting as the sole partial mediator for task uncertainty. June and Mahmood (2017), study in the service sector SMEs in Malaysia showed a significant relationship between role ambiguity and job satisfaction, with role ambiguity being the most influential predictor of job efficiency among the three factors. Vakola and Nikolaou (2005) research highlighted the detrimental impact of role ambiguity on organizational commitment, indicating that employees lacking clarity about their job responsibilities experience increased stress. Lack of autonomy over assigned tasks further contributes to stress and reduced productivity. Karatepe, Babakus, and Yavas (2012) study in Cyprus found that role ambiguity leads to job stress, negatively impacting employee performance and increasing turnover. The research did not compare role ambiguity-induced stress to other types of stress, and future investigations in Kenya aim to provide such comparisons. Brown and Uehara (2008) study revealed that role ambiguity stress negatively affects worker motivation. They suggest that autonomy can mitigate the impact of role-related stressors induced by organizational management.

### 2.2.3 Time Stress and Employee Performance

Wong and Law's study (2001) explored the impact of time-related stress and job overload stress on employee performance in Chinese societies. The research found that employees who felt they had insufficient time to complete their tasks experienced lower performance levels, indicating a connection between time-related stress and employee performance. Siegrist's study (2010) delved into occupational stress and identified various stressors, such as role conflict, uncertainty, limited career opportunities, excessive workload, and strained relationships at work. While it focused on time-related stress, its scope was limited, and the descriptive design used didn't establish causation, which is a limitation. Awadh, Gichinga, and Ahmed (2015) investigated the impact of time stress on county administration employees in Kenya. The study revealed that time constraints caused significant stress, particularly due to long working hours, leading to a conflict between work and family life. This research highlighted the adverse effects of time-related stress on employee performance. Ratnawat and Jha (2014) conducted a literature review on the impact of time stress on employee performance, identifying 35 Occupational Stress Inducers (OSI). They found that time stress had a considerable influence on employees, leading to negative effects on their performance. This study
aimed to build effective stress management strategies to protect employees' health and enhance morale and overall firm performance.

2.4.4 Workload Stress and Employee Performance

Robbins, Judge, and Sangahi (2009) conducted a study in India to explore the relationship between excessive workload, stress management, and firm performance. They found that employees facing heavy workloads experienced elevated stress levels, negatively impacting individual productivity. However, attitudes toward stress resulting from excessive workloads varied among employees. The study focused on work-related stress but did not consider other forms, leaving room for future research. It's important to note that the study's findings are specific to India and may not be applicable to Kenya.

In another study by Ehsan and Ali (2019), they assessed the influence of excessive work-related stress on employee performance, particularly in financial institutions. The study involved a sample of 50 participants chosen through stratified random selection. They used a questionnaire for data collection and applied descriptive statistics for analysis, revealing a significant correlation between occupational stress and workforce efficiency within the banking sector.

A study by Vijayan (2017) aimed to investigate the relationship between job stress and employee job performance in Aavin, Coimbatore, using a quantitative approach. The sample consisted of Aavin workers in Coimbatore, with 100 participants selected through simple random sampling. The research identified a significant correlation between various factors, such as age, education level, occupational position, monthly earnings, and stress-related elements like workload, job stability, and shift-based employment.

3.0 Methodology

The research design used in the study is a descriptive research design, aimed at obtaining precise information about the current status of certain phenomena, situations, and groups being studied. The target population consists of individuals, services, components, and groupings relevant to the research. To ensure the study's applicability to a broader population, five county governments in Kenya (Kisii, Nyamira, Migori, Homabay, and Kisumu) were selected, following the recommendation of using 10-30% of the target population. The study focused on assessing the relationship between job stressors and employee performance, targeting 166 employees from the selected County Governments. The sample size of 117 was determined using Yamane's formula at a 95% confidence level. Data collection was conducted using questionnaires, including both open-ended and closed-ended questions. Questionnaires were preferred for their ease of administration and reliability in data collection. Validity and reliability of the research instruments were ensured through expert review and a pilot test. Data analysis involved organizing qualitative data into meaningful patterns and employing both qualitative and quantitative methods. Qualitative data was presented descriptively, while quantitative data was presented using statistical tables, percentages, and frequency. The statistical software SPSS V.22 was used for data analysis. Regression analysis was applied to assess the statistical significance of independent variables on the selected dependent variables, ensuring the data met the fundamental assumptions of linear regression, including linearity, a Gaussian distribution of errors, and common error distribution. The following form is taken from the recognized regression model. The subsequent form is derived from the regression model that has been accepted.

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \]
Where: Y – Employee Performance
β0 = is y intercept or y-axis when x is 0,
β₁, β₂, β₃, β₄ – The regression coefficients (beta weights) linked to the independent variables.
X₁= Workplace Conflict Stress
X₂= Work Ambiguity Stress
X₃= Times Stress
X₄= Workload Stress

i= i-cross-section data for listed commercial banks in Kenya

4.0 Data Analysis and Discussion

4.1 Descriptive Analysis Findings

4.1.1 Descriptive Analysis of Workplace Conflict Stress and Employee Performance

The analysis in this section is in line with the study's first objective, which sought to determine the influence of workplace conflict stress on employee performance. The descriptive results are shown in Table 4.1.

Table 4.1: Descriptive Statistics for Workplace Conflict Stress and Employee Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A%</th>
<th>SA%</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee have strong relationship at workplace</td>
<td>4.9%</td>
<td>8.5%</td>
<td>6.9%</td>
<td>52.8%</td>
<td>26.9%</td>
<td>3.88</td>
<td>1.05</td>
</tr>
<tr>
<td>The County employees are sensitized on the need for working harmoniously and embracing teamwork</td>
<td>3.3%</td>
<td>4.6%</td>
<td>6.9%</td>
<td>57.7%</td>
<td>27.5%</td>
<td>4.01</td>
<td>.90</td>
</tr>
<tr>
<td>The applied dispute resolution procedures are effective</td>
<td>7.5%</td>
<td>10.2%</td>
<td>20.0%</td>
<td>45.9%</td>
<td>16.4%</td>
<td>3.53</td>
<td>1.11</td>
</tr>
<tr>
<td>The County Government have appropriate dispute resolution mechanisms</td>
<td>6.9%</td>
<td>7.9%</td>
<td>11.5%</td>
<td>56.1%</td>
<td>17.7%</td>
<td>3.69</td>
<td>1.06</td>
</tr>
<tr>
<td>There is good relationship between junior and senior officers</td>
<td>13.8%</td>
<td>20.3%</td>
<td>9.8%</td>
<td>44.9%</td>
<td>11.1%</td>
<td>3.19</td>
<td>1.27</td>
</tr>
<tr>
<td>Departmental heads and chief officers are always supportive incase of a conflict</td>
<td>3.0%</td>
<td>2.0%</td>
<td>4.6%</td>
<td>50.5%</td>
<td>40.0%</td>
<td>4.22</td>
<td>.86</td>
</tr>
</tbody>
</table>

The findings in Table 4.1 revealed that majority of the respondents agreed that employee have strong relationship at workplace as evidenced by a mean of 3.88 and a standard deviation of 1.05. It was further established that County employees are sensitized on the need for working harmoniously and embracing teamwork as shown by a mean of 4.01 and a standard deviation of 0.90. The respondents stated that the applied dispute resolution procedures are effective (Agree = 45.9%; strongly agree = 16.4%; Mean = 3.53).”

“Moreover, the respondents agreed that County Government have appropriate dispute resolution mechanisms as shown with a mean of 3.69 and a standard deviation of 1.06. The respondents also
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agreed to the statements that there is good relationship between junior and senior officers with means of 3.19 and 4.22 respectively. Lastly, the study results on departmental heads and chief officers are always supportive in case of a conflict had a mean of 4.22 and a standard deviation of 0.86.” Generally, the respondents agreed that workplace conflict stress affects employee performance.

The study results are in line with the research undertaken by Sharmilee, Abdul, and Zubair (2017) sought to investigate the influence of work-related stress on the performance of employees. The researchers utilized a convenience sampling technique to choose a sample size of 310 participants from diverse industries within Malaysia. The survey questionnaire was sent through the user's Facebook inbox. The utilization of regression analysis was employed in order to investigate the influence of stress on employee performance. The research findings suggest that both time limits and task uncertainty have a notable and negative impact on employee outcomes. The impact of workload and lack of excitement on employee performance is found to be statistically insignificant.

The study findings concurs with Fonkeng (2018) conducted a study that aimed to examine the influence of job-related stress on employee performance within an organizational context. The sample size of 80 individuals was established by the researchers through the utilization of a combination of purposive and simple random sampling approaches. The data collection process involved the administration of questionnaires and the facilitation of focus group discussions. The findings suggest that the participants in the study exhibit noteworthy levels of stress, which has a negative impact on their overall performance. The aforementioned phenomenon can be ascribed to the perception held by a significant proportion of those involved, wherein they believe they are experiencing pressure exerted by organizational leadership to augment their level of output. There is a range of perspectives among employees regarding the effectiveness of stress-free initiatives in improving productivity for both individuals and the firm. While a certain group of workers maintains the perspective that these programs are advantageous in mitigating stress, an alternative fraction maintains a dubious stance regarding their efficacy in effectively diminishing stress levels.

4.1.2 Descriptive Analysis of Work Ambiguity Stress and Employee Performance

The study's second objective was to establish the influence of work ambiguity stress and employee performance. The descriptive statistics for the objective are shown in Table 4.2 below. As the findings in Table 4.2 portray, respondents were indifferent on the statement that employee job transfers is rarely conducted (Mean = 3.43, SD = 1.12). However, the respondents agreed to the statement that employees are comfortable at their work place and status which was indicated by a Mean of 3.67, SD = 1.01) and the one that there is rare complexity of tasks indicated by a Mean of 3.75, SD = 1.17. Moreover, they agreed to the statement that there is job rotation to reduce work ambiguity stress indicated by a Mean 3.23, SD = 1.19). Generally, the respondents seemed to agree that work ambiguity stress affects employee performance.

The results are supported by the studies of Khattak, Ul-Ain, and Iqbal (2013) conducted a study to examine the impact of role ambiguity on job satisfaction, specifically exploring the potential mediating effect of job stress. The researchers utilized a convenience sample technique to get primary data from persons who are employed in the banking industry. The findings from the correlation and regression analyses revealed a statistically significant and positive correlation between task
ambiguity and work satisfaction. Moreover, it was observed that job stress had a mediating role in this relationship. The results indicate that the existence of ambiguity in job roles is a noteworthy stress factor in the workplace, which plays a role in the development of job discontent among those employed in the banking sector. The study's findings indicate that effectively managing role pressures is vital for the promotion of job happiness. The mitigation of job-related stress is anticipated to transpire through the use of strategies aimed at effectively managing stressors associated with one's position.

The study findings were also supported by Tang and Chang (2015) conducted a study that investigated the impact of ambiguity and conflict on the creative abilities of employees. The findings derived from the survey data gathered from a sample of 202 professionals in Taiwan reveal a clear and negative relationship between role ambiguity and creativity, while also demonstrating a positive and direct link between role conflict and creativity. The survey results also suggest that self-efficacy and work satisfaction serve as partial mediators in the association between position conflict and creativity. Job satisfaction, rather than self-efficacy, serves as the exclusive partial mediator in the relationship between task uncertainty and innovation.

Table 4.2: Descriptive Statistics of Work Ambiguity Stress and Employee Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD (%)</th>
<th>D (%)</th>
<th>N (%)</th>
<th>A (%)</th>
<th>SA (%)</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee job transfers is rarely conducted</td>
<td>7.5%</td>
<td>16.4%</td>
<td>12.5%</td>
<td>51.8%</td>
<td>11.8%</td>
<td>3.43</td>
<td>1.12</td>
</tr>
<tr>
<td>Employees are comfortable at their workplace and status</td>
<td>5.2%</td>
<td>9.2%</td>
<td>13.4%</td>
<td>57.0%</td>
<td>15.1%</td>
<td>3.67</td>
<td>1.01</td>
</tr>
<tr>
<td>There is rare complexity of tasks</td>
<td>4.3%</td>
<td>11.1%</td>
<td>12.5%</td>
<td>49.5%</td>
<td>22.6%</td>
<td>3.75</td>
<td>1.05</td>
</tr>
<tr>
<td>There is job rotation to reduce work ambiguity stress</td>
<td>9.8%</td>
<td>18.4%</td>
<td>41.5%</td>
<td>20.5%</td>
<td>9.8%</td>
<td>2.32</td>
<td>1.17</td>
</tr>
<tr>
<td>Thee is job delegation to support continues service delivery</td>
<td>11.1%</td>
<td>19.7%</td>
<td>32.8%</td>
<td>27.5%</td>
<td>8.9%</td>
<td>3.23</td>
<td>1.19</td>
</tr>
<tr>
<td>There is minimal cases of overlapping roles and responsibilities</td>
<td>13.4%</td>
<td>14.1%</td>
<td>46.2%</td>
<td>7.4%</td>
<td>18.9%</td>
<td>3.68</td>
<td>1.61</td>
</tr>
</tbody>
</table>

4.1.3 Descriptive Analysis of Time Stress and Employee Performance

The third objective of the study was to establish the effect time stress and employee performance. The descriptive statistics for the objective are shown in Table 4.3 below. “As the findings in Table 4.3 portray, majority of the respondents agreed that County Government at times sets unrealistic deadlines as evidenced by a mean of 3.51 and a standard deviation of 1.09. The respondents indicated that employees are well informed on time management as shown by a mean of 2.86 and a standard deviation of 1.21 (Strongly disagree = 36.4%; disagree = 26.6%). The respondents were mainly neutral on the statement that penalties on the employees who do not meet work deadlines as shown
The study findings are similar with results of Awadh, Gichinga, and Ahmed (2015) conducted a study that investigated the influence of time pressure on the job performance of employees working in county administrations in Kenya. The study utilized a descriptive survey methodology to investigate the target population of 2300 individuals employed in the Public Service Department of the County Government of Kilifi's seven sub counties. The majority of employees experienced severe stress as a result of the implementation of time limits, which can be attributed to their prolonged work schedules. The presented scenario presented a notable challenge as a result of the inherent tension between the concurrent obligations of devoting substantial amounts of time to professional endeavours and the subsequent scarcity of available time for familial commitments.

The study results are supported by Wong and Law (2001) conducted a study to investigate the impact of time stress and task overload stress on employee performance in Chinese society. The study utilized a descriptive research methodology and revealed that employees had a perspective of inadequate time allocation to perform their job responsibilities. The accountability for this outcome was ascribed to the employee's level of performance. The study's findings indicate that employees who encountered stress connected to time demonstrated diminished levels of performance in contrast to individuals who successfully handled their stress. The current investigation finds relevance in this study as it reveals a correlation between employee performance and stress due to time constraints.

Table 4.3: Descriptive Results on Time Stress and Employee Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD (%)</th>
<th>D (%)</th>
<th>N (%)</th>
<th>A ()%</th>
<th>SA ()%</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The County Government at times sets unrealistic deadlines</td>
<td>7.2%</td>
<td>12.5%</td>
<td>14.4%</td>
<td>53.1%</td>
<td>12.8%</td>
<td>3.51</td>
<td>1.09</td>
</tr>
<tr>
<td>Employees are well informed on time management</td>
<td>36.4%</td>
<td>26.6%</td>
<td>15.7%</td>
<td>16.7%</td>
<td>4.6%</td>
<td>2.86</td>
<td>1.21</td>
</tr>
<tr>
<td>There penalties on the employees who do not meet work deadlines</td>
<td>12.8%</td>
<td>23.9%</td>
<td>48.0%</td>
<td>8.7%</td>
<td>6.6%</td>
<td>3.02</td>
<td>1.18</td>
</tr>
<tr>
<td>Employees adheres to work set time frames and deadlines</td>
<td>10.8%</td>
<td>12.8%</td>
<td>16.1%</td>
<td>49.8%</td>
<td>10.5%</td>
<td>3.36</td>
<td>1.16</td>
</tr>
<tr>
<td>There is clear work plan provided to each and every department</td>
<td>13.4%</td>
<td>14.1%</td>
<td>7.4%</td>
<td>46.2%</td>
<td>18.9%</td>
<td>3.98</td>
<td>1.01</td>
</tr>
<tr>
<td>Every employee priority on time management at workplace</td>
<td>4.3%</td>
<td>4.9%</td>
<td>10.8%</td>
<td>47.2%</td>
<td>32.8%</td>
<td>3.99</td>
<td>1.01</td>
</tr>
</tbody>
</table>

4.1.4 Descriptive Analysis of Workload Stress and Employee Performance

The fourth objective of the study was to establish the effect of work load stress on employee performance. The descriptive statistics for the objective are shown in Table 4.4 below. Findings in Table 4.4 reveal that 50.8% of the respondents agreed that there is increased cases of understaffing
Research results indicate a significant association between occupational stress and worker efficiency in the banking industry. The study findings are supported by Vijayan's (2017) study, which was to investigate the correlation between job stress and job performance among employees at Aavin, Coimbatore. The research utilized a quantitative approach. The study's sample comprised individuals who were employed by Aavin, a dairy cooperative, located in the city of Coimbatore. The present research study employs a descriptive research design, in which a sample of 100 individuals is chosen using the technique of simple random sampling. The dataset included in this study consists of primary data that was gathered by means of a structured questionnaire. The study unveiled a noteworthy association among factors including age, educational attainment, occupational status, and monthly income, in conjunction with stress-related components comprising workload, job security, and employment with varying shifts.

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD (%)</th>
<th>D (%)</th>
<th>N (%)</th>
<th>A (%)</th>
<th>SA (%)</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is increased cases of understaffing</td>
<td>13.4%</td>
<td>15.4%</td>
<td>20.3%</td>
<td>43.6%</td>
<td>7.2%</td>
<td>3.15</td>
<td>1.18</td>
</tr>
<tr>
<td>The County Government has adopted mechanisms to reduce workload</td>
<td>20.0%</td>
<td>20.3%</td>
<td>26.6%</td>
<td>28.9%</td>
<td>4.3%</td>
<td>2.77</td>
<td>1.18</td>
</tr>
<tr>
<td>Employees are sensitize work-family balance to enhance their performance at their workplace</td>
<td>9.2%</td>
<td>7.2%</td>
<td>22.3%</td>
<td>44.9%</td>
<td>16.4%</td>
<td>3.52</td>
<td>1.12</td>
</tr>
<tr>
<td>Employees are well prepared on the appropriate ways to handle workload thus reducing ambiguity.</td>
<td>25.2%</td>
<td>21.6%</td>
<td>20.3%</td>
<td>26.6%</td>
<td>6.2%</td>
<td>2.66</td>
<td>1.27</td>
</tr>
<tr>
<td>There is a lot of job demand at my workplace</td>
<td>12.5%</td>
<td>18.0%</td>
<td>16.7%</td>
<td>43.3%</td>
<td>9.5%</td>
<td>3.19</td>
<td>1.20</td>
</tr>
<tr>
<td>Employees feel overloaded with the assigned roles and responsibilities</td>
<td>9.5%</td>
<td>7.9%</td>
<td>16.4%</td>
<td>49.8%</td>
<td>16.4%</td>
<td>3.55</td>
<td>1.14</td>
</tr>
</tbody>
</table>

4.2 Inferential Results
4.2.1 Correlation Results

The present study utilized correlation analysis to explore the relationship between variables, as Pallant (2010) recommended. A correlation value +1 signifies a strong positive linear association between two variables, whereas a correlation coefficient -1 suggests a strong negative linear association. Conversely, a correlation value of zero indicates the lack of a linear association between the two variables (Charles, & Benson, 2023). The results of the correlation study are presented in Table 4.5.

Table 4.5: Correlation between Study Variables

<table>
<thead>
<tr>
<th></th>
<th>Y</th>
<th>X1</th>
<th>X2</th>
<th>X3</th>
<th>X4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X1</td>
<td>.746***</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>X2</td>
<td>.794***</td>
<td>.136</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>X3</td>
<td>.872***</td>
<td>.124</td>
<td>.056</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>X4</td>
<td>.612***</td>
<td>.032</td>
<td>.001</td>
<td>.065</td>
<td>1</td>
</tr>
</tbody>
</table>

Note: * p < 0.10, ** p < 0.05, *** p < 0.01

A variety of interpretations can be drawn from the facts presented in Table 4.5. In the beginning, it can be observed that the correlation coefficients among the independent variables (X1, X2, X3, and X4) frequently exhibit values that are less than 0.50, which indicates that there are no substantial multicollinearity problems among these variables. According to Gujarati and Porter (2019), multicollinearity is defined as a phenomena that is characterized by a correlation coefficient that is more than 0.80. Due to the presence of this circumstance, the conclusions may be incorrect. In addition, the findings suggest that there is a significant and positive correlation between workplace conflict stress (X1) and employee performance. As evidence for this argument, the researcher established that there is a statistically significant correlation coefficient of 0.746 (p less than 0.01) between the two variables. The study reveals that at the existence of a beneficial connection between the workplace conflict stress and the employee performance.

A correlation coefficient of 0.794 suggests that there is a positive and substantial association between work ambiguity stress and employee performance. This shows that if the degree of workplace ambiguity stress is increased employee performance is affected by 0.794 units. A noteworthy correlation coefficient of 0.872 was found between time stress and employee performance. This suggests that an increase of one unit of time stress is connected with an increase of 0.87 employee performance. In addition, a correlation between workload stress and employee was determined to be statistically significant at 0.612, according to the researchers. This leads one to believe that an increase of one unit in workload stress corresponds to a corresponding increase of 0.612 in employee performance.

4.2.3: Regression Analysis
The following subsections contain reports on the outcomes of the regression analysis that was performed on the data that was collected. The statistical method known as regression analysis is utilized to determine the extent to which a certain correlation exists between a number of different variables. According to Young (2014), making use of regression analysis makes it easier to clarify the statistical association between variables. This, in turn, improves the ability of the study to draw meaningful findings and provide recommendations.

Table 4.6: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.856a</td>
<td>.732</td>
<td>.728</td>
<td>.000</td>
</tr>
</tbody>
</table>

The figure presented above provides a summary of the model, demonstrating a robust and positive overall link between the identified parameters and employee performance. This is supported by the model's correlation coefficient of 0.856. Moreover, the efficacy of the model is evidenced by its capacity to accurately forecast on employee performance, as denoted by the coefficient of determination (R^2) value of 0.728. This suggests that job stressors for about 72.8% of the observed variation in employee performance, leaving the remaining 27.2% to be influenced by additional practices that were not considered in the model. The adequacy of the model is evidenced by the robust correlation between the variables, as illustrated in Table 4.6.

Table 4.7: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>60.425</td>
<td>6</td>
<td>15.11</td>
<td>98.117</td>
<td>.000a</td>
</tr>
<tr>
<td>Residual</td>
<td>6.773</td>
<td>104</td>
<td>.154</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>67.198</td>
<td>110</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Predictors: (Constant), X_1, X_2, X_3, X_4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Dependent Variable: Y</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The ANOVA table presented in Table 4.7 demonstrates the statistical significance of the predictive model used to analyse employee performance in Kenya. This model incorporates various elements, workplace conflict stress, work ambiguity stress, time stress and workload stress which have been recognized as influential in determining the employee performance. The analysis demonstrates a noteworthy F-value of 98.117, indicating statistical significance. This suggests that the model functions as a substantial indicator of employee performance.

Table 4.8: Regression Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Beta</td>
<td>Std. Error</td>
</tr>
</tbody>
</table>

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Dependent Variable: $Y$

**Fitted Model:** $Y = 0.376 \, X_1 + 0.391 \, X_2 + 0.401 \, X_3 + 0.372 \, X_4$

The information that is provided in Table 4.8 enables researchers to arrive at a number of different conclusions. The constant variable in the regression equation has a value of 0.376. This was done so as to better understand the relationship between these two concepts. Table 4.15 demonstrates that workplace conflict stress have a statistically significant and positive influence ($\beta = 0.391$, $p = 0.002$) on employee performance. The results of the regression analysis that are provided in Table 4.12 show that work ambiguity stress has a statistically significant beneficial influence ($\beta = 0.401$, $p = 0.038$) on employee performance. This suggests that when all other parameters remain the same, a one-unit increase in work ambiguity stress leads to a significant 40.1% rise in employee performance. The findings of the regression analysis indicated a statistically significant positive effect of ($\beta = 0.296$, $p = 0.010$) between time stress and employee performance. This suggests that, all other things being equal, an increase of one unit in the time stress is associated with a large rise of 29.6% in employee performance. According to the findings of the regression analysis, there is a statistically significant and positive association ($\beta = 0.372$, $p = 0.000$) between workload stress and employee performance. This means that, under the premise that all other factors remain same, a marginal increase of one unit in workload stress is related with a statistically significant 37.2% effect on employee performance.

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5.0 Summary of Findings, Conclusions and Recommendations

5.1 Summary of Findings

5.1.1 Workplace Conflict Stress
The first objective focused on assessing the effect of workplace conflict stress on employee performance. The study results established that workplace conflict stress have a statistically significant and positive effect on employee performance. This implies that a unit increase in workplace conflict stress results to the positive effect on employee performance.

5.1.2 Work Ambiguity Stress
The second objective focused on determining the effect of work ambiguity stress on employee performance. The results of the regression analysis that are provided that work ambiguity stress has a statistically significant positive effect on employee performance. This suggests that when all other parameters remain the same, a one-unit increase in work ambiguity stress leads to a significant effect in employee performance.

5.1.3 Time Stress
The third objective attempted to establish the effect of time stress on employee performance. The findings of the regression analysis indicated a statistically significant positive effect between time stress and employee performance. This suggests that, all other things being equal, an increase of one unit in the time stress is associated with a significant effect in employee performance.

5.1.4 Workload Stress

The fourth objective focused on determining the effect of workload stress on employee performance. According to the findings of the regression analysis, there is a statistically significant and positive association between workload stress and employee performance. This means that, under the premise that all other factors remain same, a marginal increase of one unit in workload stress is related with a statistically significant effect on employee performance.

5.2 Conclusion

The study concluded that workplace conflict stress and its impact on employee performance are influenced by various factors. Notably, time pressure emerged as a significant hindrance to performance. This is attributed to employees experiencing burnout, which ultimately impairs their ability to deliver effective outcomes. Moreover, individuals in this context exhibit a deficiency in achieving a harmonious equilibrium between their professional and personal lives, resulting in a notable level of stress. This lack of work-life balance significantly impedes their overall performance. The physical demands of a job can also have an impact on employee performance, but not to the same extent as time pressure. However, it should be noted that if the degree of physical demand grows significantly, it can directly influence the level of time pressure experienced by employees.

The study concluded that remuneration received by employees has a discernible influence on their performance, but to a limited extent. While employees may express dissatisfaction with their current salary, they do not actively contemplate seeking alternative employment opportunities with higher compensation. Government salaries are structured and regulated by the Salary and Remuneration Commission, in contrast to private organizations where salary increases can be determined at their own discretion. Despite feeling that they are not adequately compensated, employees' performance remains unaffected. The majority of employees hold the belief that their employment is stable, leading to the conclusion that job security does not exert a substantial influence on employee performance. In the governmental sector, it is seen that the turnover rate is significantly low, and a substantial number of employees tend to remain in their positions until they reach retirement age, thereby establishing a sense of job security and stability.

5.3 Recommendations

The study recommends that several factors that contribute to stress, as highlighted in the study. These factors include workplace conflict stress, work ambiguity stress, time stress and workload stress. Recognizing and addressing these determinants of stress can have a positive impact on employee performance.

The study recommends that the provision of assistance and encouragement from head of departments, supervisors and coworkers plays a significant role in mitigating stress related to management and work relationships. In order to maintain employee motivation through difficult periods, it is imperative for head of departments, and supervisors to acknowledge and appreciate the commendable efforts and exceptional contributions made by their staff. Fostering a culture that emphasizes help and collaboration serves as a model, highlighting the significance of coworker assistance in enhancing organizational performance and efficiency.

This study recommends that using formal corporate communication practices might effectively reduce relationship strain and alleviate management stress by minimizing work ambiguity. The presence of open communication offers a distinct advantage in the resolution of conflicts that may arise between supervisors and subordinates. The absence of proficient communication may lead to unresolved disagreements that contribute to elevated levels of stress.
References


