

**OCCUPATIONAL STRESS AND EMPLOYEE PERFORMANCE A CASE OF
UNITED NATIONS MISSION CENTRAL AFRICAN REPUBLIC**

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Human Resource Management

By

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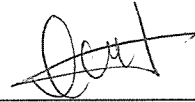
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DECLARATION

"This dissertation is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning".



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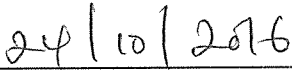
APPROVAL

"I confirm that the work represented in this proposal is carried out by the candidate under my supervision".



Dr. Sylvia Nakate

Supervisor



Date

DEDICATION

This research work is dedicated to my beloved parents, children and friends for their strong support throughout my studies.

ACKNOWLEDGEMENT

I wish to express my gratitude to the Almighty God and to all people whose support, both materially and morally have encouraged me to pursue and complete this course successfully.

I am particularly indebted to my supervisor Dr. Sylvia Nakate who assisted and directed me throughout my studies.

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ABSTRACT

The purpose of the study was to establish the occupations stress and employee performance relationship between occupational stress and employee performance. The research objectives were 1) determine level of occupational stress among employees (2) examine the level of employee performance in United Nations Mission in Central African Republic. (3) Establish the relationship between occupational stress and employee performance.

The study employed the descriptive cross sectional survey design. Correlation was used to establish the relationship between occupational stress and employee performance and testing of hypothesis. Triangulation method was used for both qualitative and quantitative approaches.

Stratified sampling was used to select a sample from each category of employees. Then simple random sampling was used to select respondents from each selected sample from the category.

The study adopted self-administered questionnaire and interview guide. The findings revealed that occupational stress has a positive significantly influence on employee performance in behavioral, emotional and physiological.

The study concluded that occupational stress affects employee performance. Further the study noted that employee due to occupational stress, many employee performance has been affected greatly as evidenced in their late coming at work, delay in writing reports, slow in coordinating activities among others.

The study recommended that United Nations Mission in Central African Republic should adopt strategies of managing employee occupational stress through reducing workload, emphasizing on work delegation, creating conducive working environment, provision of leave and other. The study also recommended that United Nations Mission in the Central African Republic should train their employees in order to enhance their performance.

CHAPTER ONE

1.0. Introduction

The chapter addressed the historical background, conceptual, theoretical and contextual perspective. It addresses the statement of the problem, purpose, objectives, research questions, study hypothesis and the scope of study. In addition, it also provides the significance and operational definitions.

1.1 Back ground of the study:

1.1.1 Historical Perspective:

Historically occupational stress has been of great concern to employees and many organizations from the 16th century to date. Occupational stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the resources, capabilities and needs of the worker (Alves, 2010). From the 1960 to now, there has been a drastic change in employment, due to the shift from domestic centered work to commercial work. As a result of many people seeking profession work in organizations and industries, even work place has also increased. The International Labor Organization (ILO) asserts that all countries, professions and all categories of workers, families and societies are affected by occupational stress. From the 2005-2014, 40% of all American workers perceive their jobs as being extremely stressful (International Labor Organization Report, 2015). Similar findings are noted in the United Kingdom and Canada is where

occupational stress is estimated to be the largest occupational health problem (Donat, 2010). Similarly in Africa, occupational stress has become a major concern of employees has demonstrated that as workload and work-associated stress increase, turn over rates of workers are also noted to increase. Thus, occupational stress results in considerable costs to organizations in terms of absenteeism, loss of productivity, and psychological tortures, (Peterson, 2002)

The United Nations Mission in the Central African Republic is a United Nations peacekeeping mission established by the United Nations Security Council on September 25, 2007 to provide a multidimensional presence of up to 350 police and military personnel to north-eastern Central African Republic. Due to the intense assignment of providing peace in a war zone region, there has been increasing occupation stress among employees.

In regards to occupational stress and employee performance many researchers have attempted to study the variables by relating them to other factors. Empirical studies for example Oudo (2008) studied the work place stress and employee turnover among employees in health sector, while Evans (2010) studied Perceived stress and customers care in hotel sector, Additionally, Mugisha (2011), studied occupational stress, commitment and customer service quality among employees in Stanbic Bank. None of those mentioned studies were on occupational stress and employee performance in United Nations

Mission in Central African Republic and hence the reason for the researcher to undertake this study in the area which has not been yet covered.

1.1.3 Theoretical perspective

The study was based on transaction theory by Lazarus (1999) which states that "imbalance between demands and resources" or as occurring when "pressure exceeds one's perceived ability to cope induces one's stress. The theory relates with occupational stress and employee performance. More explanations in chapter two

1.1.4 Conceptual perspective:

Conceptually, the study set out to investigate the relationship between occupational stress and employee performance. Different authors have observed these from various perspectives. For instance, Alves, (2010) defines occupational stress as the harmful physical and emotional responses that occur when the requirements of the job do not match the resources, capabilities and needs of the worker. Alves asserts that occupational stress is measured using psychological, emotional and physical stress.

According to Ashcraft (2002), numerous studies found that occupational stress influences the employees' performance and their overall performance in their work. Janis and Leventhal 2002 think of stress as an unpleasant emotional experience associated with elements of loss of care, frustration, loss of interest, sadness, and depression. They further comment that the negative implications of

stress are emphasized because of the interest Psychologists have in its primary potential dysfunctional and socially costly effects on job performance. The independent variable is occupational stress and dependent variable is performance.

According to (Davar, 2012) the performance of employees is measured on quality of work, effectiveness, efficiency and timeliness. The performance of employees is directly affected by the level of occupational stress the employee's experience.

1.1.5 Contextual perspective:

The United Nations Mission in the Central African Republic is a United Nations peacekeeping mission established by the United Nations Security Council on 01 May 2014 to provide a multidimensional presence of up to 4000 police including military personnel to the Central African Republic to provide peace, stability and protection of civilian due to the religious conflict between the Muslim and Christian communities.

The mission comes as a response to the religious conflict between the Muslims and Christians and the dire situation of an estimated 200,000 refugees from Darfur who continue to flee into bordering eastern Chad and north-eastern Central African Republic (CAR). Armed Sudanese rebel groups have continuously carried out attacks across the Sudanese border, endangering local residents and Darfurian refugees alike.

The mission came as a response to provide peace, stability and protection of civilians due to the religious conflict between the Muslims and Christians and the dire situation of an estimated 2000,000 refugees from Darfur who continues to flee into bordering eastern Chad and North-Eastern Central African Republic (CAR). Due to the situation in Central African Republic Mission, employees have experienced occupational stress and thus the need to investigate the relationship between occupational stress and employee performance in Central African Republic Mission.

1.2 Statement Of the problem

Occupational stress has been concerns for employees and employers because of the influence on employee performance. In today's world, stress has become a worldwide phenomenon and a major concern among employees in every workplace (Brony, 2008). Many employees are suffering from occupational stress as a result of working under tensions, working for longer hours and other work related demand (Chandan, 2012).

In the United Nations Mission in the Central Africa Republic most employees are experiencing occupational stress as evidenced in their constant fatigue, absenteeism, burn out, constant sickness, mood swings, rudeness and late coming, constant mistakes and errors, delay in submission of reports among others, which has increased poor performance of employees in the United Nations Mission in the Central African Republic (UN Mission Employee Report, 2015). Therefore this research aims at establishing the relationship between

occupational stress among employee performance, in Central African Republic Mission.

1.3 Purpose of the study

1. The main purpose of the study was to establish the relationship between occupational stress and performance in the United Nations Mission in Central African Republic.

1.4 Objectives of the study

The study was guided by the following objectives

2. To examine the level of occupational stress among employees in the United Nations Mission in Central African Republic.
1. To examine the level of employee performance in United Nations Mission in the Central African Republic.
3. To establish the relationship between occupational stress and employees performance in United Nation Mission Central African Republic.

1.5 Research Questions

The study was guided by the following research questions

1. What is the level of occupational stress experienced by employees in the United Nations mission in the Central African Republic?
2. What is the level of employee performance in the United Nations Mission in Central African Republic?

3. What is the relationship between occupational stress and employee's performance in the United Nations Mission in Central African Republic?

1.6 Null Hypothesis of the study

There is no significant relationship between occupational stress and employee's performance in United Nations Mission in Central African Republic.

1.7 Significance of the study

The study shall be of the following significances to the employers, employees, United Nations Mission Central African Republic.

Employer: The study shall help the employers adopt better stress management strategies that can benefit all employees.

Employees: The study shall help learn how to manage their stress in case stress occurs.

Academicians: The study will be an additional knowledge to already existing literature to Academicians,

1.8 Scope of the study

1.8.1 Geographical Scope

The study was conducted from the United Nations Mission in the Central Africa Republic. The mission is part of several missions which were established by the United Nations with an aim of bringing peace, stability and the protection of civilians in the Central African Republic.

1.8.2 Content of the Study

The study focused on occupational stress and employee performance. Occupational stress as the independent variable and employee performance as the dependent variable.

1.8.3 Theoretical scope

The study was based on transaction theory by Lazarus (1999) which states that "imbalance between demands and resources" or as occurring when "pressure exceeds one's perceived ability to cope induces ones stress. More explanation will be explained in chapter two.

1.9 Operational Definition of terms

Occupational Stress: Is the stress obtained or experienced while at the place of work.

Behavioral stress: is the stress which comes from the range of actions and mannerisms made by organisms, systems, or artificial entities in conjunction with their environment, which includes the other systems or organisms around as well as the physical environment.

Mood swing: Is an extreme or rapid change in mood.

Abusive language: Is being impolite to other people.

Emotional: this refers to the stress which comes from the emotional situation resulting from the operating activities

Anger: this refers to emotion related to one's psychological interpretation of having been offended, wronged or denied and a tendency to react through retaliation.

Depression: Is a state of low mood and aversion to activity that can have a negative effect on a person's thoughts, behavior, feeling, world view and physical wellbeing.

Constant headaches: Unending complaints about migraines.

Performance: this refers to the outcome of an employee in terms of Clerical accuracy, Fulfillment of tasks, employee care, Productivity, and Time management

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

This chapter reveals literature related to occupational stress, and employee performance. The first section of the review is related to theoretical perspective of occupational stress. The second section included conceptual framework and the third part reviewed related literature according to the study variables.

2.1 Theoretical Frame work

The study was based on transaction theory by Lazarus (2009) which states that "imbalance between demands and resources" or as occurring when "pressure exceeds one's perceived ability to cope induces ones stress. Lazarus's (2009) transactional stress model explains that inability of individuals' cognitive processes and emotional reactions to manage strain environments may lead to increased occupational tensions. Specter and Goh's (2010) emotion-centered model of occupational stress posits that individuals who feel stressful when exposing with an event in particular environments may experience occupational strains.

Lazarus suggested that occupational stress can be thought of as resulting from an "imbalance between demands and resources" or as occurring when "pressure perform effectively and efficiently and workplace. The occupational stress theory is also supported by the following models as explained blow.

Models of Stress

Because stress results from the complex interactions between a large system of interrelated variables, there are several psychological theories and models that address occupational stress.

Person Environment Fit Model: This model "suggests that the match between a person and their work environment is key in influencing their health. For healthy conditions, it is necessary that employees' attitudes, skills, abilities and resources match the demands of their job, and that work environments should meet workers' needs, knowledge, and skills potential. Lack of fit in either of these domains can cause problems, and the greater the gap or misfit (either subjective or objective) between the person and their environment, the greater the strain as demands exceed abilities, and need exceeds supply. These strains can relate to health related issues, lower productivity, and other work problems. Defense mechanisms, such as denial, reappraisal of needs, and coping, also operate in the model, to try and reduce subjective misfit" (Lazarus,2009)

Job Characteristics Model: This model "focuses on important aspects of job characteristics, such as skill variety, task identity, task significance, autonomy, and feedback. These characteristics are proposed to lead to 'critical psychological states' of experienced meaningfulness, and experienced responsibility and knowledge of outcomes. It is proposed that positive or negative work

characteristics give rise to mental states which lead to corresponding cognitive and behavioral outcomes, e.g. motivation, satisfaction, absenteeism, etc. In conjunction with the model, Hackman and Oldham (2010) developed the Job Diagnostic Survey, a questionnaire for job analysis, which implies key types of job-redesign including combining tasks, creating feedback methods, job enrichment, etc."

Jobs-Demand Resources Model: This model posits that strain are a response to imbalance between demands of one's job and the resources he or she has to deal with those demands (Hackman and Oldham, 2010) .

- **Job demands:** the physical, psychological, social, or organizational aspects of a job that require sustained physical and/or psychological effort or skills. Therefore, they are associated with expenditure of time and energy.
- **Job resources:** the physical, psychological, social, or organizational aspects of the job that aid in achieving work goals; reduce job demands and the associated physiological and psychological cost; stimulate personal growth, learning, and development (Hackman and Oldham, 2010) .
- **Effort-Reward Imbalance Model:** This model focuses on the reciprocal relationship between efforts and rewards at work. "More specifically, the ERI Model claims that work characterized by both high efforts and low

rewards represents a reciprocity deficit between high 'costs' and low 'gains', which could elicit negative emotions in exposed employees. The accompanying feelings may cause sustained strain reactions. So, working hard without receiving adequate appreciation or being treated fairly are examples of a stressful imbalance. Another assumption of the ERI Model concerns individual differences in the experience of effort-reward imbalance. It is assumed that employees characterized by a motivational pattern of excessive job-related commitment and a high need for approval (i.e., over commitment) will respond with more strain reactions to an effort-reward imbalance, in comparison with less overcommitted people. (Hackman and Oldham, 2010) "

2.2 Conceptual Frame work

Occupational Stress

Employee performance

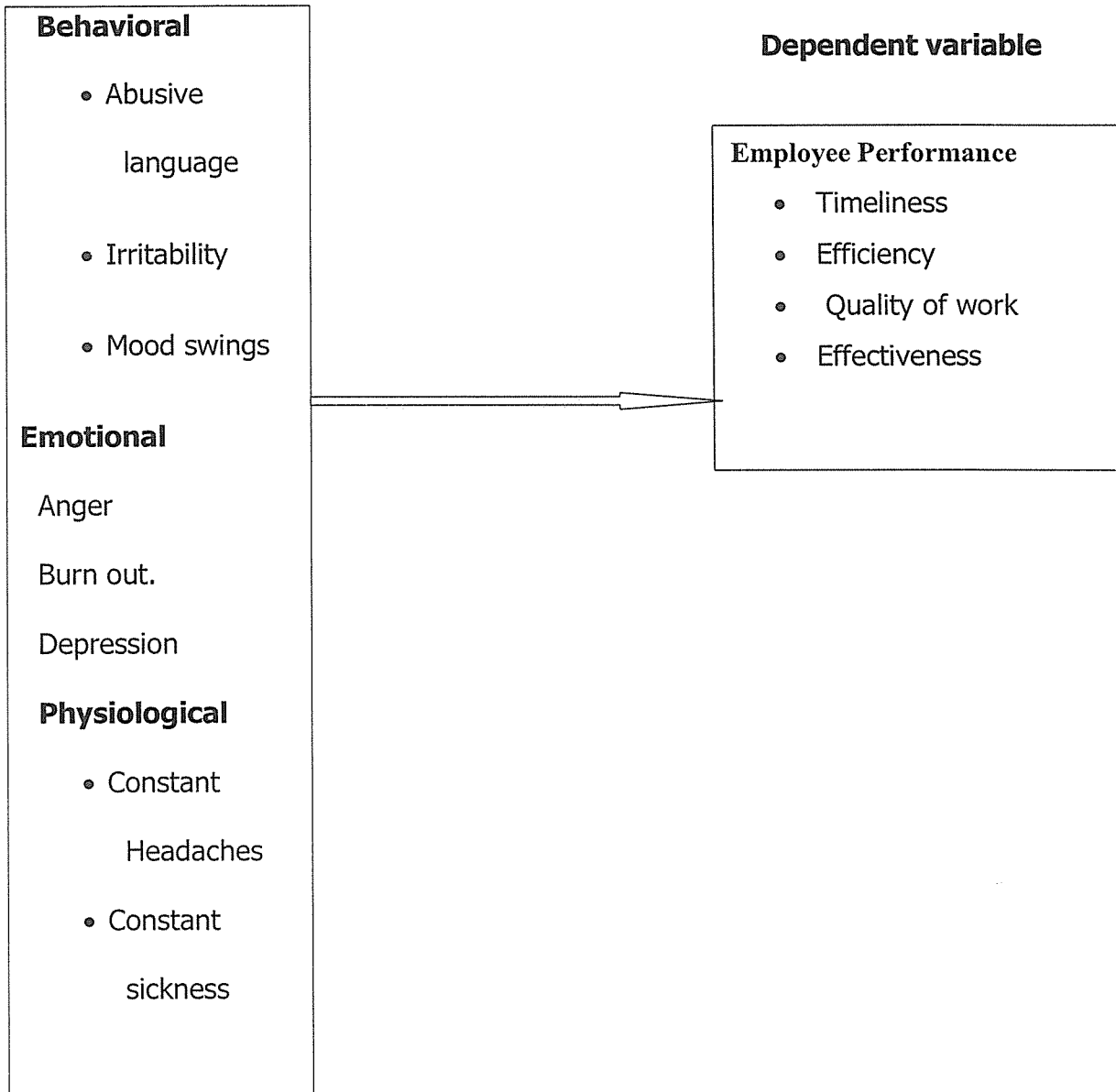


Figure 2. 1: Conceptual Framework

Source: Literature Review (2016)

The framework in figure 2.1 portrays that a relationship between occupational stress and employee performance. The framework shows that when employee are stress at work there performance is influences negatively. According to the conceptual framework occupational stress in measures using behavioral, emotional, psychological stress. All the above mentioned influences employees performance at work. The framework also shows that there is a relationship between occupational stress and employee performance. This implies that when employees are stressed at work, their behaviors. Emotions and physiological is usually affected.

2.3 Related literature

2.3.1 Occupational stress

Occupational stress can be defined as the physiological and emotional responses that occur when workers perceive an imbalance between their work demands and their capability or resources to meet these demands. Stress itself is the reaction people have to excessive pressure or other types of demand placed upon them until they worry about their coping (Raymond, 2000). Work related stress occurs when there is a mismatch between the demands of the job and the resources and capabilities of the individual worker to meet those demands of the job (Lazarus and Folkman, 2009).

2.3.2 Emotional indicators

Emotions are physiological, behavioral, and psychological episodes experienced toward an object, person, or event that create a state of readiness. These episodes are very brief events that typically subside or occur in waves lasting from milliseconds to a few minutes. We experience joy, fear, anger, and other emotional episodes toward someone or something. For example, we experience joy, fear, anger and other emotional episodes toward tasks, customers, or a software program we are using (Suntech et al, 2008).

Although most stress has an emotional source, it is interesting to observe that most widely used stress management interventions do not directly focus on emotions for example relaxation has long been seen as the ultimate remedy for stress, many individuals believe that if they could just learn to relax then they would be healthier and happier (McCarty, 2006). He also added that, relaxation is a helpful and beneficial process in that it temporarily draws attention away from distressing feelings and reduces physiological arousal, there by promoting regeneration of the body.

However, relaxation techniques generally do not address the unmanaged emotions that are the root cause of stress nor do they seek to transform the deeper, recurring emotional patterns that give rise to stress producing feelings. Without these more fundamental changes at the emotional level, any relief from stress that is experienced is likely to be short lived.

The Cognitive behavioral Therapy operates from the theory that maladaptive thoughts derive unhealthy behaviors and that these thoughts should therefore be the focus of the therapeutic intervention. Cognitive behavioral Therapy by definition excludes emotions as a primary focus for attention, and although emotions may be explored, they are seen as a consequence of maladaptive thoughts (Aron, 2012). According to the Cognitive model by Aron, (2012), all emotions follow a cognitive assessment of sensory input, which leads to behavioral response. The basic theoretic framework, on which cognitive behavioral methods are based, thus, is that if emotions always follow thought then by changing one's, thought one can gain control over one's emotions. In the last decade, however, research in the neuroscience has made it quite clear that emotional processes operate at much higher speed than thoughts, frequently by passing the mind's linear reasoning process (Aaron, 2012).

Persistent stressful working conditions are associated with increasing absenteeism, increasing tardiness, personnel turnover, decreasing growth rates and profit, decreasing performance and productivity, decreasing quality of work and products, increasing complaints from clients/customers, increasing violent events and increasing costs through all of the above.

At the work place there is a complex interaction between employees, the working environment and coworkers. The characteristics and features of this interaction and requirements and the influences to which one is subjected at the

work place, can develop into sources of stress. In addition, while becomes adapted to the permanent features of a given work situation, being on the job for at least eight hours a day may release a number of stressors (Zheijasko 2011). He further noted that certain characteristic features of the workforce and jobs in public health care, education and public administration add to the risk of work stress. All these sectors and especially the first are strongly feminized. In principle, the major professions in these sectors are defined as high stress positions because of specific nature of jobs and their attendant responsibilities. In addition the people practicing these professions work on a daily basis with a specific social group of people who are unemployed.

Occupational stress in employees has been the focus of much research over the last 20 years. However studies in employee's performance have been slower to emerge. Jenkins and Elliot (2004) assert that most of the studies have been quantitative in nature and sought to ascertain the levels of stress or the invariables that accounted most for the stress. Jenkins and Elliot (2004) further noted that lack of adequate staff levels, levels of support at work, family and friends and emotional exhaustion, depersonalizations and lack of personal accomplishment (Kilfedder et al, 2013) are frequently cited as either stressors or indicators of stress in mental health settings.

2.3.3 Physiological Indicators

The immediate effect on the body is to trigger a natural biological response to challenging or threatening events frequently referred to as the 'Fight or Flight'

response. When the individual encounters a potential stressor, blood flow is redirected from the skin and internal organs to the muscles and the brain glucose and fatty acids are mobilized into the bloodstream to provide energy, vision and hearing are sharpened and alertness is increased. The function of routine bodily maintenance such as digestion, restorative process and the unaffected system are all reduced (Palmer et al, 2011). Although this stress response is normal, evolutionary reaction to a perceived threat, when it occurs frequently or is prolonged, intense or poorly managed, it can pose a risk to health. The suppression of the immune system under chronic stress leads to the general adaptation syndrome which results in a generalized risk of greater susceptibility to illness and disease, and wellbeing but also to job performance, productivity, absence levels and staff turnover (Palmer's et al, 2011).

Additionally, service delivery, organizational, transitional, national and local policy, finances and changes in the client profile have all had an impact on employee's performance. These factors while adding further to the burden of care may result in their feeling overwhelmed by the structural changes and job demand (Gelsema et al, 2000). Compounding these feelings is the loss of control they experience in their work environments. This loss is determined by such issues as lack of resources, work load, difficulties with management and lack of staff support.

Employees can be exposed on a daily basis to a large number of powerful stressors, including conflict with managers, discrimination, high work load

(French, Lenton, Waters & Eyles, 2011). Employees are particularly at risk from stress related problems, with high rates of turnover, absenteeism, and burn out (Clegg, 2001).

Stress is a somewhat an ambiguous concept. After the concept was introduced by Selye (2007) in the fifties it has been used in many ways, often without exactly specifying what is meant. Therefore it is often seen as an 'umbrella concept', i.e. an unspecific and general concept, indicating a field of research where many different topics have been studied – e.g., physiological changes, mental disorders, sexual problems, absenteeism, violence, and even accidents (Buunk, de Jonge, Ybema, de Wolff, 2009).

From a psychological perspective stress has often been defined as an unfavorable person-environment relationship (Lazarus, Folkman, 2009), which is related to negative psychological and/or physical health (Murphy, Schoenborn, 1987; Brown, O'Brien, 2007). This definition includes that stress should be conceived as a multidimensional construct which can include the *perception* of, or *responses* to events and environmental factors. Stress is often considered to be primarily an emotional process, but can affect physical health and performance as well. Historically, four main approaches in the area of stress research can be distinguished:

Stress as a stimulus, i.e. an external load or demand originating from an event or situation that affects the individual and is potentially harmful; stress as

a psychological or physiological response of the organism to external stimuli; the interactional approach, which describes stress as a *process* where the organism responds to particular situations or events (i.e. stressors) by developing strain reactions; the cognitive appraisal approach, which defines stress as the response when people appraise a situation and perceive an imbalance between the demands imposed upon them and the resources they have available to meet those demands (Moore, Cooper, 1998; Buunk et al., 1998).

The models that are currently most prominent have been built under the last theoretical framework, and therefore a widely accepted definition of psychological stress is: "A relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being" (Lazarus, Folkman, 2006).

Based on this definition, both in the academic and in the professional fields, various interpretations of the stress concept have been developed: "Stress is the adverse reaction people have to excessive pressure or other types of demands placed upon them". And it is believed that there is a straightforward relation between poor work organization and subsequent poor performance. Others have characterized stress as the imbalance between the resources/capacities that individuals have available and the demands imposed upon that individual (Warr,

2012) and when this imbalance is normally seen as leading to the deterioration of performance and well-being.

Studying the relation between job characteristics, stress and employees performance is extra complicated by the fact that the concepts have been used interchangeable: stress has been conceived as the result of detrimental working conditions, but also as causing poor conditions. Terms such as job stress, occupational stress have been used both as input variables, and, together with work stress, have also been conceptualized as out comes of a process that is referred to as stress. This makes it usually rather difficult to make a clear distinction between input and output.

Different constructs are used to indicate mental health in the stress/strain process; sometimes they are called negative emotions as anxiety, depression and anger. Moreover stress can also be accompanied by non-specific tensions and physical sensations which can be labeled in different ways as well as their effect on cognitive and social processes (Buunk et al., 1998).

Warr (2012) has presented five main components of employee's performance in Western societies: a) affective well-being, b) degree of competence, c) level of aspiration, d) level of autonomy and e) basic performance. But he pointed out that in occupational research the first three aspects usually receive most of the attention, and in his own research three facets are mentioned: depression, anxiety, and job performance (Warr, 2012).

The following review aims to shed some light on the content of the constructs that are used, as well as the relationship between job stress and performance. Although stress can have physical consequences as well as psychological consequences, the present review will focus primarily on the psychological consequences.

Behavioral Indicators

Behavioral intentions represent your motivation to engage in a particular behavior with respect to the attitude object. Upon hearing that the company will merge with another organization, you might become motivated to look for a job elsewhere or possibly to complain to management about the merger decision. The feelings towards mergers motivates your behavioral intentions, and which actions you choose depends on your past experience, self-concept (value and personality), and social norms of appropriate behavior (Suntech et al, 2000)

Occupational stress is a common subject in employee's performance literature. Therefore, it is recognized as a vital problem for public sectors. It is considered because of its relationship with various behaviors and interaction with job resources. In addition, it is seen as a process in which job characteristics have harmful effects on individual's performance and wellbeing. The sources of stressors can be identified internally or externally

Stress management is an important act to eradicate occupational burnouts, physical, psychological and poor performance. The Oxford University Press (2011) defines it as the act of developing emotional and physical changes to

control and reduce stress. It involves identifying the source of stress and the effects of stress on performance and personal skills. In previous research, stress management interventions have been seen to rapidly reduce stress symptoms. The identification of interventions for stress management is therefore important. (Kravits et al. 2007.)

The goal of the study was to identify interventions to manage the occupational stress among the employees. The aim of the study was to promote the employees opportunities to learn interventions for stress management. The literature review process is chosen as it suited the phenomenon and the researcher needed to obtain information from a wider perspective. The review enabled identification of interventions that would also be a beneficial to everyone involved in the performance promotion of the employees and business community while addressing the needs and risks involved.

2.3.4 Employee Performance

Performance can be measured using a broad range of measures for example ratios, data with efficiency and time, income quality, customer satisfaction, number of defects. Ratios may include liquidity ratio, leverage ratio, activity ratio. The performance of employees is directly affected by a number of factors, technology, skills, social and cultural factors and conditions at the work place.

(Dutke, 2011). But the most important one is the need and way of motivating them and hence their performance.

According to (Davar,2002) the performance of employees is dependent not only on the skills and abilities of the employees but also on motivation which in turn is determined by the power of incentives as well as disincentives. Motivation transforms the ability to do into the will to do. Therefore (Performance = ability x motivation).

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According to (Davar, 2002) the performance of employees is dependent not only on the skills and abilities of the employees but also on motivation which in turn is determined by the power of incentives as well as disincentives. Motivation transforms the ability to do into the will to do. Therefore (Performance = ability x motivation).

Various studies have indicated that favorable QOL and welfare depends on working conditions and family life (Drobic, 2007). Working life comprises a big and important part of individuals' life Ferrell mentioned that the job is one of the factors affecting QOL(quality of life).Stress has a large effect on QOL although

being employed is important in terms of both income and social status, it may lead to dis performance and physical damage (Brooks, 2004). On the other hand, an organization may put the clients and especially employee under a serious load of stress which subsequently affects their performance.

Work is a central part of almost everyone's life. Most adults devote week days to work (Landy and Conte. 2004). As a career development work makes up 70% of all human development. In addition to psychological burn out, absenteeism, employee intent to leave reduced performance, productivity and errors. Stress is the body's physiological response to the stressor. Occupational stress can affect your health when the stressors of the work place exceed the employee's ability to have some control over their situation or to cope in other ways (Carolyn, 2003).

Occupational Stress and employee Performance

Study findings demonstrated that there were significant differences in levels of occupational stress, job performance and job performance between the public and private not-for-profit organizations (Jennifer et.al, 2006). Employees in the public organizations reported higher levels of occupational stress and lower levels of job performance and performance. There were significant negative relationships between occupational stress and job performance and between occupational stress and job performance. Employees' experience, type of organizations had a statistically significant relationship with occupational stress and job performance. Type of organizations (public versus private), and job

performance were significant predictors of self-rated quality of job performance (Jennifer et al, 2006).

Job performance was shown to mediate the relationship between occupational stress and job performance. Large scale studies were recommended to identify sources of occupational stress and factors that enhance job performance among organizations employee in the United Nations mission in the Central African Republic. Future research is needed to examine best practices for human resource managers to improve employee's motivation, job performance and employee's performance in organizations (Quoidah, 2009).

Stress Management in the Work Place

Stress resulting from work is a major problem and it takes a toll on one's physical and mental wellbeing. Moreover, the management of stress is not easy, as can be ascertained by the documented ineffectiveness of stress management interventions (Beehr & O'Driscoll, 2002; Sulsky and Smith, 2005). However, a few pointers could be had for managers to counter and mitigate stress effectively.

First and foremost, one should be able to identify the stressors at work, assess them and manage them too. One should be careful not to remove the rewarding aspects of the job. Occupational stress does not always lead to distress and if challenges are dealt with effectively, then growth and positive changes can result in an individual. The challenge lies in providing the tools required to handle the effective management of workplace demands. The implications of cognitive appraisal models which suggest that stress is an 'individual problem', best addressed by positive appraisal techniques, are flawed (Pestonjee, 2010).

Primary assessment includes a subjective assessment of the balance between demands and resources. Rather than increasing resources or reducing demands straightaway, one must train the individual to assess these demands positively. Training in 'coping strategies' has had limited impact so far (Folkman and Lazaraus, 2007). Since a combination of strategies is almost always more effective than a single strategy, these techniques should be used flexibly and individuals must be encouraged to use coping strategies in new situations.

Stress management includes taking care of organizational issues like leadership, peer support, organizational culture and policies, work design and reporting arrangements as well as job analysis, staff selection and training to enhance role clarity such that there is a balance

between the individual and his work environment. Effective systems for motivation and performance management are essential (Jennifer et al, 2006). While meditation, yoga, pranayam, self-hypnosis, biofeedback etc are techniques which can be practiced at an individual level to deal with stress, Pestonjee (2010)

To summarize, the various factors responsible for job stress can be broadly classified into external factors relating to organisation and work-family conflicts, and internal factors. Certain occupations are more stressful, especially those in which there is high emotional involvement. The holistic view of antecedents to job stress should take into account the interaction between the three categories of factors and the impact of socialization which has proved to be a significant moderator in stress perception and in coping with it. Further, qualitative and empirical studies are required to prove the importance of the factors in an Indian context to study the culture specific dimensions of the "person-stress" interaction.

2.4 Research Gaps

Different researchers have reviewed literature on occupational stress and employee performance in schools, hospitals, banks, public sector but none has conducted a study relating the variables in United Nations Mission in the Central African Republic. Most of the scholars studied the variables in western setting which call for a study in the United Nations Mission in the Central African Republic.

CHAPTER THREE

3.0. Introduction

This chapter presents the methodology that was used to conduct this research. It presents the research philosophy and design, the study population, sample size and selection, data collection methods, research procedure, validity and reliability of instruments, data analysis and ethical considerations.

3.1. Research Design

The researcher adopted descriptive cross sectional survey design. Cross sectional design was used because the study involves collecting opinions from different respondents at once (Creswell, 2002). The study was a survey because it involved a large number of respondents (Best and Kahn, 1993). The study was descriptive because it allowed the researcher to discover patterns in employees thinking and describe issues from their own point of view. Mixed approaches of data collection were used. Quantitative approach was used in analyzing primary data from the field using descriptive statistics while the qualitative approach was be used to describe occurrences and discussions in relation to interviews results and literature of different authors to arrive at the conclusion about the theme of discussion. In additional, qualitative was used to supplement the findings from the quantitative results in chapter four. Correlation design was also used to establish the relationship between variables (Amin, 2005).

3.2. Research Population

Target Population

The target population was 173 employees from United Nation Mission in the Central African Republic (Primary Source, 2016).

3.3. Sample Size

A sample of 118 was selected from a population of 173 employees. The minimum sample size was computed using the Morgan and Krieger formula cited in Amin (2005). Table 3.1 shows the details of population and sample size distribution of the respondents.

Table 3. 1: Population and Sample Size Distribution

Categorie s of employee	Populatio n of employee from each category	Sampl e Size	Sampling procedure
Technical persons	15	15	Convenien t
Supervisor s	15	15	Convenien t
Managers	7	7	Convenien t
Operating Employees	136	81	Simple random
	173	118	

Source: Primary data, 2016

3.4. Sampling Procedure

The stratified sampling technique was used in order to determine the required sample from each category. Stratified random sampling was be used because the participants

were put into different strata (Saunders, 2003) Then simple random sampling was be used to select individual employees from each of these category. Simple random sampling was used in order to give equal chances of being selected to all employees in the target population (Amin, 2005). Convenient sampling technique was also to select the technical persons who were easily accessible to the researcher.

3.5. Research Instruments

A self-administered questionnaire was used in the study. Section A was on demographic characteristics, section B included occupational stress and employee performance.

The second phase of the data collection involved face to face interviews among some of the employees in United Nations Mission in Central African Republic. The purpose of these interviews clarified issues from the issues in the questionnaire to support the quantitative data. A key informant interview guide was formulated to aid in depth discussion method. Interviews allowed for paraphrasing of questions where there are some unclear wordings and are tailored to the respondent's ability. The researcher set structured questions to respondents (Amin, 2005).

3.6 Validity:

The researcher ensured the validity of the instrument by face validity analysis using research supervisors who went through checking if all the items constructed could help achieve the aim of the study. This was be done by using

Content Valid Index

CVI= valid items

Total number of items

3.7 Reliability

The researcher ensured reliability or the degree of consistency and precision in which the measuring of instruments is demonstrated (Amin, 2005). In establishing the reliability of the instrument, a test-retest method was used, in which 30 respondents were selected in a similar United Nations Mission, to ascertain the consistency of the instrument. Cronbach's (2004) alpha coefficient was used to assess the internal consistency. The instrument was considered reliable when its score was 0.70 and above thus reliable for the study.

Table 3. 2: Cronbach alpha results (Reliability and Validity)

Variable	Number Of Items	Cronbach Alpha Value	Content Validity Index
Occupational stress	16	.756	.734
Employee performance	11	.695	.690
	27		

3.8 Data Gathering Procedures

The researcher requested for an introduction letter from the School of Postgraduate Studies and Research from Kampala International University which was addressed to the authorities for permission to conduct the study. The researcher and her research assistants administered the questionnaire and contact people were for follow-up.

3.9. Data Analysis

3.9.1 Qualitative data

After collecting qualitative data, it was processed and analyzed. The qualitative data was analyzed by sorting out major themes, concepts and ideas that relate to the variables of the study so as to make meaning and draw conclusions. All the relevant information was put in place to ensure that the necessary information is available before data analysis begins. It involved editing, coding, tabulation of the collected data to make it reliable for analysis.

3.9.2. The quantitative

The statistical package for social scientists SPSS was used to analyzed for quantitative data. Data analysis was based on the objectives of the study. Objective one examined the level of occupational stress among employees in the United Nations Mission in Central African Republic. This objective was analyzed using factor analysis, descriptive statistics to show the standard deviations and frequencies. The design used was descriptive cross section design. The design was used because the study involved collecting opinions from different respondents at once.

Objective two was to determine the level of employee performance among employees in the United Nations Mission in Central African Republic. The objective was analyzed using factor analysis, descriptive statistics to show the mean, standard deviations and frequencies. The design was descriptive cross section design. The design was used because the study involved collecting opinions from different respondents at once.

Objective three was to establish the relationship between occupational stress and employee performance. This objective was analyzed using Pearson correlation coefficient to establish the relationship between variables. The research design was correlation design which established relationship among variables.

3.10. Ethical Considerations

Ethical standards in this study were assured by.

- 1. The respondents was requested to sign the informed consent**
- 2. Authors quoted in this study were recognized through citations and referencing.**
- 1. The researcher ensured confidentiality when conducting research**
- 2. The researcher avoided sites where informants may feel coerced to participate in research.**
- 3. The researcher honored the informant's privacy.**
- 4. The researcher sought for permission before interviewing the respondents.**

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.0: Introduction

The results in this section were presented so as to explore the data with respect to the research study objectives. After the data entry stage, the data was captured using the SPSS software and then analyzed with respect to the research objectives. The analysis was presented using correlations, and analysis of variance tables and Regression analysis. The research objectives were;

- i. To determine the level of occupational stress among employees in United Nations Mission Central African Republic.
- ii. To examine the level of employee performance in United Nations Mission in Central African republic
- iii. To establish the relationship between occupational stress and employee performance in the United Nations Mission Central African Republic

4.1. Cross -Tabulations

The descriptive statistics include cross-tabulations that were used to show the demographic characteristics. These were followed by the t-tests and Anova to show whether the differences between samples were significant. The result from the cross-tabulations are presented below.

Table 4.1.1: Showing Gender of Respondents.

Item	Description	Frequency	Percentage (%)
Sex	Male	74	37.3
	Female	44	62.7
	N=	118	100.0

Source: Primary Data, 2016

Table 4.1.1 above table indicates the gender of respondents where majority of them were male with (62.7 %) and females with compared to their counterparts the female with (35.5). The finding implies that United Nations Mission in central republics employees more men than women.

Results from interviews: Interviewing the Human resource manager, he pointed out "despite of women are encouraged to apply , a few women applies to serve in Central African Republic Mission" He also added that Central African Republic has been toned with wars and that scars most women to work in such a regions.

Table 4.1.2: Showing the Age of Respondents.

Item	Description	Frequency	Percentage (%)
Age group	25-30 years	22	18.6
	30-40 years	66	55.9
	40-50 years	20	16.9
	Over 50 years	10	8.5
N=		118	100.0

Source: Primary Data, 2016.

Table 4.1.2 above indicates that majority of the respondents were between the age of 30-40 years with 55.9%, 25-30 with 18.6%, 40-50 with 16.9% and 50 and above with 8.5%. This implies that majority of the respondents in the United Nations Mission in Central Africa Republic were mature in regards to age since majority ranged between 30-40 years.

Interview results

Results from the interview interaction with the human resource managers noted that the reason why most of their employees are middle aged is because United Nations Mission prefers mature people with adequate working experience. He added that mature people are contracted to work than young people.

Table 4.1.3: Showing Education Level.

Item	Description	Frequency	Percentage (%)
Education Level	Diploma	4	3.4
	Degree	85	72.0
	Masters	25	21.2
	PHD	4	3.4
N=		118	100.0

Source: Primary Data, 2016.

Table 4.1.3 above indicates that majority of respondents were degree holders with 72.0%, master's with 21.2%, diploma with 3.4% and PhD with 3.4%. The finding shows that

majority of the employees in the United Nation Mission are educated at degree level and masters levels. It also implies that most of the employees are graduates from Universities.

Results from interviews: Interviewing the human resource manager, he mentioned that "the United Nations Mission considers more of degree holders and above to be employed and those with diploma have specialized knowledge. The mission encourages its employee to study further through their education policy.

Table 4.1.4: Showing Job Position of Respondents.

Item	Description	Frequency	Percentage (%)
Job position	Operational staff	81	68.6
	Supervisor	15	12.7
	Manager	7	5.9
	Technical staff	15	12.7
		118	100.0

Source: Primary Data, 2016.

The above findings indicate that majority of the respondents were operational staff with 68.6 %, supervisors with 12.7% and technical staff with 5.9%. This implies that most of the employees of the United Nations Mission are operational staffs who participate in providing services to the people in the Central African Republic.

Results from the interview

Results from the interview interactions with human resource manager, he mentioned that "they employee more of the operational staff because they participate in most of mission activities that involves serving people and provision of humanitarian support to victims of war in the Central African Republic".

Table 4.1.5: Showing working experience.

Item	Description	Frequency	Percentage (%)
Education Level	1-3 years	6	5.1
	3-5years	36	30.5
	5-7 years	48	40.7
	7-10 years	28	23.7
	N		
N=		118	100.0

Source: Primary Data, 2016.

The above table 4.1.5 indicates that majority of the respondents had worked for 5-7 years with 40.7%, 3-5 with 30.5%, 7-10 years with 23.7% and 1-3 years with 5.1%. This implies that majority of the respondents had served United Nations Mission in Central African Republic for long period of time. The findings also indicates that most employee have acquired enough working experience.

Results from the interview

Results from the interview interactions with the Human Resource manager, he mentioned that 'there are few cases of employee turnover in the mission. He adds that, it's due to retention strategy that encourages employees to stay in the mission and serve for long period of time.

4.2: Level of occupational stress

The independent variable in this study was occupational stress and the researcher wanted to determine its level. Occupational stress was operationalized in terms of behavioral stress, emotional and physiological stress. Questions under each construct were based on the five likert scale and respondents were asked to rate the extent of occupational stress using SPSS and summarized using means as indicated in table: 4.2.

Table 4.2 Descriptive analysis for occupational stress

Items on occupational stress	Mean	Std.	Interpretation
Behavioral stress			
employees tend to feel dizziness while on duty	4.65	1.26	Very high
employees in this mission get annoyed to fast	4.49	1.55	Very high
employees forget so easily in this mission	3.21	1.43	Moderate

in this mission employees abuse one another very often	3.11	1.54	Moderate
employees forget so easily in this mission	2.16	1.04	low
employees are constantly conflicting in this mission	2.91	1.04	Moderate
Average mean	3.43	1.31	High
Emotional			
Employees forget so easily in this mission	4.71	1.27	High
Employees in this mission usually fail to control their anger	4.56	1.11	High
Employees don't communicate well with others	3.33	1.02	moderate
Employees in this mission fail to control their temper	3.83	.691	High
Employee in this mission usually develop mood swigs	1.39	.642	Low
Average mean	3.57	0.94	High
Physiological symptoms			
Employees constantly look frustrated with work	4.49	1.45	Very high
There is general loss of weight among employees	4.28	1.57	Very high
in this mission many employees have high blood pressure	3.94	.753	High
in this mission employees constantly have headache	3.52	.813	High
employees in this mission usually feel body pain	2.32	1.08	Low
most employees in this mission suffer from back ache	1.71	.961	Very low
Average mean	3.38	1.10	moderate
Grand mean	3.46	1.12	High

Source: primary source, 2016

Results in table 4.2 reveal that occupational stress in the United Nations Mission in Central African Republic is high with grand mean of (mean=3.46). This implies that most employees in the United Nations Mission are experiencing occupational stress as reflected in their behavioral, emotional and physiological symptoms. All the items on occupational stress were measured on a 5-point scale and was divided into four constructs namely:-

Behavioral symptoms– This variable was measured by 5 items. Respondents were asked whether they agreed with the statements under investigation and responses reveal that behavioral symptoms of stress was high with (mean = 3.43).

Emotional symptoms - 5 items measured this variable and respondents were asked whether they agreed with the statements therein and responses indicated that emotional symptoms was rated high with (mean =3.57).

Concerning physiological symptom - this construct was measured by 5 items. And the responses reviewed that physiological symptoms of stress were rated high with mean of (mean=3.38).

Results from interview. Results from interviews with the human resource manager, he admitted that some employees are suffering from occupational stress which is caused due to work demands that are constantly demanding. He added that although they trying to find stress management mechanism.

4.3 Employee performance

The dependent variable in this study employee performance which was broken into four constructs (quality of work , timeliness, efficiency and effectiveness for which respondents were required to ascertain the extent to which they agreed or disagreed with the items or statement by indicating the number which best described their perceptions as summarized below in table 4.3.

Table 4.3: Descriptive analysis for employee performance

Employee performance	Mean	Std	Interpretation
Quality of service			
in this UN mission , employees maintain very high standards in performance	3.43	1.08	High
employees have speed in performing their duties	2.69	.978	Moderate
employees usually complete the assigned duties and responsibilities	2.05	.829	Low
employees performance is due to proper communication	1.83	.714	Low
Average mean	2.57	0.72	Moderate
Timeliness			
employee performance is measured according to the time used to accomplish	3.27	.762	Moderate
employees report to work on time as stipulated in the staff regulations	2.89	.841	Moderate
employees complete assigned duties at the time when they are required	1.75	.913	Low

Supervisor usually give adequate time to employees to accomplish task as assigned.	1.33	.876	Very low
Average mean	2.31	0.84	Moderate
Effectiveness			
performance is measured in terms of the resources used in getting the work done	3.07	.668	Moderate
when performing duties , employees are always conscious of the costs involved	2.76	.794	Moderate
employees minimize efforts when performing their duties	1.29	1.11	Low
Average mean	2.37	0.85	Moderate
Overall mean	2.42	0.80	Moderate

Source: primary, 2016

4. 3: Descriptive statistics on employee performance

The findings from table 4.3 above, shows that performance is moderate at mission in the Central African Republic with grand mean (2.42) all aspects of employee performance rated moderate in terms of quality of work, effectiveness and timeliness. This implies that employees in the United Nations Central African Republic have not put emphasis on performance as reflected in table 4.3 above.

The interview findings were similar with qualitative as revealed from the interviews where majority of the respondents agreed that performance is low at work. They added that they work under pressure and the work load is a lot to be done usually in the shortest time which affects their work performance.

Table 4.4 : Pearson correlation between occupational stress and employee performance

Variables correlated	Occupational stress	Employee performance	Interpretation	Decision on
Occupational Stress	1	.608**	Significant correlation	Rejected
Pearson Correlation				
Sig. (2-tailed)		.000		
N	118	118		
Performance	.608**	1	Significant correlation	Rejected
Pearson Correlation				
Sig. (2-tailed)	.000			
N	118	118		

Source : Primary data , 2016

3

**, Correlation is significant at the 0.01 level (2-tailed).

Results in table 4.4 revealed that there was a positive significant relationship between occupational stress and employee performance with ($r=.608$, $p<0.01$). This implies that null hypothesis which stated that there was no relationship between occupational stress and employee performance was rejected. The finding also indicates that occupational stress among employees greatly affects employee's performance. The findings are also supported by the interviews from employees who noted that; occupational stress has had a major influence on their performance. And they also added that the more they are stressed, the more their performance goes down.

Table 4.5 Regression Analysis between the Independent Variables and dependent variable

Variables regressed	Adjusted r^2	F-value	Beta	Sig.		Interpretation	Decision on H_0
Employee performance VS Occupational stress	0.774	19.248	.608	0.000		Significant effect	Rejected
	Unstandardized Coefficients B	Std. Error	Standardized coefficients Beta	t-value	Sig-value	Interpretation	Decision on H_0
(Constant)	7.131	1.660	.249 .090 .446	4.297	.000	Significant effect	Rejected
Behavioral	.325	.120		2.716	.008	Significant effect	Rejected
Emotional	.146	.118		1.234	.220	Insignificant effect	Accepted
Physiological	.859	.173		4.968	.000	Significant effect	Rejected

Source: Primary data, 2016

a. Dependent variable: performance

Results in table: 4.5 above revealed that that occupational stress has a significant effect on employee performance at (Adjusted R Square = 0.774). This implies that the null hypothesis is rejected. The regression model was significant as noted from the level of significance (Sig. <.01). The findings indicates that behavioral stress had significant effect on employee performance with (Beta=.249). Emotional also had insignificant influence on employee performance with (Beta=0.90) and physiological also had significant influence with (Beta=.446). This implies that behavioral and physiological stress has more effect on employee performance than emotional stress. Results from the interviews also support the findings that most employees exhibit more of behavioral and physiological symptoms of occupational stress than emotional symptoms.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0. Introduction

This chapter discusses the findings in chapter four in relation to the objectives of the study. It is subdivided into four sections. The first section presents the discussion in relationship between variables and the levels of the variables. The second section presents the conclusion. The third section presents the recommendations. The fourth section presents and suggests areas for further study. The Objectives of the study were; -

- To examine the level of occupational stress among employees in United Nations Mission in Central African Republic.
- Examine the level of employee performance in United Nations in Central African Republic
- To establish the relationship between occupational stress and employee performance in United Nations Mission in Central African Republic.

5.1 Summary of the findings

5.1.2. The level of occupational stress

The findings revealed that majority of the respondents had moderate levels of occupational stress with overall mean (mean=3.46). Results according to the mean score, it was revealed that occupational stress, in terms of behavioral, emotional and physiological were all rated generally high. The findings implied that majority of the employee are highly stress at work. Cooper (2013) concurs with the findings occupational stress negatively affects employee performance. He adds that highly stressed employees are likely to perform poor than those who are not stressed. Donat (2011) also concur with the findings that occupational stress affects employees perform. He added that occupational stress affects behavioral, emotional physiological part of employees. (Barson 2010) also concurs with the findings that reduced work place stress enhances employee performance and verse verse.

5.1.3. Level of employee performance

The findings indicated that majority of the employees had moderate levels of employee performance with overall mean (mean=2.42). This implied that most employee's performance is not high as expected in the United Mission in the Central Africa Republic. The findings also revealed that all aspects of employee performance such as quality of work, timeliness and effectiveness were just moderate but not high. Baron, (2010) concur with the findings that employees performance is component in many organizations. He added that without performance of employees, organizations can't exist. Bollino (2010) also concur with the findings employee performance boosts organizations existence and prosperity. (Armstrong, 2006) supports the finding that most organizations a striving to improve employee performance and this is done through continuous motivation of workers.

He added that organizations must adopt work place strategies that aim at ensuring employee performance for example training of employees, paying employee on time, He also noted that most employees do not work beyond a call of duty. Armstrong (2010) also noted organizations should adopt performance management strategies to ensure effective performance of employees.

5.1.5. Relationship between employee occupational stress and employee performance

The objective of the study was to establish the relationship occupational stress and employee performance ($r = .608^{**}$, $p < .01$). These findings rejected the null hypothesis which stated that there is significant relationship between occupational stress and employee performance. The findings indicated that the more employee are stressed at work, the more their performance goes down and vice versa. McGowan et.al (2006) also concur with the findings that occupational stress has a major influences on employee performance. He added that when employees are stressed, they develop burnout, depression, loss of concentration which has a major impact on their performance. Helena (2012) also concur with the findings that high stressed employees contribute negatively at work and also the quality of service they

provide is usually low. Jamal (2007) contend that the increase in employees stress does not affect them in terms behavioral and emotional but also performance is also affected.

5.2. Conclusions

From the findings and the corresponding discussions, the study drew the following conclusions.

Objective one: The objective of the study was to examining the level of occupational stress in United Nations Central African Republic. The findings reviewed that occupational stress was high among employee in the Central African Republic. Therefore it is concluded that all aspects of employee occupational stress were high that's; behavioral, emotional and physiological. This indicates that stress management strategies should be adopted such taking enough rest, physical excise and other to manage occupational stress.

The second objective of the study was to examine the level of employee performance in the United Nations Mission in the Central African Republic. The findings revealed that all aspects of employee performance were rated moderate that's quality of work, timeliness and effectiveness

The third objective was to establish the relationship between occupational stress and employee performance. The findings revealed that there was positive significant correlation between occupational stress and employee performance. The findings showed that all aspects of occupational stress that's behavioral, emotional and physiological had positive relationship on employee performance. It is therefore concluded that the null hypothesis was rejected.

5.3. Recommendations

After the presentation and discussion of findings plus the conclusions derived there from, the study ends with making recommendations and suggestions for further studies. The recommendations were based on the objectives of the study.

United Nations Mission should ensure that employees a given leaves, reduce on the work load, delegate activities and a provided with adequate resources.

United Nations mission should also train its employees on how they can manage their occupational stress, through doing exercises and taking enough rest. The human resource managers in ensure that welfare services are provided to employees and also employers taught on time management as a strategy of reducing stress at work.

To promote employee performance in the United Nations Mission should be provide with training to its employees to increase motivation to work. The training shall enable them get to know the value of work performance and organisational goals can be achieved.

5.4 Limitation of the Study

The following anticipated threat to validity with relevance to this study is as follows:

1. Dishonesty. This was common on the side of the respondents concerning certain questions despite the request of honest by the researcher. This was controlled through close supervision by the researcher.
2. The researcher was faced with a challenge of limited funds to facilitate the researcher which caused some delays. However this was overcome by getting external assistance from family and friends.
3. The researcher being employed and a student at the time was challenged with lack of enough time to finish her work on time. This was controlled through giving more time to the research report than other activities.

5.5 Areas for further studies

The findings on indicated that occupational stress was high among employees in the United Nations Mission in Central African Republic. Thus, this finding could be used as a basis for further research to investigate more on how the impact of occupation stress and service delivery.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

OCCUPATIONAL STRESS AND EMPLOYEE PERFORMANCE IN THE UNITED NATIONS MISSION IN CENTRAL AFRICAN REPUBLIC

Please kindly spare some of your valuable time and respond to the following questions. The questionnaire items are about a study on occupational stress and employee performance ." The researcher has purposely selected you to participate in this study because you work in United Nations Mission in Central African Republic. Results of this study will confidentially be treated and only used for academic purposes. Your participation is voluntary, and indeed your name may not be required.

THANK YOU

SECTION A: BACKGROUND INFORMATION

1. Job title
(1) Operational Staff (2) Supervisor (3) Manager 4 Technical staff
2. How long have you worked in this position (Job)?
(1) 1-3 year (2) 3-5 years (3) 5-7 years (4) Over 10 years
3. What is your highest level of Education? (***Please tick the highest***)
(1) Certificate (2) diploma (3) degree (4) masters (5) PhD
4. What is your age range?
(1) 20-25 (2) 26-30 (3) 31-40 (4) 41-50 (5) 51-59 (6) Over 60 years
5. Your sex

(1) Female (2) Male

In this section please respond by ticking the appropriate response that responds with

Strongly agree	Agree	Not sure	Disagree	Strongly disagree
5	4	3	2	1

OCCUPATIONAL STRESS

BEHAVIOURAL					
Employee in this mission get annoyed to fast					
In this mission employee abuse one another very often					
Employee forget so easily in this mission					
Employee are constantly conflicting in this mission					
Employee tend to feel dizziness while on duty					

	employee easily develop mood swigs					
	Emotional					
	Employee forget so easily in this mission					
	Employee in this mission usually fail to control their anger					
	Employee don't communicate well with others					
	Employee in this mission fail to control their temper in this mission					
	Employee in this mission usual develop mood swigs					
	Physiological symptoms					
	There is general loss of weight among employees					
	In this mission many employee have high blood pressure					
	In this mission employee constantly have headache					
	Employee constantly look frustrated with work					

	Employee in this mission usually feel body pain					
	Most employee in this mission suffer from back ache					

SECTION D: Employee Performance

In this study employee performance will refer to the execution of the United Nations mission duties by the staff in order to contribute to the accomplishment of the Organization goals as well as their personal goals.

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

NO.	QUALITY OF WORK	5	4	3	2	1
1	In this UN mission, employee maintain very high standards in performance.	5	4	3	2	1

2	Employee have speed in performing of their duties.	5	4	3	2	1
3	Employee usually complete the assigned duties and responsibilities as stipulated on the job description.	5	4	3	2	1
4	Employee performance is limited by the use of poor communication means.	5	4	3	2	2

NO.	TIMELINESS OF WORK					
1	Employee performance is measured according to the time used to accomplish an activity.	5	4	3	2	1
2	Employee report to work on time as stipulated in the staff rules and regulations.	5	4	3	2	1
3	Employee complete assigned duties at the time when they are required by	5	4	3	2	1

	their supervisor.					
4	Supervisor always give adequate time to employee to accomplish tasks as assigned.	5	4	3	2	1

NO.	EFFECTIVENESS OF WORK	5	4	3	2	1
1.	Performance is measured in terms of the resources used in getting the work done.	5	4	3	2	1
2.	When performing duties, employee are always conscious of the cost involved.	5	4	3	2	1
3.	Employee minimize errors when performing their duties.	5	4	3	2	1

APPENDIX II: INTERVIEW GUIDE

1. How long have you worked in this mission?
2. Describe the nature of work that you do
3. Do you experience stress at work
4. Is your health psychological affected by your job
5. How many hours do you work in a day
6. What challenged do encounter at work
7. How do you manager your stress
8. What are the root causes of occupational stress in this mission
9. Suggest ways how occupationl stress can be controlled

APPENDIX III:TABLE DETERMINING SAMPLE SIZE

Morgan&Krejcie (1970) Table for Determining Sample Size from a Given Population

N	S	N	S	N	S	N	S
10	10	15	14	20	19	25	24
30	28	35	32	40	36	45	40
160	113	170	118	180	123	190	127
200	132	210	136	220	140	230	144
240	148	250	152	260	155	270	159
280	162	290	165	300	169	320	175
340	181	360	186	380	191	400	196
420	201	440	205	460	210	480	214
500	217	550	226	600	234	650	242
700	248	750	254	800	260	850	265
900	269	950	274	1,000	278	1,100	285
1,200	291	1,300	297	1,400	302	1,500	306
1,600	310	1,700	313	1,800	317	1,900	320
2,000	322	2,200	327	2,400	331	2,600	335
2,800	338	3,000	341	3,500	346	4,000	351
4,500	354	5,000	357	6,000	361	7,000	364
8,000	367	9,000	368	10,000	370	15,000	375
20,000	377	30,000	379	40,000	380	50,000	381
75,000	382	1,000,000	384				

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