THE IMPACT OF STRESS ON EMPLOYEE PERFORMANCE.
A CASE OF WAKISO DISTRICT COUNCIL

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DECLARATION

I Najjingo Sandra declare that this is my original work and has never been submitted to any other University or Institution before as part of fulfilling the requirements for attaining any academic qualification.

APPROVAL

This dissertation is my original work and is not yet presented to any university Administration as part of fulfilling my requirements for the award of A Bachelors Degree in Human Resource Management (BHRM). The research was conducted in the following legal procedures.

Signature of student:...

Name of student: .....NABJINGO SANDRA.........

This Research Work Project is strictly for examination purposes only with help of approval by my supervisor and Associate Dean in charge of Research.

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Date ....25/08/2008..........................

Director's Signature ....

Name of Director. ....

Date ....

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ABSTRACT

This dissertation determines the impact of stress on employee performance in Wakiso District Council. This dissertation has five chapters; each chapter covers one aspect of the research study.

CHAPTER ONE: Covers the introduction of the study which was related to the impact of stress on employee performance, it highlights the variables, objectives and significance of the study. Of the dependence variables are Motivation, Commitment and Creativity. The independent variables are Reward systems, Commutation and Participation chapter one also discusses briefly about the background of Wakiso District Council

CHAPTER TWO: This chapter highlights the literature review of stress and theoretical perspective. It highlights the views of different authors on factors causing stress and their effects on employee performance. The factors causing stress are identified as communication, reward systems and participation

CHAPTER THREE: Outlines the methodology of the research study. It specifies questionnaires, research design, interview and document analysis as instruments used to collect data. Also the data collection procedures and data analysis are also included

CHAPTER FOUR: This chapter covers the presentation and analysis of data collected through Interviews and Questionnaires. It presents data through tables and later analysed using figures like pie charts and bar graphs.

CHAPTER FIVE: This Chapter highlights the summary of major findings, conclusions, and recommendations. The major findings were that WDC has got a good reward system, there is poor communication at WDC and WDC has got a disguised kind of participation. Therefore, WDC ought to improve its form of communication and participation.

LIST OF ACRONNYMS

C.A.O .... Chief Administrative Officer

E.P ....…...... Employee Performance

HODS...…Heads of Departments

PTA..…..Parents –Teachers Association

W.D.C ....…..Wakiso District Council

CHAPTER ONE
INTRODUCTION

1.0 Background of the Study:-

This study was about the impact of Stress on Employee Performance in Wakiso District council. According to Brandt R. (2002), stress is a behavioral adjustment to change that affects you psychologically and physically. Stress caused by desirable outcomes is called Eustress where as stress caused by an undesirable outcome is called distress. Eustress is a positive healthy and developmental stress response as it may lead to better performance and a more adjusted personality.

Thus a moderate level of stress is required for high performance. The causes of stress can be organizational factors (work over load, role ambiguity, working conditions, unclear policies), personal factors (family problems, financial difficulties, death of loved ones) among others.

According to Beardwell. J. and Claydon. T. (2007) stress is the pattern of physiological and emotional reactions occurring in response to the demands from within or outside the organization. Cole G.A. (1997) defined stress as the adverse physical and psychological reactions that occur in an individual as a result of their being unable to cope with demands being made on them. The working definition for this research was that stress is a state of mind which reflects certain biochemical reactions in the human body and is projected by a sense of anxiety, tension and depression caused by such demands by the environmental forces or internal forces that can't be met by resources available to a person. Stress was characterized by reward system, communication and participation. On the other hand, Employee performance (EP) is defined as the attainment of the organizational goals by using resources in an efficient and effective manner (Dr. Draft 2000). Employee performance is how well or bad people use their available knowledge and skills in order to work for the betterment of the organization Gareth R. J. and George J. M, (1998). According to Armstrong (2006), employee performance is defined as the achievement of quantified objectives, in the same book Brumbrach (1988) Defines Employee Performance as it means both behaviors and results where behaviors emanate from the performer and transform the performance from abstraction to action. The working definition for Employee Performance for this study was adopted from Gareth R. J. and George J. M. (1998) as employee performance is how well or bad people use their available knowledge and skills in order to

work for the betterment of the organization. Employee performance was characterized by creativity, motivation and commitment.

A reward system consists of an organization's integrated policies, processes and practices for rewarding its employees in accordance with their contribution, skills, competence and their market worth, Armstrong (1999). If employees perceive that organization's reward system is equitable to their skills and knowledge it will increase their level of satisfaction, motivation, commitment and creativity to the organization hence improved quality in performance than when they feel discontented / unfairness in the rewarding system. According to Snell B. (2002) communication refers to the transmission of information and meaning from one party to another through use of shared symbols, communication involves clarity of roles as regards to how, when, who, what and why they are to be performed, which reduces stress due to undefined / un clear roles thus affecting improved performance of the employees.

Participation is the process which involves sharing in an appropriate manner the decision making power with the low ranks of the organization Monappa A. (2002). If employees take part in the decision making process with management, they will be able to forward their interests and dislikes to management which will force management revise its policies and decisions to suite the interest of the employees and once implemented, employees' commitment, motivation and creativity will increase hence improved performance which leads to the attainment of the set organizational goals and objectives.

1.1 Statement of the problem:

The task of stress is very crucial in any public organization such as Wakiso District Council because stress if not managed well can affect employee performance due to its related effects such as absenteeism due to constant illness, low moral for work, poor interpersonal relations, labor turnover among others. With such effects employee performance can never be fruitful hence not achieving the stated objectives and goals. A case in point was noted from Makindye sub county in Wakiso District where there was a lot of political intervention before the abolition of graduated tax where the district councilors together with executives made resolutions about the need and mode of collection as away of executing WDC's lawful policies to increase revenue in June 2005. Instead of the councilors communicating to the local community about the need for paying graduated tax as discussed in their meetings with executives they just sabotaged the district officials who were only trying to implement the required policies of WDC due to their political interests in the community, This forced the

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local community to riot against those employees which made it to stressful for the employees to perform the duties effectively (Makindye S/C TPC Report 2005). If WDC is to achieve it's stated objectives and goals both effectively and efficiently, it has to put into consideration that there is proper communication such that employees can address their problems and complaints, a good reward system based on equity / fairness, and allowing employee participation so that the executives of WDC do not impart undesirable policies towards employees such as work load, working overtime, poor working conditions especially the level of supervision which might be stressful to the employees and hence can yield poor performance.

1.2 Purpose of the study:

The purpose of this study was to investigate the impact of stress on employee performance in Wakiso District Council (WDC). Stress was characterized by communication, Reward system and participation employee performance was characterized by motivation, creativity and commitment.

1.3   Specific objectives:-

- To examine the effect of rewarding on employee performance in WDC.
- To determine the relationship between communication and employee performance in WDC.
- To evaluate the effects of participation on employee performance in WDC.

1.4 Research Questions:-

- What is the effect of rewards on employee performance in WDC.
- What is the relationship between communication and employee performance in WDC?
- What are the effects of participation on employee performance in WDC.

1.5 Significance of the Study:

- The study may be useful in a sense that its findings and recommendations may benefit the management of WDC that is the CAO and the Heads of department to know the performance of their staff.

- It may benefit the policy makers of WDC that is, the executive like chairperson and the council to revise and implement policies which don't affect their employees.
- The study may benefit the government (legislators) to implement favorable regulations towards government workers which are conducive and yield an increased level of performance.
- The study may benefit other researchers in trying to collect more information about stress and employee performance.

1.6 Scope of the study.

The study was basically concerned with the impact of stress on employee performance in WDC which is found in Wakiso District along Kampala - Hoima Road. It considered the period between 2004 and 2008. Across sectional design was used in this study and data was collected by the researcher using questionnaires, interviews and document analysis.

1.7 Conceptual Framework.

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STRESS                          EMPLOYEE PERFORMANCE
   |                                   |
   v                                   v
┌──────────────────────┐    ┌──────────────────────────┐
│ • REWARD SYSTEM ─────────> MOTIVATION                 │
│ • COMMUNICATION ─────────> COMMITMENT                 │
│ • PARTICIPATION ─────────> CREATIVITY                 │
└──────────────────────┘    └──────────────────────────┘
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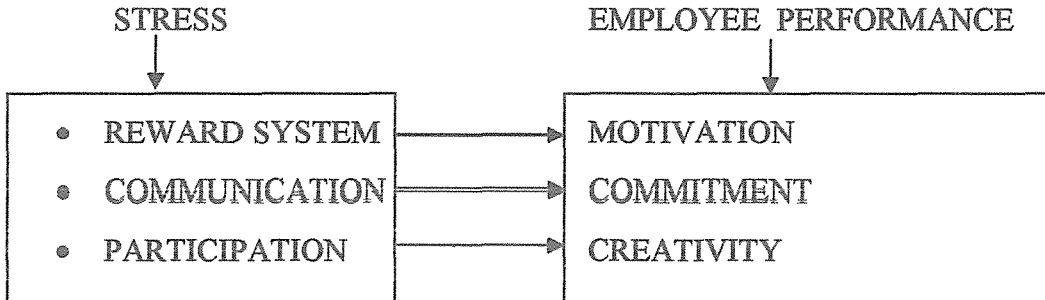
Rewards are very import in any organization especially (WDC) because the reason as to why people work is to get better rewards (wages and salaries) to compensate their efforts and be able to cater for their daily/ endless human needs. Therefore, the relationship between rewards and employee performance depends on the current rewarding system of the organization for example an effective reward system may establish, loyalty / commitment, motivation, creativity, increased job satisfaction, reduced labour turnover which increases the employee performance in an organization Whereas, an ineffective reward system will increase stress and tension through increased absenteeism, conflicts at work, low moral for work, reduced commitment at work, lack of creativity because there is a failure in achievement of a satisfactory wage or salary which later yield poor or reduced performance.

Communication can cause or reduce stress and later effecting employee performance at work. With presence of an effective communication system, employees will always be informed in time about their roles and duties, an easy procedure for handling disputes were employees would be able to report their grievances such as sexual harassment by fellow employees and corrective measures taken and this will lead to increased trust, loyalty, creativity, motivation and Job satisfaction for the employees, hence yielding increased quality of their performance whereas ineffective communication means no proper guidelines about what should be done and how, disrespect for each other, undefined tasks, disatissifaction, among others which cause stress and hence reducing the level of employee performance.

Participation, if employees are involved into the decision making process of the organization, they will feel recognized, motivated, committed, satisfied hence reduced stress and later yielding good performance than when all decisions are made by management and later imparted onto the employees by force without being consulted first and in many cases, such a situation is usually stressful hence affecting the performance of the employees however much they might wish to obey.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

This chapter was about the literature related to the impact of stress on employee performance. It focused on the effects of rewards, communication and participation on employee performance.

2.1 The Effects of Rewardsystems on Employee Performance in Wakiso District Council.

According to Armstrong.M. (2006) a reward system is a composition of policies, practices, processes and procedures of appreciating employee's efforts in the organization. Rewards refer to all the monetary and psychological payments that an organization provides for its employees in exchange for the work they perform, Braton. J and Gold J. (2007). The working definition of a reward system for this research was adopted from Armstrong. M. (1999) where an employee reward is defined as an Organization's integrated policies, processes and practices for rewarding its employees in accordance to their contribution, skills and competence and their market worth. There are basically two broad categories of rewards that is, Extrinsic (rewards that come from the job but are not part of the job such as money, status, promotion and respect), Intrinsic rewards are rewards that are part of the job itself and they include as sense of completion, achievements, autonomy and growth, Gibson J.L., Ivancevich J.M., Donnely J.H.Jr. (1985).

The components of a good reward system are financial rewards (wages and salaries), organizational benefits (transport, accommodation, bereavement, sickness and medical allowances, housing among others) and the non financial rewards such as recognition, praise, achievement, responsibility and personal growth Armstrong. M. (1999). Therefore an effective reward system should favor the entire organization in order to improve employee performance in WDC.A case in point was taken from Budo Junior School in Wakiso District where employees had not received top – up allowances since September 2007,and teachers only received allowances for March 2008. This caused a strike among the staff in February protesting non payment of allowances and financial mismanagement. The strikers had also complained of non – representation on the PTA, Dilapidated residential houses, lack of scholastic materials and dormant school management committees and also said that an

annual 10% salary increment was stopped for the two years. This resulted into 150 pupils shifting to other schools, and with such a situation it is assumed that it is against this background that led to such a deadly fire which led to the death of 20 pupils on the 14th .04.2008 Ssempogo H. (2008). This can help to determine how rewards can influence desired behavior among the employees themselves and the customers as well. However, Luthans F. (2005) suggested that recognition is an important organizational reward much as pay is unquestionably important form of reward, however it is not the only way in which organizations can reward their employees but through recognition as well. Where as benefits are also important to the motivation of employees to reduce stress and focus on their performance improvement. Examples of new types of benefits which WDC would opt for include wellness programmes (counseling and coping with stress), life cycle benefits (child and elder care), employee assistance programmes among others to cater for its employees. Gibson J. L., Ivancevich J. M. and Donnely J. H. Jr (1985) suggested that the major objectives of reward systems are to attract qualified people to join the organization, to keep employees coming to work and to motivate employees to achieve higher levels of performance.

Reward theories can then be applied to determine the employee response to the reward system. The theories suggest that individuals have needs and will exert effort in order to have those needs met. The needs theories specifically identify those needs, goal setting and expectancy theories, portray processes by which individuals act and then receive desirable rewards (Intrinsic and Extrinsic) for their behavior. Two additional process theories ask us to consider the issue of fairness in rewards. Equity theory suggests that individuals not only respond to rewards but also evaluate and interpret them. Fair process suggest that employees are sensitive to a variety of fairness issues in the work place that extend beyond the reward system but also affect employee motivation Robbins S. P. / Langton N. (2003). Therefore in my own opinion, stress may arise depending on how employees perceive the rewards being given to them for instance a combination of financial, non financial rewards and benefits being given to an employee in WDC will automatically lead to desired behavior and performance.

2.2 The Relationship Between Communication and Employee Performance in WDC.

Beardwell. J. and Claydon.T. (2007) described communication as a process by which a person, group or organization (sender) transmits some type of information (message) to

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another person or organization. Communication is also defined as a process by which we assign and convey meaning in an attempt to create shared understanding (http://www.k12.wa.us/curriculum Istruct/communications/default.aspx). in addition to that, communication can also be defined as the transmission of information and meaning from one party to another through use of shared symbols Snell B. (2002). The working definition for this study was adopted from Riegel H. / Jackson/ Slocum (2002) that communication is the process of sending, receiving and sharing ideas, attitudes, values, options and facts. However employee communication refers to the systematic provision of information to employees concerning all aspects of their employment and the wider issues relating to the organization in which they work Braton J. and Gold J. (2007).

Lamb, Hair and Carl M.C (2001) defined interpersonal communication as a direct, face to face communication between two or more people and they state that for any communication to be successful in an organization it has to go through the following processes;

THE COMMUNICATION PROCESS

Figure 2.2
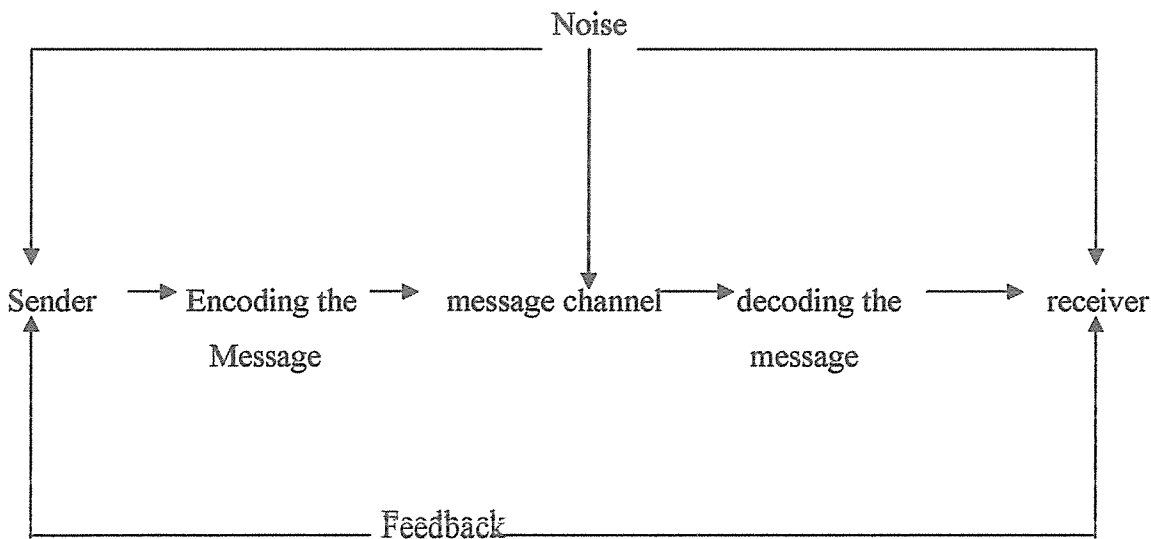
Source (Essentials of Marketing)

Where sender is the originator of the message in the communication process, encoding means conversion of the sender's ideas and thoughts into the message usually in the form of words and signs, channel means the medium of communication such as voice, news letter, meetings for transmitting the message, noise (anything that interferes with, distorts or slows down the transmission of information), Receiver a person who decodes a message, decoding means

interpretation of language and symbols set by the source through the channel and feedback refers to the receivers response to the message.

A case in point was noted at Nansana Town council still in Wakiso District where WDC through the Nansana Town council constructed a market at Nansana town as a way of increasing the District Revenue by encouraging road side vendors to enter into the market where they would pay more taxes to the council. Another reason for this was also to ensure sanitation in preparation for the Common Wealth Heads of Government Meeting (CHOGM) which was due to take place in November 2007.Therefore in November 2007,Nansana Town Council employees together with the police carried out an investigation to demolish all ram shackled buildings along the main road(Hoima road) including small markets, unfortunately , this investigation lead to massive suffering and death of innocent people and also the District officials who were involved were imprisoned ,this was so because the local community was not well informed about this activity through their representatives that is, their Councilors who passed the resolution with the other executives at the District. This led to rioting by the local community against the employees who were only trying to implement what they were told to which made their work stressful where they were forced to stop working and others were put into jail hence affecting their performance at work (Nansana Town Council Report November 2007). According to Griffin (2000) most communication scholars believe that discussion among members has a significant effect on the quality of group decisions. Traditional wisdom suggest that talk is the medium or conduct through which information travels between participants. Verbal interactions make it possible for members to distribute and pool information, catch and remedy errors and as well as influence each other. Most organizational analysis consider communication to be the central task for the management if not of all employees. The five approaches below used different metaphors to picture the place of communication in a cooperate life that is, the Mechanistic approach, Human relations approach, the General system approach, Cultural approach and the Political approach.

Guffey M.E. (2002) says that the crucial objective in the communication definition is meaning and the communication process is said to be successful only when the receiver understands an idea as the sender intended it. The barriers to successful communication include Bypassing (when people miss each other with their meanings), differing frames of reference (miscommunication occurs when the sender's frame of reference differs markedly from the receiver's that is, personal expectations, experiences, education, personality, etc), language or listening skills, emotional interference and physical distractions.

Communication in organizations means sharing information, it has got three basic functions that is, to inform, to persuade and to promote good will. Despite the range of interactive technologies communicators are still working with two basic forms that is oral and written communication.

Oral communication is the best way to exchange face to face conversations or through meetings, it minimizes misunderstandings because communicators can immediately ask questions to clarify uncertainties, however, it produces no written record, wastes time and may be inconvenient. The forms of oral communication are phone calls, conversations, interviews meetings where employees can share ideas about the organization.

Written communication is impersonal in the sense that two communicators can not see or hear each other and can't provide immediate feedback. The forms of written communication are announcements, memos, emails, fax, reports, proposals, newsletters etc.

In communication the flow of information takes two forms that is formal communication channels which follow the organization's chain of command it includes the downwards flow (which involves information in form of job plans, policies, instructions, feedback and procedures flow downwards from managers, decision makers to the employees), upwards flow (information flowing upwards provides feedback from non management employees to management) subordinates describe progress in completing tasks, report road blocks encountered and suggest methods for improving efficiency through memos, phone messages, emails, suggestion systems and departmental meetings among others. However, upward flow of information can be interrupted and hence no communication for example employees who distrust their employers are less likely to communicate openly.

Horizontal flow, lateral channels transmit information horizontally among workers at the same level, such as between the training supervisor and maintenance supervisor. Those channels enable individuals to coordinate tasks, share information, solve problems and resolve conflicts.

Informal channels:-

Informal organizational communication channels transmit unofficial news through grapevine/ rumors. Employees prefer to receive vital company information through formal channels.

All members of the organization need basic communication skills to be effective in their jobs. Some key communication skills are presentation skills, non verbal communication skills and listening skills. Therefore effective communication in WDC is so important in a way that it may help to reduce stress and tension among employees once they are told what to do, how to

perform and where to report their grievances in the organization and then they can be able to perform their objectives both effectively and efficiently.

2.3 The Effects of Participation on Employee Performance in WDC

Participation means sharing in an appropriate manner, the decision making power with the low ranks of the organization Monappa A. M. S. (2002) in addition to that employee participation is the process where by employees are involved in the decision making process rather than simply acting on orders (htt://www.the times100.co.uk/theory/theory---employeeparticipation). According to Cole G.A. (1997) employee participation refers to the participation of non managerial employees in the decision making process of the organization. Therefore the working definition for this research was adopted from Armstrong M. (1999) where Marchington et al used the term participation to cover "employee influence which may be exercised through bargaining and negotiating over a wide range of issues associated with the organization and conduct of work and the terms and conditions of employment "Newstrom W. J. and Davis K. 1(997).

The examples of employee participation as by http://www.thetimes100.co.uk/theory/theory---employeeparticipation-310.php are project teams or quality circles in which employees are delegated to perform a particular task, suggestion schemes where employees are given channels where they can suggest new ideas to managers consultation exercises and meetings where by employees are encouraged to shared ideas, delegation of responsibility with in the organization and multi-channel decision making processes. In such situations, decisions are not only made in a downward direction they also result from communications upwards, sideways and in many directions within the organization.

There are three major elements in participation that is involvement (where it is psychological involvement where a person is involved instead of merely task involvement), contribution (where by employees are motivated or empowered to release there own resources of initiative and creativity towards the objectives of the organization.), and responsibility where people are encouraged to accept responsibility in their group's activities. Participation tends to improve motivation because employees feel more accepted and involved in the situation. Their self esteem, job satisfaction and cooperation may also improve. The results often are; reduced conflict and stress, more commitment to goals and better acceptance of change. Turn over and absenteeism may be reduced because employees feel that they have a better place to work and that they are being more successful in their jobs.

Finally the act of participation itself establishes better communication as people mutually discuss work problems, management tends to provide workers with increased information about the organization's finances and operations, and this sharing of information allows employees to make better quality suggestions Newston J. W. and Davis K. (1997) Therefore with effective participation of employees with management if granted in the decision making process at WDC, management will able to know about the employees' interests and there by implementing them to yield desired behavior which leads to improved performance .

CHAPTER THREE
METHODOLOGY

3.0 Introduction

This chapter endeavored to describe the methods and techniques that were used to collect and analyze data sample, selection of research tools measures, procedures and limitations of the study.

3.1 Research Design
The study used both qualitative and quantitative methods to allow multi-variable assessments. The study used case study and cross sectional design.

3.2.1 Population and Sampling

The target population included Heads of Departments (HODS) and other technocrats in their respective departments. The departments included: Administration, Finance, Planning, Community development and agricultural extension.
The source of the population and sampling was got in WDC where findings took place and there was use of random sampling as all units might have had a chance of being selected.

3.2.2 Sample Size

Sex	Category			
	HODS	Supervisors	Employees	Total
Female	3	1	6	10
Male	2	2	16	20
Total	5	3	22	30

The researcher used sample in order to get the information required for the findings where the researcher made sure that all departments were represented for purposes of reliability of data. Sample size was 30 which comprised of 5 (HODS), 3 supervisors, 22 employees from the above mentioned departments.

3.2.3 Sampling Technique;

The study used simple random sampling and purposive sampling to get the sample size of 30 from the target population. Simple random sampling was used because there were many employees and yet only 22 were needed from the entire population for the study. Purposive sampling was applied because the Researcher wanted to get respondents who were very knowledgeable about the District council activities and these were Heads of departments and supervisors.

3.3 Data Collection and Instruments

The research was collected from both primary and secondary data to enable concrete information.

3.3.1 Methods

Question procedure;

The questions were in form of both open and closed ended questions.

Interviews;

The interview was in form of face to face conversations by the employees

3.3.2 Instruments;

Questionnaires, these were in form of questions designed and were administered by the researcher

Interview guide, the researcher used written research questions and they were self administered

Documents, these included journals, books and even magazines

Data analysis

a) **Cording,** this involved data processing and isolation of unnecessary elements from the required ones especially through use of structured questions

b) **Analyzing,** this involved qualitative and quantitative methods to scrutinize data

c) **Editing,** the researcher made sure that data was checked properly for completion that is, check and edit at the end.

CHAPTER FOUR
PRESENTATION AND ANALYSIS OF DATA

4.0 Introduction

This chapter is about presentation and analysis of data one the study of the impact of stress on employee performance in Wakiso District Council.

It focuses on the following research activities;

To examine the effect of rewarding an employee performance in WDC,

To determine the relationship between communicable and employee performance in WDC,

To evaluate the effects of participation on employee performance n WDC.

4.1 The Effects of Rewarding on Employee Performance in WDC.

The first objective for this study was to examine the effects of rewarding on employee performance. The researcher generated the following questions under this research objective:

Are you motivated with WDC's reward packages, which reward packages would you recommend WDC to implement, does your department carry out performance appraisal, how often are you appraised and who appraises you?

2. If WDC is to implement the above packages which ones would you recommend? 3.) Does your department carry out performance appraisal? 4.) How often are you appraised? 5) Who appraises you?

The responses to the above questions are summarised in the subsections below:

The employees were asked if they are motivated with their organisation's reward packages and Table 4.1 (a) summarises their responses.

Opinion of Respondents on "if" They are Motivated with WDCs Reward Packages (Table 4.1 (a.i))

Basing on the above information, one you motivated with your organisation's systems?	Yes I am	No Im not	I don't know	None of these	Total
Frequency (F)	17	10	2	1	30
Percentage (%)	56.5	33.3	6.7	3.3	100

Source: (Primary Data)

The results in Table 4.1 ()a show 17 or (56.7%) where of the opinion that they are motivated with WDCs reward packages, 10 (or 33.3%) were of the opinion that they are not motivated with WDCs reward packages, 2 (6.7%) didn't know if they are motivated or not whilce 1 (3.3%) had none of the opinions given to tell if was motivated or not.

The data in 4.1 (a.i) was analysed using a pie chart and figure 4.1 (a.ii) summarises the analysis of whether employees are motivated with WDC's reward packages.

The Chart Below Shows the Analysis of Whether Employees are Motivated with WDC's Reward Packages.
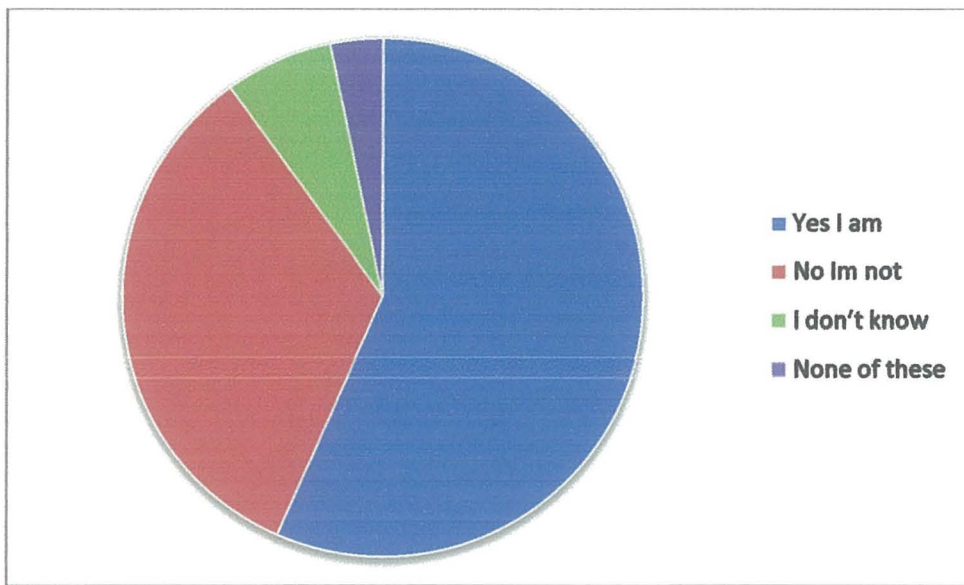
The results in figure 4.(a.ii) show that most employees attributed that yes, they are motivated with their organisation's reward packages. Thus it can be said that WDC has got a good reward Package which motivates its employees.

The employees were also asked that if WDC is to implement the above packages which ones would they recommend and table 4.1 (b.ii) summarises their responses.

Opinion of respondents on if WDC is to Implement the Above Reward Packages and Which ones Should be Recommended. Table 4.1 (b.i)

If WDC is to implement the above word packages, Which ones should you recommend?	A & B only	A only	C only	A & C only	B only	None	Total
Frequency (fo)	22	2	0	3	0	3	30
Percentage %	73	7	0	10	0	10	100

Source: (Primary data)

The results in table 4.1 (b.i) show that 22 orr 73.3% of the employees were of the view that WDC should implement both A and B (where A is for wages and salaries and B for benefits like housing, transport, accomodation, medical, bereavement and pensions.), 2 or 7% of the employees were of the opinion that WDC should implement only A that is wages and salaries, no employee recommended C only (non financial rewards e.g recognition, respect, praise, autonomy, personal growth) and B which is for benefits (housing, accomodation, medical, transport, bereavement and pensions) 3 or 10% were of the view that WDC should implement only A and C where C is for non financial rewards and A for wages and salaries. While 3 or 10% had to choose none from the alternatives given.

The data in table 4.1 (b.i) was analysed using a bar graph and figure 4.1 (b.ii) summarises the analysis of the responses about if WDC is to implement the above packages, which ones to recommend.

A Graph Analysing Which Reward Packages WDC Should Implement (Figure 4.1 (b.ii))
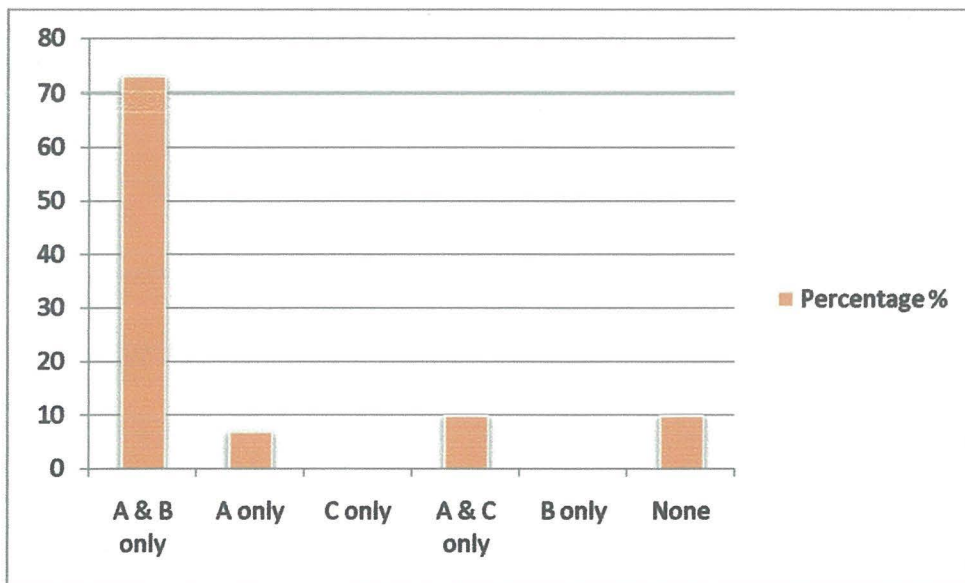
The results in figure 4.1 (b.ii) show that most employees recommend WDC to implement both (wages and salaries) (A) and Benefits (Housing, medical, transport, pensions, bereavement e.t.c).

Therefore it can be said that for WDC to motivate its employees, it should implement both A and B which stands for both (wages and salaries) and Benefits.

Also the employees were asked if their departments carry out performance appraisal and table 4.1 (c.i) summarises their responses.

Opinion On Whether Employees' Department Carry Out Performance Appraisal (Table 4.1 (c.i))

Does your department carry out performance appraisal	Yes	No	Im not sure	None of these	Total
Frequency (f_o)	25	2	3	0	30
Percentage %	83	7	10	0	100

Source: (Primary data)

The results in table 4.1 (c.i) show that 25 or 83% of the employees were of the view that their departments carry out performance appraisal where 2 or 7 % were of the view that their departments don't carry out performance appraisal and 3 or 10% were not sure if their departments carry out performance appraisal.

The data in table 4.1 (c.i) was analysed using a pie chart and figure 4.1 (c.ii) summarises the analysis of if departments in WDC carry out performance appraisal.

The Chart Below Represents the Analysis of if Departments in WDC Carry Out Performance Appraisal (Figure 4.1(c.ii))
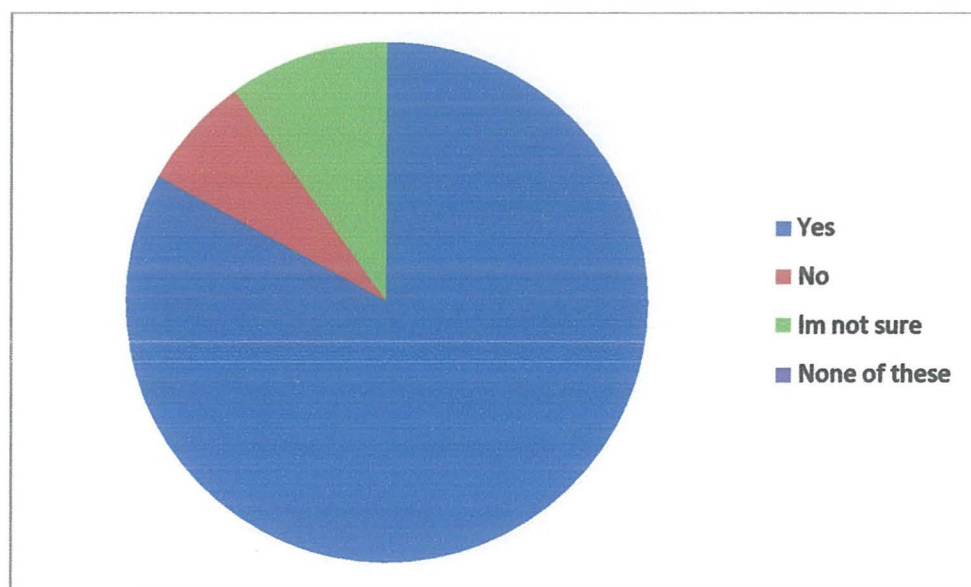
The results in figure 4.1 (c.ii) show that most employees attributed that their departments carry out performance appraisal. Thus it can be said that performance appraisal is conducted in WDC.

The employees were also asked about how often they are appraised and table 4.1 (d.i) summarises their responses.

Opinion of Respondents on How Often They Are Appraised (Table 4.1 (d.i))

How often are you appraised?	Every day	Monthly	Weekly	None	I'm not sure	Total
Frequency (f_o)	0	6	1	20	3	30
Percentage %	0	20	3	67	10	100

Source: (Primary data)

The results in table 4.1 (d.i) show that performance appraisal at WDC is not done everyday (0), 6 or 20% of the employees were of the opinion that they are being appraised monthly, 1 or 3% were of the opinion that they are appraised weekly, 20 or 67% were of the opinion that none of the alternatives given was applicable and 3 or 10% were not sure on how often they are being appraised.

The data in table 4.1 (d.i) was analysed using a bar graph and figure 4.1 (d.ii) summarises the analysis of how often employees in WDC are appraised.

The Graph Below Represents the Analysis of How Often Employees Are Being Appraised. (Figure 4.1 (d.ii)
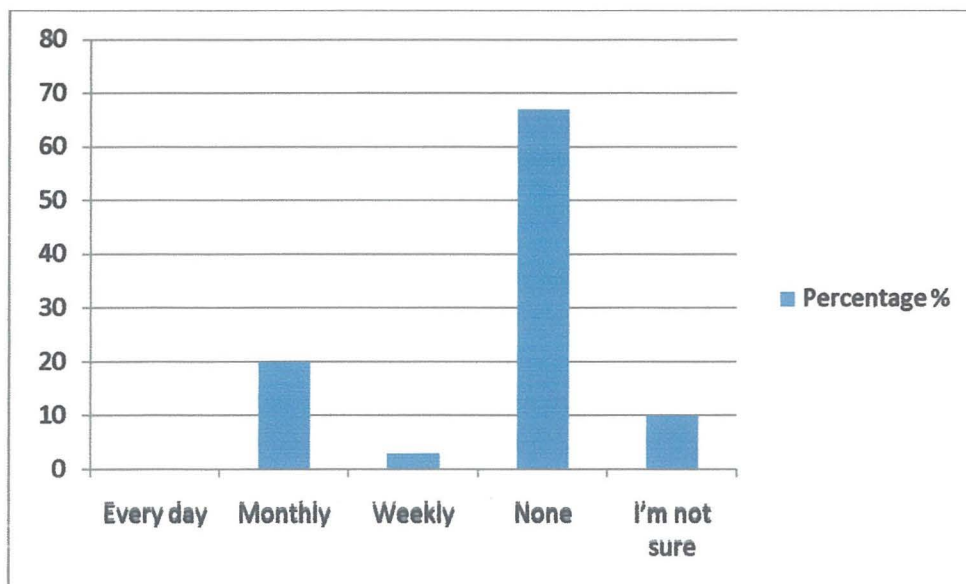
The results in figure 4.1 (d.ii) show that most employees attributed that they are rarely appraised because most of them selected none from the alternatives given. Thus it can be said that performance appraisal is not always practiced at WDC.

The employees were also asked about who appraises them and table 4.1 (e.i) summarises their responses.

Opinion of Respondents on Who Appraises Them. (Table 4.1(e.i))

Who appraises you?	CAO	Immediate Supervisor	No one	Total
Frequency (f_o)	5	20	5	30
Percentage (%)	16.7	66.7	16.7	100

Source: (Primary Data)

The results in table 4.1 (e.i) show that 20 or 66.7% were of the opinion that they are being appraised by their immediate bosses or supervisors, 5 or 16.7% attributed that it is the CAO who appraises them while 5 or 16.7% were of the view that no one appraises them.

The data in 4.1(e.i) was analysed using a pie chart and figure 4.1 (e.ii) summarises the analysis of who appraises employees in WDC.

A chart Summarising the Analysis of who appraises Employees in WDC (Figure 4.1 (e.ii))
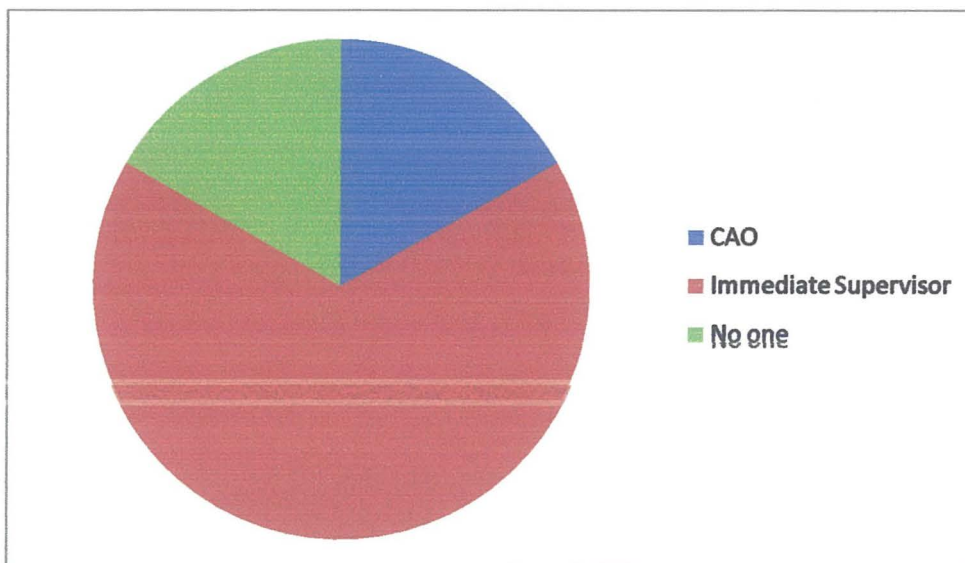
The results in figure 4.1 (e.ii) show that most employees attributed to be appraised by their immediate supervisors in their departments. Thus it can be said that employees in WDC are being appraised by their immediate supervisors.

4.2 The Relationship Between Communication and Employee Performance in WDC.

The second objective for this study was to determine the relationship between communication and employee performance in WDC. The researcher generated the following questions under this research objective: what do you think are the major causes of stress to employees in WDC, Is stress a major problem in WDC, Does the management have any procedures to help employees manage or cope with work related stress, If yes, state how, Do you hold meetings, How often do you hold meetings and how often do you read the notice board? The responses to the above questions are summarised in the subsections below:

The employees were asked about what they think are the major causes of stress to employees in WDC and table 4.2 (a.i) summarises their responses.

Opinion of Respondents on the Major Causes of Stress in WDC (Table 4.2(a.i))

What do you think are the major causes of stress in WDC?	Poor communication	Government policies	Work environment	Personal factors	None of these	Total
Frequency (f_o)	6	4	11	6	3	30
Percentage %	20	13	37	20	10	100

Source: (Primary data)

The results in table 4.2 (a.i) show that 6 or 20% of the employees were of the opinion that stress is caused by poor communication, 4 or 13% were of the view that stress is caused by government policy, 11 or 37% were of the view that the work environment is a major cause of stress in WDC, 6 or 20% were of the opinion that personal factors are the major causes of stress in WDC whereas 3 or 10% of the employees were of the opinion that none of the alternatives given is a major cause of stress to employees in WDC.

The data in table 4.2 (a.i) was analysed using a bar graph and figure 4.2 (a.ii) summaries the analysis of the major causes of stress in WDC.

The Graph (4.2 (a.ii)) Shows the Major Causes of Stress in WDC.
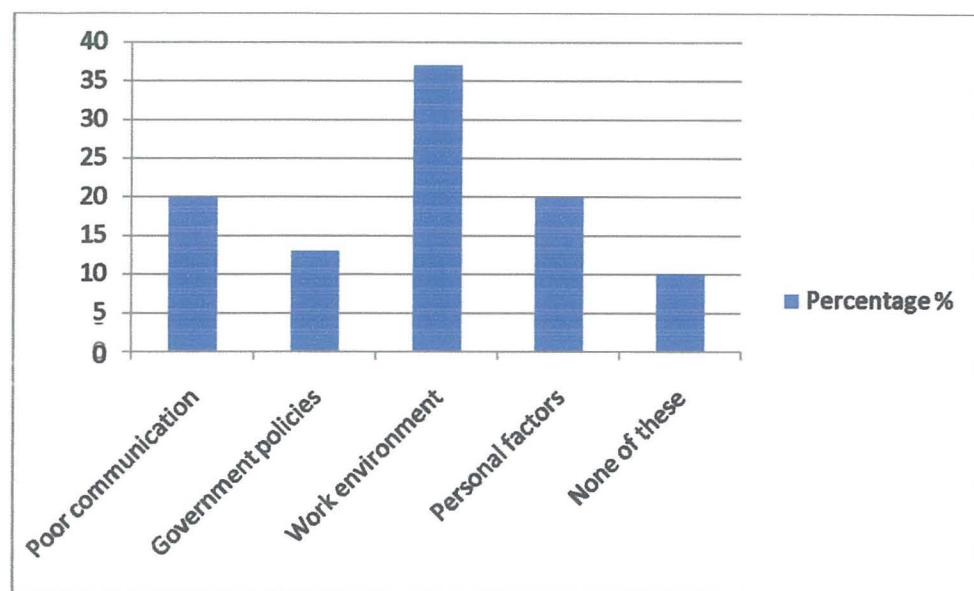
The results in figure 4.2 (a.ii) show that most employees attributed the major cause of stress to be work environment. Thus it can be said that the work environment at WDC is a major cause of stress to employees.

The employees were also asked if stress is a major problem in WDC and table 4.2(b.i) summarises their responses.

Opinion of Respondents on Whether Stress is a Major Problem to Employees in WDC. (Table 4.2 (b.i))

Is stress a major problem in WDC?	Yes	No	I'm not sure	None of these	Total
Frequency (f_o)	18	5	7	0	30
Percentage (%)	60	17	23	0	100

Source: (Primary data)

The results in table 4.2 (b.i) show that 7 or 23% of the employees are not sure if stress is a major problem in WDC, 5 or 17% are of the opinion that stress is not a major problem in WDC whereas 18 or 60% attribute that stress is a major problem in WDC.

The data in table 4.2 (b.i) was analysed using a pie chart and figure 4.2 (b.ii) summarises the analysis of whether stress is a major problem in WDC.

A Pie Chart (4.2(b.ii)) Summarising the Analysis of Whether Stress is a Major Problem in WDC
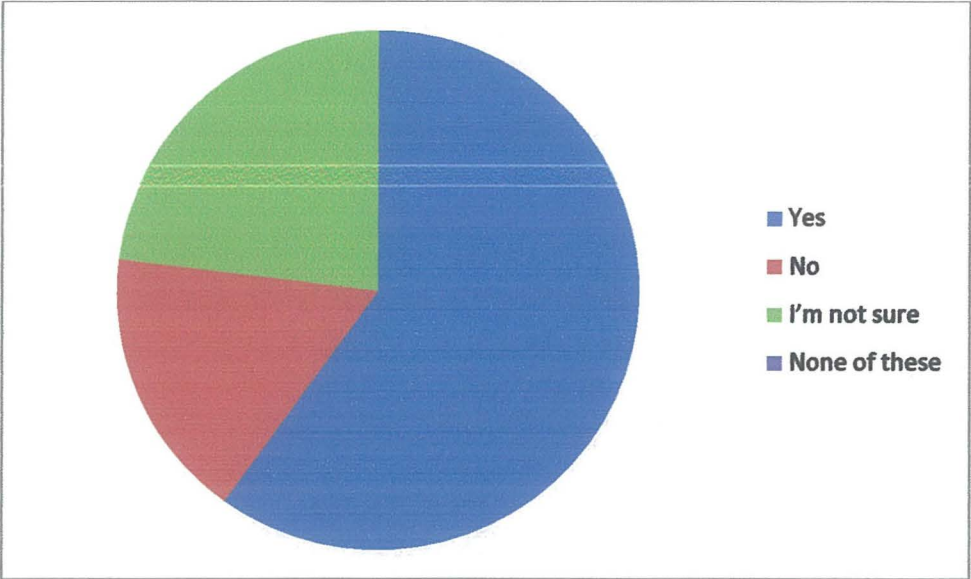
The results in figure 4.2 (b.ii) show that most employees attributed stress to be a major problem in WDC. Therefore it can be said that stress is a major problem in WDC.

The employees were also asked if the management has got any procedures to help employees manage or cope with work related stress and how? And table 4.2 (c.i) summarises the employees' responses.

Opinion of Respondents on Whether Management Has Got any Procedures to Help Employees Manage / Cope or Reduce Work Related Stress (and How) in WDC. (Table 4.2 (c.i))

Does the management have any procedures to help employees manage or cope with work related stress?	No	Yes (through discussion with subordinates, leaves, retreats and prompt payments)	I'm not sure	Total
Frequency (f_o)	17	11	2	30
Percentage (%)	56.7	36.7	6.7	100

Source: Primary data

The results in table 4.2 (c.i) show that 17 or 56.7% of the employees were of the opinion that the organisation has got no effective procedures to help employees reduce or manage stress, 2 or 6.7% of the employees were not sure if there is any procedure by management to help employees manage or cope up with work related stress while 11 or 36.7% were of the opinion that the management has got procedures which can help employees manage or cope

up with work related stress which is through retreats, prompt payments and holding discussions with subordinates.

The data in table 4.2 (c.i) was analysed using a bar graph and figure 4.2 (c.ii) summarises the analysis of whether the management of WDC has got any procedures to help employees manage or cope up with work related stress.

A Bar Graph (4.2 (c.ii)) Summarising the Analysis of Whether the Management of WDC Has Got Any Procedures to Help Employees Manage or Cope up With Work Related Stress.
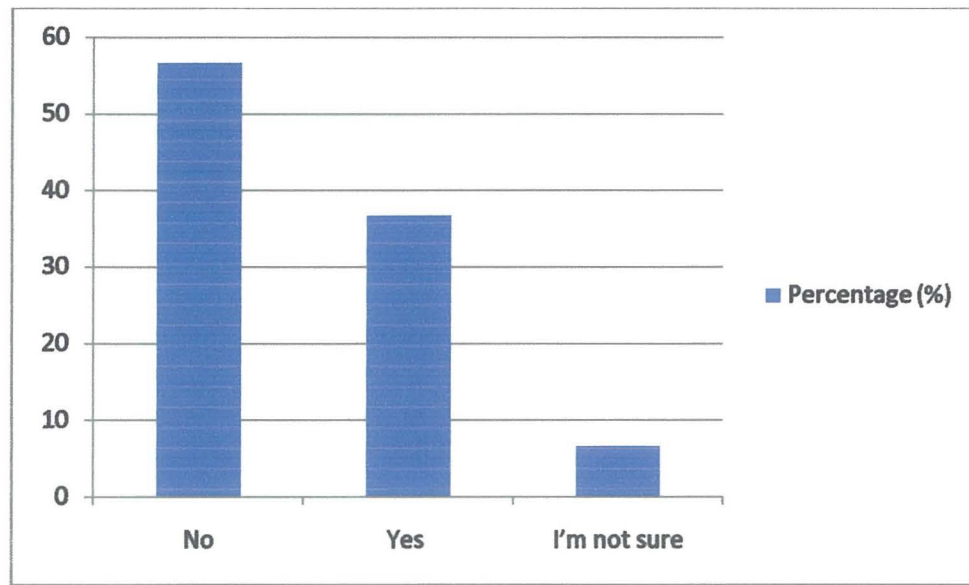
The results in figure 4.2 (c.ii) show that most employees were of the view that management hasn't got any procedure to help employees manage or cope with work related stress. Thus it can be said that WDC has got no effective procedure to help employees cope up or reduce stress.

The employees were also asked if they hold meetings and table 4.2 (d.i) summarises their responses.

Opinion of Respondents on Whether They Hold Meetings (Table 4.2 (d.i))

| Do you hold meetings?	Yes	No	None of these	Total
Frequency (f_o)	24	4	2	30
Percentage (%)	80	13.3	6.7	100

Source: (Primary data)

The results in table 4.2 (d.i) show that 24 or 80% were of the opinion that yes they hold meetings, 4 or 13.3% were of the view that they don't hold meetings whereas 2 or 6.7% had none to choose from the alternatives given.

The data in table 4.2 (d.i) was analysed using a pie chart and figure 4.2 (d.ii) summarises the analysis of whether meetings are held in WDC.

A Chart (4.2 (d.ii)) Analysing Whether Meetings are Held in WDC
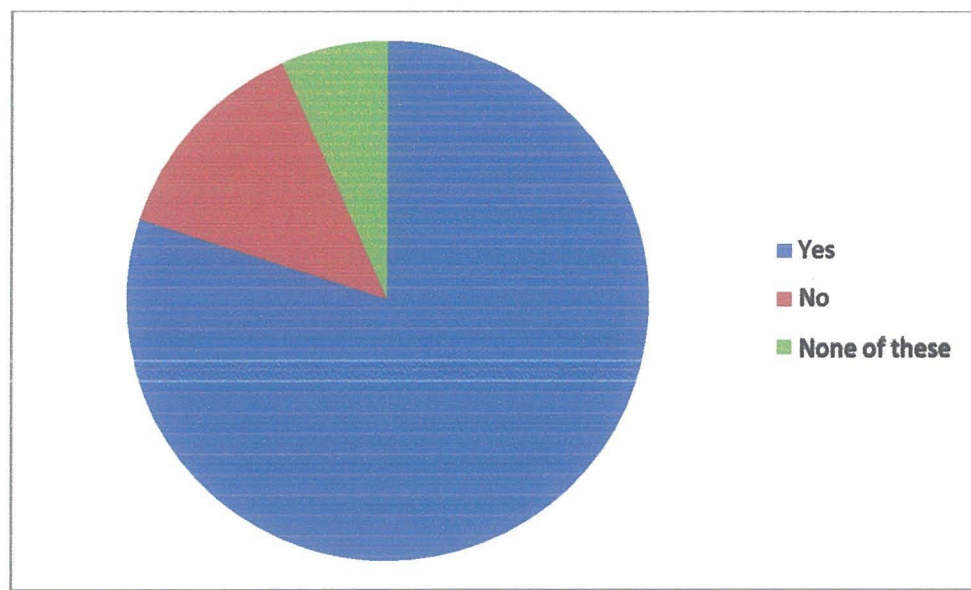
The results in figure 4.2 (d.ii) show that most employees agree that they hold meetings. Thus it can be said that meetings are held in WDC.

The employees were also asked about how often they hold meetings and table 4.2(e.i) summarises their responses.

Opinion of Respondents on How Often Meetings are Held at WDC. (Table 4.2 (e.i))

| How often do you hold meetings?	Rarely	Regularly	None of these	Once in a year	Not at any one time	Total
Frequency (f_o)	10	15	2	2	1	30
Percentage (%)	33.3	50	6.7	6.7	3.3	100

Source: Primary Data

The results in table 4.2 (e.i) show that 15 or 50% of the employees were of the opinion that they regularly hold meetings, 10 or 33.3% were of the opinion that they rarely hold meetings, 2 or 6.7% of the employees had none to choose from the alternatives given, 2 or 6.7% were

of the opinion that meetings are held once in a year whereas 1 or 3.3% were of the opinion that they never hold meetings at all.

The data in table 4.2(e.i) was analysed using a bar graph and figure 4.2 (e.ii) summarises the analysis of how often meetings are held at WDC.

A Graph (4.2 (e.ii)) Representing the Analysis of How Often Meeting are Held at WDC
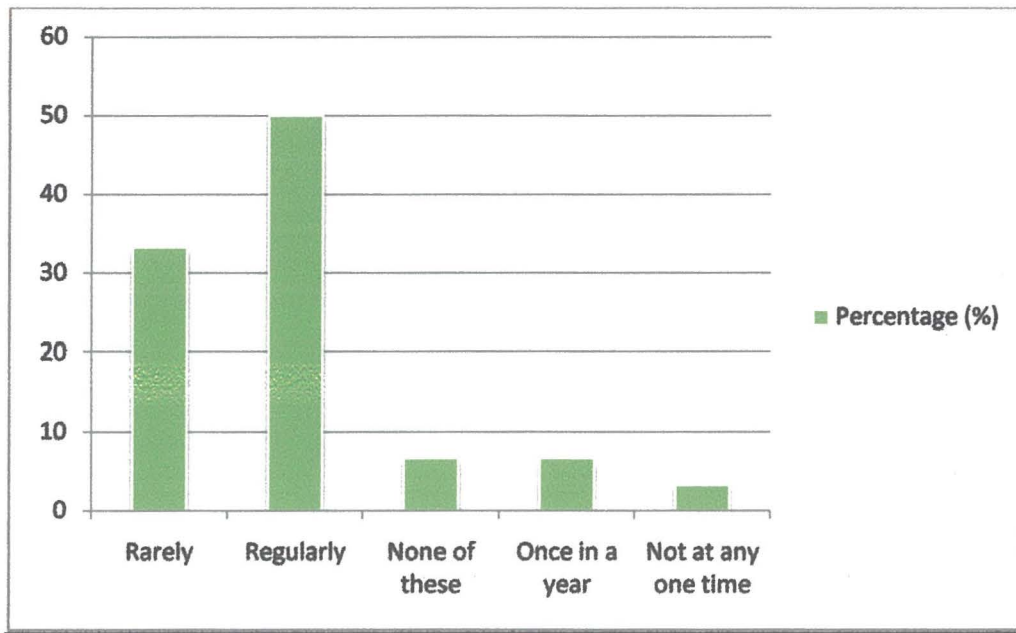
The results in figure 4.2 (e.ii) show that most employees attributed that they regularly hold meetings. Thus it can be said that meetings are always held at WDC.

The employees were also asked about how often they read the notice board and table 4.2 (f.i) summarises their responses.

Opinion of Respondents About How Often they Read the Notice Board. (Table 4.2(f.i))

| How often do you read the notice board?	Rarely	Everyday	None of these	At the end of the week	Total
Frequency (f_o)	8	16	2	4	30
Percentage (%)	26.7	53.3	6.7	13.3	100

Source: (primary data)

The results in table 4.2 (f.i) show that 8 or 26.7% were of the opinion that they rarely read the notice board for any information, 16 or 53.3% were of the opinion that they read the notice

board everyday, 4 or 13.3% were of the opinion that they normally read the notice board at the end of the week whereas 2 or 2.7% had none from the opinions given.

The data in table 4.2 (f.i) was analysed using a pie chart and figure 4.2 (f.ii) summarises the analysis of how often employees in WDC read the notice board.

A chart (4.2 (f.ii)) Representing the Analysis of How Often Employees in WDC Read the Notice Board.
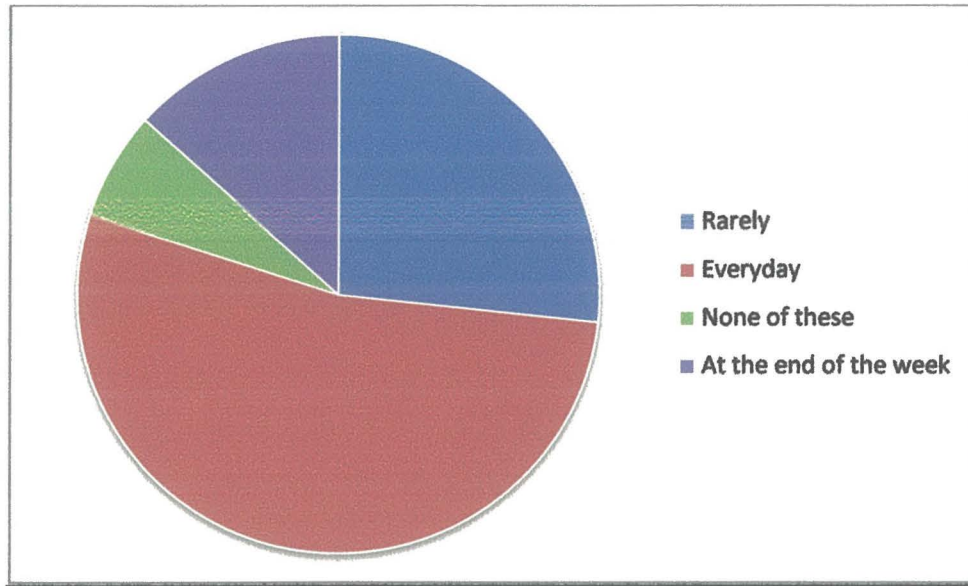
The results in fgure 4.2 (f.ii) show that most employees attributed that they read the notice board everyday. Thus it can be said that employees at WDC read the notice board everyday for any information.

4.3 The Effects of Participation on Employee Performance in WDC.

The third objective for this study was to examine the effects of participation on employee performance in WDC. Under this research objective, the researcher generated the following questions that is: Do you take part in the decision making process for your department, How often does the top management have to consult subordinates/ employees on issues pertaining this organisation, Who makes decisions in your department, Do you have effective suggestion boxes in your department, How frequent do you think the offficials concerned open the suggestion boxes and do you get feedback for your ideas?
The responses to the above research questions are summarised in the subsections below:

The employees were asked if they do take part in the decision making process for their various departments and figure 4.3 (a.i) summarises their responses.

Opinion of Respondents on Whether they Take Part in the Decision Making Process for Their Respective Departments (Table 4.3 (a.i))

Do you take part in the decision making process for your department?	Yes	No	Total
Frequency (f_o)	17	13	30
Percentage (%)	57	43	100

Source: (Primary data)

The results in table 4.3 (a.i) show that 17 or 57% of the employees were of the opinion that they take part in the decision making process for their departments. Whereas 13 or 43% were of the view that they don't take part in the decision making process for their departments.

The data in table 4.3 (a.i) was analysed using a pie chart and figure 4.3 (a.ii) summarises the analysis of whether employees take part in the decision making process for their respective departments in WDC.

A Graph 4.3 (a.ii) Showing The Analysis of Whether Employees Take Part in The Decision Making Process For Their Respective Departments.
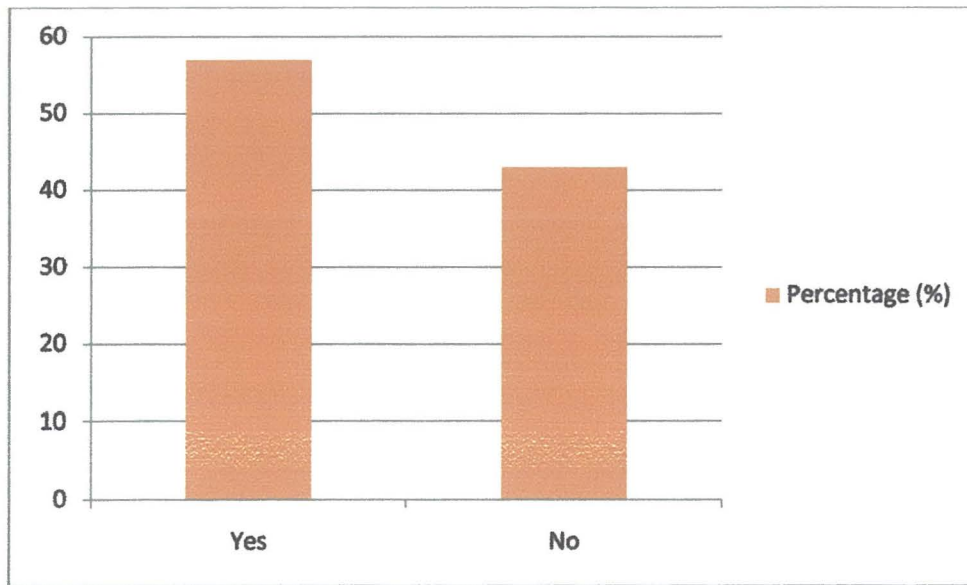
The results in figure 4.3 (a.ii) show that most employees attributed that they take part in the decision making process for their various departments. Therefore it can be said that employees are often involved in the decision making process for the district council.

The employees were also asked about how often the top management have to consult them (subordinates) on issues pertaining WDC and table 4.3 (b.i) summarises their responses.

Opinion of Respondents On How Often The Top Management Has To Consult Subordinates on Issues Pertaining To WDC (Table 4.3(b.i))

How often does the top management have to consult subordinates on issues pertaining to WDC?	Whenever there is need	Very often	Rarely	Not at any one time	Monthly	Total
Frequency (f$_o$)	3	7	15	2	3	30
Percentage (%)	10	23	50	7	10	100

Source: (Primary data)

The results in table 4.1 (b.i) show that 3 or 10% of the employees were of the view that top management only consults them for their ideas whenever there is need but their participation is limited, 7 or 23 percent were of the view that top management consults subordinates so often, 15 or 50% were of the opinion that they are rarely consulted, 2 or 7% were of the opinion that they are not consulted at all at any one time, 3 or 10% were of the view that they are being consulted on a monthly basis.

The data in 4.3 (b.i) was analysed using a bar graph and figure 4.3 (b.ii) summarises the analysis of how often the top management consults subordinates on issues pertaining WDC.

<u>A Chart Showing the Analysis of How Often the top Management Consults Subordinates on Issues Pertaining WDC.</u>

- Whenever there is need
- Very often
- Rarely
- Not at any one time
- Monthly

The results in figure 4.3 (b.ii) show that most employees attributed that they are rarely consulted.

Therefore it can be said that subordinates are not consulted by the top management for their ideas pertaining WDC.

Employees were also asked about who makes decisions in their respective departments and table 4.3(c.i) summarises their responses.

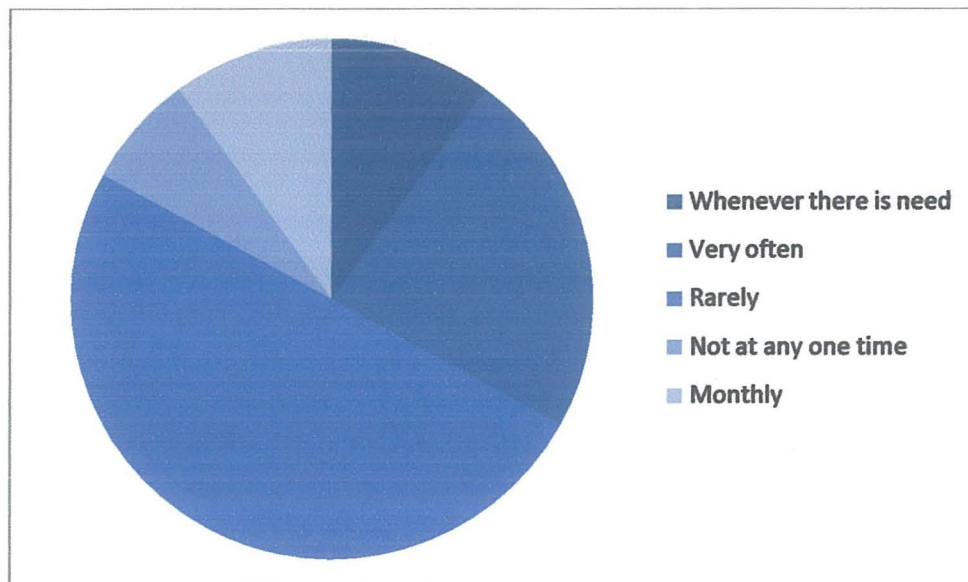**Opinion of Respondents on Who Makes Decisions in Their Respective Departments (Table 4.3(c.i))**

Who makes decisions in your department?	Collectively (subordinates and senior employees)	Heads of department	CAO	Management and Technical Planning Committee	Total
Frequency (f_o)	9	11	3	7	30
Percentage (%)	30	37	10	23	100

Source: (Primary Data)

The results in table 4.3 (c.i) show that 9 or 30% were of the view that decision making is collectively done by both subordinates and senior employees, 11 or 37 percent were of the opinion that the heads of department alone make decisions for their departments, 3 or 10% were of the opinion that the CAO makes decisions in their departments and 7 or 23% attributed that management and the technical planning committee makes decisions in the various departments.

The data in table 4.3 (c.i) was analysed using a bar graph and figure 4.3 (c.ii) summarises the analysis of who makes decisions in WDC. Therefore it can be said that the heads of department make decisions for their departments in WDC.
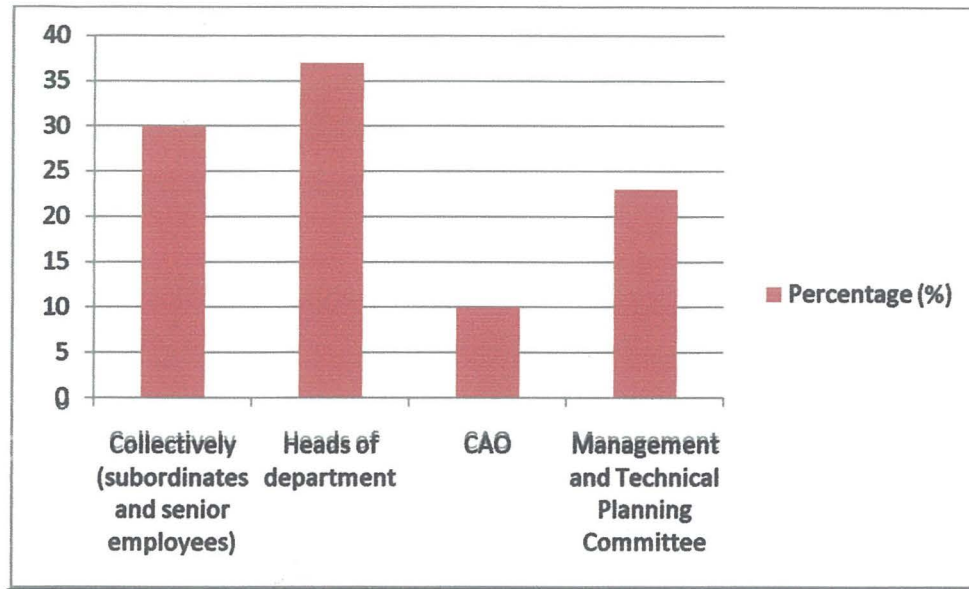
The results in figure 4.3 (c.ii) show that most employees attributed that their heads of department make decisions for their departments. Therefore it can be said that the heads of department make decisions for their departments in WDC.

Employees were also asked if they have effective suggestion boxes in their respective departments and table 4.3 (d.i) summarises their responses.

Opinion of Respondents on Whether WDC Has Got Effective Suggestion Boxes in Various Departments (Table 4.3(d.i))

Do you have effective suggestion boxes for your department?	Yes	They are there but not effective	No	I'm not sure	None of these	Total
Frequency (f$_o$)	9	1	19	0	1	30
Percentage (%)	30	3.3	63.3	0	3.3	100

Source: (Primary data)

The results in table 4.3 (d.i) show that 9 or 30% of the employees were of the opinion that they have effective suggestion boxes for their deparments, 1 or 3.3% were of the opinion that the suggestion boxes are there but not effective, 19 or 63.3% attributed that they don't have effective suggestion boxes in their departments and 1 or 3.3% had none to choose from the alternatives given.

The data in table 4.3(d.i) was analysed using a pie chart and figure 4.3 (d.ii) summarises the analysis of whether WDC has got effective suggestion boxes.

A Chart 4.3 (d.ii) Summarising the Analysis of Whether WDC Has Got Effective Suggestion Boxes
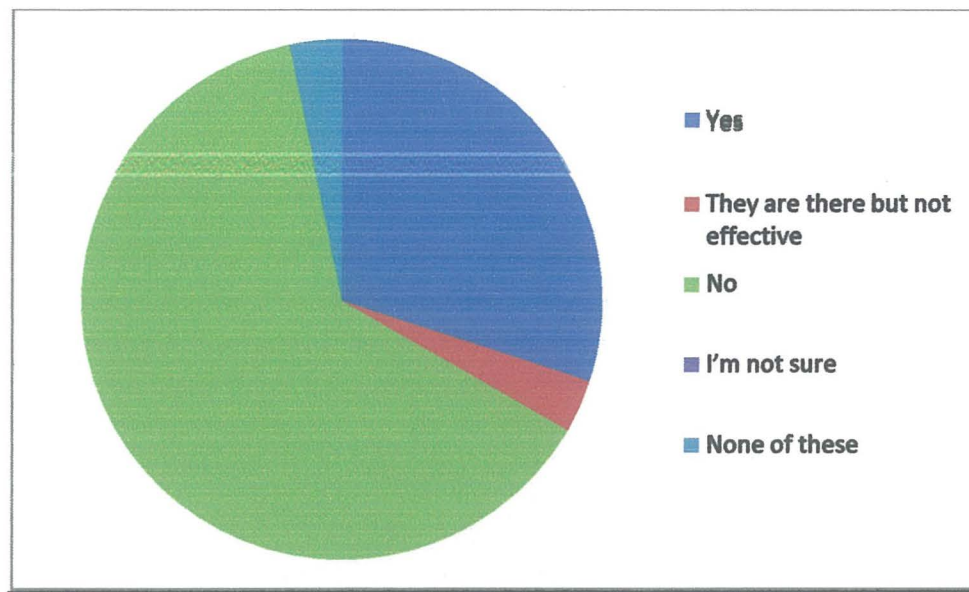
The result in figure 4.3 (d.ii) show that most employees attributed that their departments have got no effective suggestion boxes. Therefore it can be said that WDC has got no effective suggestion boxes for employees to address their ideas to management.

The employees were also asked about how frequent they think the officials concerned open the suggestion boxes and table 4.3 (e.i) summarises their responses.

Opinion of Respondents on How Often the Employees Think the Officials Concerned Open the Suggestion Boxes (Table 4.3(e.i))

How often do you think the officials concerned open the suggestion boxes?	Everyday	Rarely	Weekly	I'm not sure	None of these	Total
Frequency (f_o)	1	7	2	7	13	30
Percentage (%)	3.3	23.3	7	23.3	43.3	100

Source: (Primary Data)

The results in table 4.3 (e.i) show that 1 or 3.3% were of the opinion that the suggestion boxes are open everyday, 7 or 23.3% were of the view that the suggestion boxes are rarely opened, 2 or 7% were of the opinion that the suggestion boxes are opened weekly, 7 or 23.3% were of the opinion that they are not sure if the suggestion boxes are really opened and 13 or 43% had none to choose from the alternatives given.

The data in table 4.3 (e.i) was analysed using a bar graph and figure 4.3(e.ii) summarises the analysis of how often suggestion boxes are opened in WDC.

A Graph 4.3(e.ii) Summarising the Analysis of How Often Suggestion Boxes are Opened at WDC.
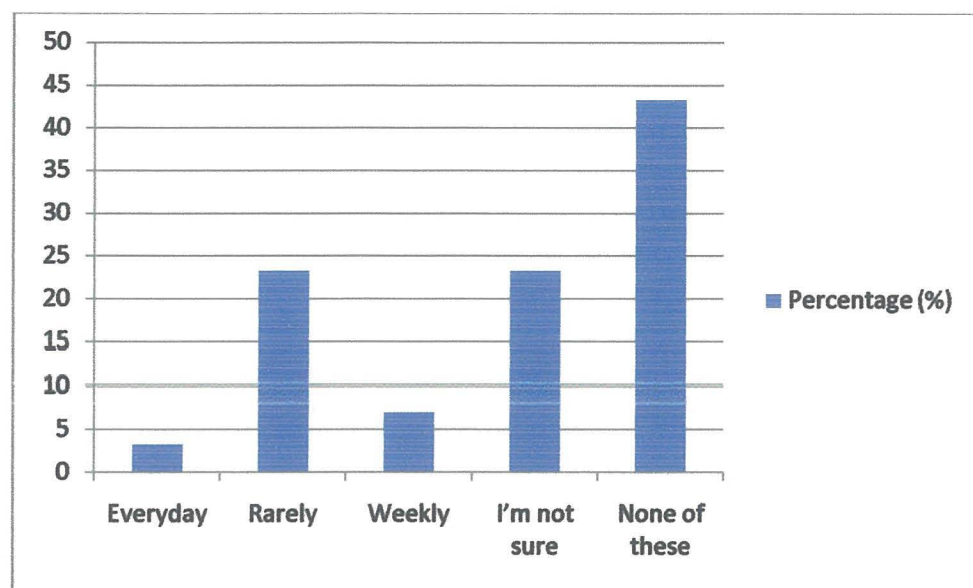
The results in figure 4.3 (e.ii) show that most employees attributed that from the alternatives given, there was no suitable answer for them. Therefore it can be said that the officials in charge of the suggestion boxes at WDC have got no specified period of time to open the suggestion boxes and get to know the employees' views.

The employees were also asked whether they get feedback for their ideas and table 4.3 (f.i) summarises their responses.

Opinion of Respondents on Whether They Get Feedback for Their Ideas (Table 4.3 (f.i))

Do you get feedback for your ideas?	Yes	No	I'm not sure	None of these	Total
Frequency (f_o)	4	14	0	12	30
Percentage (%)	13.3	47	0	40	100

Source: (Primary data)

The results in table 4.3 (f.i) show that 4 or 13.3% were of the opinion that yes, they get feedback for their ideas, 14 or 47% were of the view that they don't get feedback for their ideas and 12 or 40% had none to choose from the alternatives given.

The data in table 4.3 (f.i) was analysed using a pie chart and figure 4.3 (f.ii) summarises the analysis of whether employees get feedback for their ideas when forwarded to management.

A Chart 4.3 (f.ii) Summarising the Analysis of Whether Employees Get Feedback For Their Ideas When Forwarded to Management.
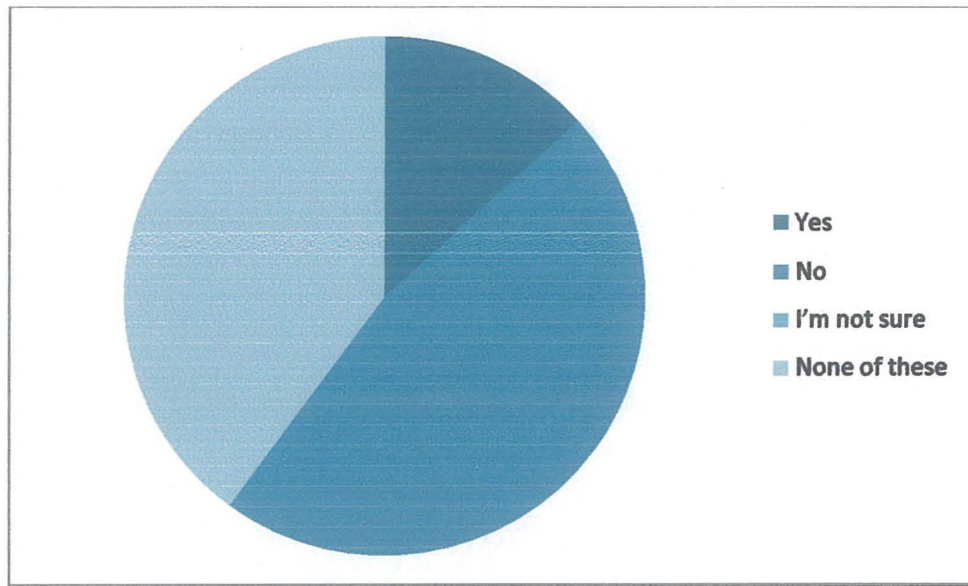
The results in figure 4.3 (f.ii) show that most employees attributed that they don't get feedback for their ideas when forwarded to management. Thus it can be said that employees in WDC don't get feedback for any information they forward towards management.

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.

5.0   Introduction:

This chapter focused on the summary of findings, conclusions and recommendations pertaining to the impact of stress on employee performance in Wakiso District Council.

5.1   Summary of Findings.

The first objective of this study was to examine the effects of rewards on Employee performance. The study indicated five major findings. The study indicated that employees at WDC are motivated with their organisation's reward packages. The study also indicated that the employees recommend WDC to implement (wages and salaries) and Benefits (housing, medical, transport, pensions, bereavement) in order to increase their employees' motivation at work. The study also indicated that performance appraisal is conducted at WDC, it was also indicated that performance appraisal is rarely conducted at WDC. The study also indicated that employees are being appraised by their immediate Supervisors/Heads of department.

The findings above owe to the fact that a good reward system is composed of financial rewards (wages and salaries), organisational Benefits (transport, accommodation, Bereavement, sickness and medical allowances, housing e.t.c.) and non financial rewards such as recognition, praise, achievement, responsibility and personal growth Armstrong (1999) as argued in chapter two which can only be effected through performance appraisal.

The second objective of this study was to determine the relationship between communication and employee performance in WDC. The study indicated six major findings that is, it was indicated that the work environment at WDC is a major cause of stress to employees in WDC. The study also indicated that stress is a major problem in WDC. The study also indicated that the management has got no effective procedure to help employees cope up, manage or reduce work place stress. The study also indicated that meetings are held at WDC. It was also indicated that meetings are regularly held in WDC. The study also indicated that employees read the notice board every day for any information.

The findings above owe to the fact that management in WDC as argued in chapter 2, doesn't have an effective communication systems and this is the reason why it has failed to notice the impact of stress to their employees since the crucial -objective of the communication definition is meaning and the communication process is said to be successful only when to receiver understands an idea as the sender intended it Guffey. M. E. (2002)

The third objective for this study was to evaluate the effects of participation on employee performance in WDC. The study indicated six major findings. The study indicated that employees take part in the decision making process for their respective departments.

The study also indicated that the top management does not consult them on issues pertaining WDC, it was also indicated that the Head of departments make decisions for what is to be done in that departments.

The study also indicated that the various departments at WDC have got no effective suggestion boxes.

The study also indicated that the officials in charge of the suggestion boxes have got no specified period of time to open them and it can be assumed that the suggestion boxes are not an effective means of employee participation. The study also indicated that the employees don't get feedback from the ideas they suggest to management.

The findings above owe to the fact that, management in organisations as argued in chapter two that participation itself establishes better communication as people mutually discuss work problems, management tends to provide workers with increased information about the organisation's finances and operations, and this showing of information allows employees to make better quality suggestions Newstron J. W. and Davis. K. (1997).

5.2 Conclusions.

The study was about the impact of stress on employee performance. The first objective was to examine the effects of rewards on employee performance. This was answered using the research question: What is the effect of rewards of Employee performance in WDC?

The study indicated that WDC has got a good reward system and this has affected employee performance through reduced stress.

The second objective for this study was to determine the relationship between communication and employee performance. This was answered using a research question; What is the relationship between communication and employee performance in WDC? The study indicated that WDC has got a poor communication system which has affected employee performance through stress since it has failed to realise the existence of stress and its impact to employees and that's why it hasn't put up any measures to help its employees overcome/reduce work related stress.

The third objective for this study was to evaluate the effects of participation on employee performance in WDC. This was answered using the research question: What are the effects of participation on employee performance in WDC.

The study indicated that WDC has got a disguised kind of participation where employees are not mutually involved since the management retains it's powers to implement what it feels should be implemented and this has affected employee performance through stress.

5.3 Recommendation.

On the basis of the conclusions noted above, which include (that WDC has got a good reward system of which it's employees are motivated, that WDC has got a poor communication system and that WDC has got a disguised form of participation).

Therefore, the researcher recommends that WDC should set up an effective communication system of which both the management and employees are clearly informed of what should be done or what is taking place in the workplace so as to solve the problem of stress due to poor communication also the researcher recommends that Management at WDC should try to involve/seek the employees views when making decisions such that their decision don't affect the employees interests which may yield to stress. Also the researcher recommends the management of WDC to maintain if not on increase the rewards being given to their employees because through this research, it has been found out that the employees are motivated by WDC's reward systems.

Areas for Further Studies.

This study was mainly focused on the impact of stress on employee performance however, it has been realised that stress alone is not the major cause of poor performance at the workplace, but also recruitment and selection, orientation, training among others are also important factors which need to be researched upon as they also affect the level of employee performance at the workplace.

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APPENDIX I
LETTER OF INTRODUCTION

Dear Sir/ Madam,

I am a student taking a professional course in Human Resource Management (find stage) at Kampala International University (KIU), I have chosen your organization to undertake my Research Work Project in your organization (Wakiso District Council).

Kindly note that all information given will be accorded total confidentiality. The survey results will only be used for academic purposes only hence will not put you and your organization at Risk.

Thank you,

NAJJINGO SANDRA.

APPENDIX II

QUESTIONNAIRE

THE IMPACT OF STRESS ON EMPLOYEE PERFORMANCE.

A CASE OF WAKISO DISTRICT COUNCIL (WDC).

(please fill in or tick where appropriate and information given is strictly for academic purposes only and shall be treated with total confidentiality.)

Bio data:

1. Sex   Male ☐   Female ☐

2. Age   18 – 35 years ☐   35 and above ☐

3. My organisation gives the following reward packages to all its employees
    a. Wages and salaries
    b. Benefits (Housing, Transport, Accomodation, Medical, Bereavement & pensions)
    c. Non financial rewards (Recognition, Praise, Responsibility, Autonomy, Respect and Personnel Growth)

   i)   Basing on the above information, are you motivated with your organisation's reward packages?

     Yes I am ☐   None of these ☐

     No I'm Not ☐   I don't know ☐

   ii)   If WDC is to implement the above packages, which ones would you recommend?

     A and B ONLY ☐   A and C only ☐

     A only ☐   B only ☐

     C only ☐   None of these ☐

4. Does your department carry out performance Appraisal?

     Yes ☐   No ☐

     I am not sure ☐   None of these ☐

5. How often are you appraised?

     Everyday ☐   Monthly ☐

     Weekly ☐   I'm not sure ☐

     None of these ☐

6. Who appraises you?

     ....

....

7. Do you take part in the decision making process for you department?

....

....

8. How often does the top management have to consult subordinates (employees) on issues pertaining this organisation?

....

....

9. Who makes decisions in your department?

....

....

10. Do you have effective suggestion boxes in your department?

Yes ☐   No ☐

The are there but not effective ☐   I'm not sure ☐

None of these ☐

11. How frequent do you think do the officials concerned open the suggestion boxes?

Every day ☐   Weekly ☐

Rarely ☐   I'm Not sure ☐   None of these ☐

12. Do you get feed back for your ideas?

Yes ☐   No ☐   Im not sure ☐

None of these ☐

13. According to you, what do you think are the major causes of stress to employees in WDC?

Poor Communication ☐   Personal Factors ☐

Government Policies ☐   Work Environment ☐

None of these ☐

14. Is stress a major problem in WDC?

Yes ☐   No ☐

Im not sure ☐   None of these ☐

15. Does the management have any procedures to help employees manage or cope with work related stress? If yes state how?

....

....

16. Do you hold meetings?

Yes ☐   No ☐

43

Im not sure ☐   None of these ☐

17. How often do you hold meetings?
Rarely ☐   Regularly ☐

None of these ☐ Once in a year ☐

I don't know ☐

18. How often do you read the notes board?
Every day ☐   At the end of the month ☐

At the end of the week ☐   Rarely ☐

None of these ☐

APPENDIX III
INTERVIEW GUIDE

1. Do you think communication can be an effective variable to improve performance in WDC?

2. If not, how can you improve employee performance?

3. What do you think has participation got to do with performance effectiveness?

4. Don't you think that the reward system greatly affect employee performance ?

5. What can you say about the relationship between stress and employee performance?

6. What actions do you feel can be taken in order to improve employee performance?

APPENDIX IV

RECORDS ANALYSIS GUIDE

1. Look at the level of motivation, creativity and commitment.

2. Look at personnel record files

3. Check attendance lists.

4. Files for the history of the organization