OCCUPATIONAL STRESS AND ORGANIZATION PERFORMANCE IN UGANDA A CASE STUDY OF MUKWANO GROUP OF COMPANIES (U) LTD KAMPALA

BY

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RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND MANAGEMENT IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF BACHELORS DEGREE IN HUMAN RESOURCE MANAGEMENT OF KAMPALA INTERNATIONAL UNIVERSITY

AUGUST 2013

DECLARATION

I **NANOZI PRISCILLA** solemnly declare that this work is original and no one has ever produced it or submitted it to the University or any other learning institution for academic award.

Signature: priscilla ....

Name: NANOZI PRISCILLA

REG NO. BHR/5398/102/DU

Date   : 28.8.13 ....

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APPROVAL

This report on Occupational stress and organizational performance has been under my supervision and is ready for submission to the college of management for examination with my approval.

Signature:..

OWINO SAMSON

Date   :....25ᵗʰ./08./2013...

DEDICATION

This dissertation is dedicated to my uncles ; Mr. Lupampa Edward Bukenya and Mr Mukiibi Robert, Aunt Nakabiri Rossette Mugangu, brother Mr. Mugalu Kevin Mbowa and sister Belinda Bulyaba, late mum Miss Nakagiri Lydia and late grand mother Mrs Lupampa Gertrude Nabukalu thank you for the great contribution rendered to me in order to come up with it.

ACKNOWLEDGEMENT

ABSTRACT

The study set out to assess occupational stress and organization performance at Mukwano Group of companies Uganda Limited. It was guided by a number of objectives which were; to find out the causes of occupational stress in organizations, to establish the effects of stress on employee performance in organizations, to establish the measures of reducing on stress in an organization. A sample of 48 respondents was used

The study was carried out using a self administered questionnaire and an interview guide and the results were analyzed and presented in tables, figures and on content. The study concluded that there are a number of factors leading to occupational stress in Mukwano Group of companies. The presence of difficult workers was found out to be the major cause of occupational stress in Mukwano group of companies, while low motivation and moral was the major effect of stress on employee performance in Mukwano group of companies and lastly making changes in the organization was suggested as the most effective measure of reducing on stress in Mukwano Group of companies. There are still a number of challenges that need to be addressed at all levels of the organization concerning occupational stress and the ability to create report among the respondents so as to create a conducive environment in order to get the required information and there is also need to enhance employee remuneration to help them love the organization. It is also important to enhance Communication skills acquired and applied during work management.

The researcher recommend that the organization should make interventions like identifying or determining the signs of stress, identifying possible causes for the signs and developing possible proposed solutions for each sign as ways of reducing on occupational stress than encouraging labour turn over, the organization can train their workers according to the organization needs to help them to adopt to new challenges and Management should always inform workers in case of need for voluntary turn over rather than creating possible outcomes that can cause occupational stress.

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CHAPTER ONE

1.0 Introduction

The chapter presented an insight back ground to the study, statement of the problem, purpose of the study, research objectives, research questions, the scope of the study, significance.

1.1 Back ground to the Study

It's an established fact that many situations at work place are stressful though the range of stress differs to every person. However too much stress at times makes employees fail to cope to it and finally fail to accomplish their tasks (Manshor, A. T., (2003), The theme of occupational stress and how it affects organizational commitment has attracted a lot of attention from various scholars and the stress experienced by different occupational types and job roles has been discussed in many papers with a number of different occupations described as experiencing stress for example teachers (traverse & cooper, 2003).

According to (Randolfi, E. A. (1997),), identified the asset model which clarifies on work related stress and identified five sources of stress that is intrinsic to the job role in organization, career development in organizations, relationship at work, organizational structure and climate. Among other sources are the levels of commitment at work place both to the employees, to the organization and from the organization to the employees.

Occupational accidents and illnesses are costly to individuals, families, their organizations and the nation as a whole, hence organizations should institute Occupational Safety and Health (Occupational Stress And Health) programmes. This is because occupational stress and health programmes transform a workplace into a safe and healthy entity hence mitigating the incidence of occupational accidents and illnesses (Balunywa, J.W., (2003).

Occupational stress is defined as the physical and mental response that occurs when the requirements of the job do not match the capabilities, resources or need of the worker (Saulter and Murphy 2009).

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Muroty (2003) defines stress as psychological and emotional response to demands, constrains and opportunities that create uncertainty when important outcomes are at stake. He argues that two conditions are necessary for opportunity stress to become actual stress. There must be uncertainty over the outcome arid outcome must be important.

Where as according to Cooper (2007), Stress is as a result of any emotional social, economic or other factors that require a response of change. It's therefore believed that some stress is okay which is referred as positive stress bch when stress occurs in extensive amounts both menta' and physical changes that occur.

Occupational Stress and Health (2008) defines stress as being harmful physical response that occurs when the requirements of the job do not match the capabilities, resources or needs of the worker. The oxford dictionary defines stress as "a state of affaire involving demand on physical or mental energy", at one point or the other, everybody suffers from stress, relationship demands, physical as well as mental health problems, pressure at workplace traffic snails, meeting deadlines, growing up tensions. All of these conditional and situations are valid causes of stress (Robbins, 2006).

Topper (2007) defines stress as a persons psychological and physiological response to the perception of demand and challenge. Nelson and Quick (1994) for example posit that stress is one of the most creatively ambiguous words, with as many interpretations as there are people who use the word, as even the experts do not agree on its definition. While Rees and Redfern (2000) assert that there is no universally accepted definition of the term stress, Ornelas and Kleiner (2003) argue that stress is the by-product of modern life that results from our efforts of trying to balance the demands of the workplace and of family life.

Varca (1999) defined stress by relating it to the environment. She gave the definition of a stressful environment as a gap between the environmental demands and personal resources to meet those demands.

Organizational Performance looks at the relative strength of identification with and involvement in an organization (Clayton, 2006) organization commitment in this context clearly views the strong belief in and acceptance of organization's goals and values, willingness to exert considerable effort on behalf of organization (Noun, 2004).

According to Murphy (2003), Organizational Performance is defined as the outcomes and accomplishments valued by the organization or by the system that one works in. job performance are affected by how employees feel workers and their customer.

1.2 Problem Statement

Despite the efforts made to reduce occupational stress, organizational commitment has persistently continued to decline to low level hence affecting the organizational performance. The presence of stress at work place is almost inevitable in Mukwano Industries Uganda Limited and jobs are becoming more stressful as a result of a number of factors like health issues for instance the employees have no health insurance, health safety precautions not emphasized and even their health expenses are not met yet the industry is hazardous. If the problem was not well addressed it may lead to a spontaneous decline in performance. Ongori, H. (2007),.

1.3 Purpose of the Study

The purpose of the study was to establish the relationship between occupational stress and organizational performance. The purpose of this study was to bridge the knowledge gap, generate new ideas and valuate other researcher's findings by looking at the relationship between occupational stress and organizational performance.

1.4 Objectives of the Study

a) To find out the causes of occupational stress in mukwano group of companies limited Kampala
b) To establish the effects of stress on employee performance in mukwano group of companies limited Kampala

c) To establish the measures used to reduce stress in mukwano group of companies limited kampala

1.5 Research Questions

(a) What were the causes of occupational stress in organizations?

(b) What were the factors affecting employee performance in organizations?

(c) What were the measures of reducing stress in an organization?

1.6 Scope of the study

1.6.1 Geographical Scope

The study was carried out in Mukwano Industries (U) Ltd as one of the Companies under the Mukwano Group of companies located at Mukwano Road, , Kampala District

1.6.2 Content Scope

The study was focused on the occupational stress and organizational performance.

Time scope:

This dissertation took me three months to complete it from June to August 2013

1.7 Conceptual framework
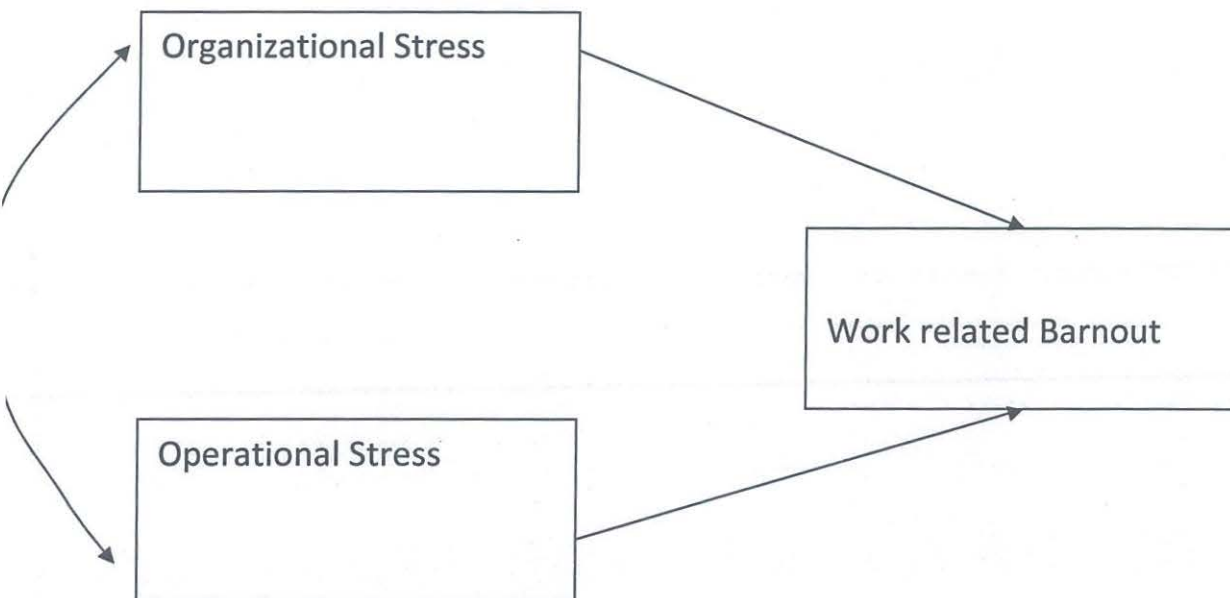
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│   Operational Stress    │────────┘
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This is a significant cause of stress to workers as many stress claims can be linked with poor managing of stress of conflict at work.

Work stress is caused by a large variety of factors but can be reduced with increased knowledge and determination to understand human behavior and the interaction it plays within our work environment.

If you supervise others it is important to know more about human behaviors since reducing work stress depends a large amount on how effective you are at handling different employee situations.

When occupational stress reaches overload you may be showing signs of job burnout. If you detect these symptoms it is best to act quickly to prevent this from occurring. There are options that a supervisor can use to reduce members stress as well as actions that an employee can take to prevent or reverse job burnout.

Lack of enthusiasm - After years at the same job the lack of variety and boredom becomes an issue if the individual is not permitted to grow and take on additional responsibilities.

The job becomes monotonous and the individual will seek to enhance other skills in an attempt to leave this position and locate employment that will support the growth of its individuals.

1.8 Significance of the Study

The study was useful in the following ways;

- To organizations, the research helped Human Resource practitioners understand the concept of occupational stress and how it affects organizational performance.

- To the public, the research and the findings collected would act as a source of motivation to various managers and other persons in appreciating the need for occupational stress management.

- To the researchers; future researchers used this work as a reference and a guide to their study.

- To the student, this study was a partial academic requirement leading to the award of a degree in Human Resource Management of Kampala International University.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter presents the theoretical framework, conceptual framework and review of related literature put up by different Authors on the variables.

Stress can be positive, the word "positive" and "stress" may not go together, but there are innumerable instances of athletes rising to the challenge of stress and achieving the unachievable. Research suggests that stress can actually increase our performance, instead of wilting under stress; one can use it as an impetus to achieve success. Stress stimulates ones faluties to venture deep into and discover ones true potential. Under stress the mind is biochemical stimulated to sharpen its performance (Harris, 2007).

2.1 Theoretical framework

The National Institute of Occupational Safety and Health (NIOSH) for example, designed a model that shows job stress and health relationships. In this model, the listed causes of stress are: physical environment, role conflict, role ambiguity, interpersonal conflict, job future ambiguity, job control, employment opportunities, quantitative work load, and variance in work load, responsibility for people, underutilization of abilities, cognitive demands and shift work.

Key findings that there is a direct link between direct performance and customer satisfaction. A satisfied employee is an engaged employee. Engagement occurs where there is supportive positive interact ion between employees and managers including goal setting which leads to good performance (Cole, 2002).

Kahn and Byosiere's (1992) process of stress development in organizations is the theoretical foundation for this study. Kahn and Byosiere hypothesized a causal sequence of the relationship among stressors, responses to stress, and consequences of stress in their stress developmental process diagram. They conceptualize the source of stressors in organizational life; physiological,

psychological (i.e., depression, job satisfaction), and behavioral responses to stress; and the consequences of stress in health and illness-related problems (i.e., heart attack, burnout, diminished concentration), diminished performance in other life roles, and diminished organizational performance (i.e., turnover, absenteeism). Based on the previous studies' findings and the Kahn and Byosiere's (1992) model indicating the process of stress development in organizations,

Christo and Pienaar (2006) for example, argued that the causes of occupational stress include perceived loss of job, and security, sitting for long periods of time or heavy lifting, lack of safety, complexity of repetitiveness and lack of autonomy in the job. In addition, occupational stress is caused by lack of resources and equipment; work schedules (such as working late shifts or overtime) and organizational climate are considered as contributors to employees stress. Occupational stress often shows high dissatisfaction among the employees, job mobility, burnout, poor work performance and less effective interpersonal relations at work Selye (1987) classified stress as eustress and distress, eustress being .good. stress and .bad. stress as distress. To try and avoid this confusion over the term stress, most researchers have opted to interpret the word stress in relation to their work or study. For instance, Hausman (2001) defined stress as the uncertainty and even fear in connection with the implementation of new technology and systems between organizations.

Source: Randolfi, E. A. (1997), Developing a Stress Management and Relaxation Centre for the Worksite,

Ones business success depends largely on the performance of employees. Employees performing poorly affect customers negatively, discourage other workers from doing their own level of capability. Good financial and non financial performance therefore leads to customer and employee satisfaction (Ihurstone, 2005).

Good performance is as a result of open communication, provision of favorable learning environment, good working conciliations proper job description and standard time, which are all components of stress management (Kathurine, 2008).

2.3 Related Literature

The related literature will be removed from the objectives by the objectives

It has been accepted that people working in occupations where they are expected to deal with the problems of others, such as health care, teaching, and especially law enforcement, may suffer more stress than people do in other professions (Finn and Tomz, 1998). Employees' constant exposure to stress, if not handled effectively, can be destructive both for them in terms of the quality of their work and their physical and mental state and for the organization where they work (Maslach, 2003). Because of its varied impacts at the individual, the organizational, and most importantly the community level, many researchers have examined stress in law enforcement (Skolnick, 1997). Many studies have shown how work-related stress can trigger such psychological and physical health problems as depression, anxiety, and chronic anger (Schaufeli and Enzmann 1998). Law enforcement is one of the important professions in which employees deal with a range of individuals from different levels of society. Police officers interact with criminals; they have many relationships with other community members; and they must have mutual communication with other law enforcement professionals. Even though people working in law enforcement agencies are trained to manage interactions with different kinds of people, the necessity of making decisions under time constraints for specific circumstances creates significant stress for law enforcement personnel (Miller, 2005).

Operational stress is defined as arising from the inherent aspects of police work. Operational stressors are faced daily by law enforcement officers as part of the job. Exposure to traumatic events; murder, assaults, shootings (Violanti and Paton, 1999); dealing with crime victims and perpetrators, and also the criminal justice system; and police work's requirement of shift work are cited as operational stressors inherent in policing (Violanti and Paton, 1999; Ellison, 2004; Burke and Mikkelsen, 2006).

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Operational stressors, or inherent stressors, in police life also include boredom, the continual exposure to citizens and their complaints, the use of force, and the sense of working under the strong possibility of violence, dangerous events, and death. All these clearly are psychologically and physically harmful to wellbeing (Dowler and Arai, 2008). In addition to inherent police stressors such as role conflict, exposure to critical and potentially dangerous incidents, and working conditions that range from excessive overload and excitement to boring routine, now dealing with the criminal justice system and courts and the media attention on law enforcement have gained importance as source of stress for law enforcement officers (Finn and Tomz, 1998).

It is commonly recognized that prolonged stress harms individuals' health, and that one possible outcome of work stress is burnout (Martinussen et al., 2007). Burnout is defined as a psychological syndrome in response to work-related stressors (Maslach, Schaufeli, and Leiter, 2001). That state of exhaustion is considered an extreme reaction to stress. Its consequence is a person's inability to accomplish work-related goals or implement the available solutions for work-related problems, due to the lack of energy and attention. While ostensibly functional, such employees are just doing the routines required, but are not actually engaged in their work in terms of improving its quality. They are less likely to be interested in making contributions to the organizations. Therefore, early diagnosis of possible burnout is important in order to retain such employees, since once it is a problem, it may require months or years for the employees to recover (Maslach, 2003). The workplace conditions for law enforcement officers are considered oppressive, triggering feelings of cynicism and leading to burnout and decline in their overall performance (Zhao et al., 1999).

Sauter and Murphy (1995) recognized that workers in a highly stressful occupation are at greater risk for poor physical and psychological health. Stearns and Moore (1993) emphasized the strong associations between occupational stress and employee burnout, with occupational stress a strong predictor of higher levels of burnout. Organizational stress has been found to affect police officers' level of stress more than operational stress does (Violanti and Aron, 1995; Morash et al., 2006).

2.2.1 Causes of occupational stress at the work place Conflict at work

This is a significant cause of stress to workers as many stress claims can be linked with poor managing of stress of conflict at work.

Work stress is caused by a large variety of factors but can be reduced with increased knowledge and determination to understand human behavior and the interaction it plays within our work environment.

If you supervise others it is important to know more about human behaviors since reducing work stress depended a large amount on how effective you are at handling different employee situations.

When occupational stress reaches overload you may be showing signs of job burnout. If you detect these symptoms it is best to act quickly to prevent this from occurring. There are options that a supervisor can use to reduce members stress as well as actions that an employee can take to prevent or reverse job burnout.

Lack of enthusiasm - After years at the same job the lack of variety and boredom becomes an issue if the individual is not permitted to grow and take on additional responsibilities.

The job becomes monotonous and the individual will seek to enhance other skills in an attempt to leave this position and locate employment that will support the growth of its individuals.

Responsibility without any control indicates that this person is to remain a puppet on strings, someone who doesn't have the ability to influence the decisions that are made but expected to carry out the change without questions.

Difficult employees – Work stress is increased when confronted with a difficult subordinate or co-worker and finding the underlying source of the problem will be the key to turning around a bad attitude.

This may be a simple issue of insufficient training which discourages the employee or may involve at home problems that cause anxiety to overextend into the work atmosphere. Poor pay and promotional opportunities can dampen the spirits of motivated individuals who need to experience continual growth to feed their ambitions.

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Whatever the issue the employee knows what it is, it is your job to gain their confidence to encourage the interaction of communication and help them to find resolve to their dilemma. Look for the question behind the question.

Lack of control – Work stress mostly affects middle management since upper management has more control over making or having input in all of the decisions and how things will be implemented.

Sometimes they delegate more than what middle management can handle at one time. It may help to fine tune your organizational skills; this alone reduces stress and saves valuable time. For the most part unrealistic expectations are set unknowingly when a desired goal is identified but the fully implemented stages have not been well thought out.

You need to be able to communicate the overload to your superiors and together define an action plan to implement completion. This will in turn lesson the feelings of becoming overwhelmed.

Finding balance - The One Minute Manager Balances Work and Life For all those busy, achieving people with overcrowded schedules, here is a useful blueprint that shows how to manage stress and make a lifetime commitment to fitness and well-being.

By following the four important strategies outlined in this book for balancing a complicated life, everyone can get their bodies back into shape and their lives into proper perspective.

To step up your enthusiasm and get yourself motivated to reach even higher goals click on the movie below this will be the most motivating 4 minutes of your day.

Bad communication - Communication with your superiors is essential to reduce work stress. There are many personalities in this world and each personality has its positives and negatives as does everything else. If your boss cannot approach you on your level of communication than it becomes hard to keep things running smoothly and will increase the amount of work stress that you will experience.

This is a form of inadequate leadership. You must always strive to meet on middle ground and most importantly never give up but try to get closer so that you can better understand that persons work philosophy. Determine their capabilities and where you can best fit in to be of benefit to them as a leader.

One hand needs to know what the other hand is doing. If you are in charge of one project and then you find that someone else is popping in here and there and making decisions that alter the flow either politely let that individual know that interferences will only complicate and confuse matters or back away and let another take over the project if that seems to be the goal that they want to meet.

You can simply accept their help and move onto the next project but don't be snippy about it, let them know if they have any questions you will be glad to point them in the right direction.

Job satisfaction - If you wake up in the morning and dread the thought of getting in that vehicle, driving to work, and entering those doors than you are definitely not satisfied with your job and this will highly increase the amount of work stress that you face on a daily basis. That doesn't necessarily mean you need to quit and move on, maybe you just need more of a challenge to keep your interest peaked or maybe you are so overloaded with work that the stress has become unmanageable.

Whatever the reason is, there are solutions waiting to be found. Take some time and jot down some notes. What do you like about your job and what do you not like about your job. Find what is making you unhappy and is the cause of your work stress. Once you find that reason, write down all the possible solutions to change this situation even if you think it is unreasonable or impossible.

After you have ideas in writing place them to the side for a few days as you mull over your thoughts. You may end up taking partial solutions from a couple of your ideas and find that putting them together is a reasonable solution. Maybe you need to speak to your supervisor and let them know the changes that you are thinking of and ask them if they would be willing to offer some additional suggestions. If you ever approach a supervisor with a problem to discuss always be prepared to offer possible solutions.

There is an answer which is an acceptable solution to all problems but you will need to be the one to initiate a change and take control over the amount of work stress that you experience.

Working with confidence - You need to be comfortable with yourself as a person and be willing to be part of the team.

You will draw people towards you with simple changes and adjustments to how interact with your co-workers and supervisors. Some excellent reading is one of 2 e-books, Positive Thinking and Self Talk or Powerful Living with Positive Thinking Through understanding who you are, you will find the confidence to take hold of lasting, fulfilling success. Experience today the joy of becoming the unique person God intended you to be!

Accepting a new job - Entering a new position is a stressful process. You are learning many new procedures to comply with the requirements of the job and its responsibilities, these may become overwhelming but with time, as with any job, once you learn one procedure and move onto the next your list decreases.

Your objective is to keep positive, understand from the beginning that you are accepting new challenges that will help you expand your knowledge and everyone has to go through an adjustment period both you and the individuals that you will be working with.

You are also adjusting to a new environment and this will take a week or two before you feel you are walking on solid ground. Remaining positive and displaying a good attitude will generate admiration and gain approval.

Child care - One of the strongest challenges for mothers in the workforce are daycare facilities. This has become a more notable problem over the years as the female workforce has magnified by large numbers.

Some larger corporations and governmental agencies have attempted to reduce this work stress by the establishment of in house daycare facilities. This not only reduces the stress placed on the mother but reduces the absenteeism rate that is caused by disruptions in child care resources.

Queen Bee syndrome – some individual's feel they need to be the center of attention. The queen bee flits and flutters picking up tidbits of honey from others and then insinuates that without their input the project may have been less than satisfactory. Queen Bee's only have moments of gratification whereas the work oriented individual carries accomplishments forward and builds on experience and success.

Work load. This occurs when the volume of work exceeds the ability of the workers to meet the demands expected of him. It means that the requirements of the work exceed the skills, abilities and knowledge of the worker (Sauter and Murphy, 2005).

Performance pressure. Every organization today requires the employees to the competent enough so as to derive expected results. This calls for workers to perform more tasks and change according to changes in technology. This therefore affects the employee's health because of the pressure involved hence leading to stress (Cotton and Fisher, 2006).

Family work stress. The two are interrelated; this is because when hiring an employee the employer has to accept the workers family obligations. The two are therefore inseparable and are a source of stress in the organization (Edger, 2006).

Unclear work roles. Occupational stress manifest in organizations where there are high levels of role ambiguity and role conflict which leads to poor attitudes towards work and low employees performance. Role ambiguity exist when an individual lacks information about what is required of his role and how to meet such roles hence leading to anxiety and depression (Sandhu and Beaudet, 2004).

Personality factors. Cotton, (2005) stated that work place factors aggriviate a pre-existing personality disorder or accelerates its manifestation but not causing it. This conflict inaccurately appears to be causally related to the on set of stress symptoms in the individual, leading to occupational stress brings out poor performance.

Coping style. The way in which people cope with stress has a significant impact on the end result. There are two broad ways of coping strategies, the problem focused coping and the emotion focused coping. The problem focused coping confronts the event either by altering the situation or by acquiring necessary information skills or assistance, emotional focused strategies usually involve attempts to avoid negative emotions associated with a problem (Diamond, 2008).

According to Keith and Newstron (2002), Employees stress is a general term applied to pressures encountered by people in life. The presence of stress at work place has become un avoidable in many jobs and when pressure begins to build up, it strains a person's emotions, thoughts processes and physical conditions. They also continue to note that excessive stress affects the employees; ability to cope with the environment.

Tuman resource practices also have been viewed as occupational stress factor. This happens in the way how people arc managed at entry, stay and exit of the organization. For example when new employees enter an organization stress may arise from the difference between how they anticipate the work environment to be and the reality on the ground the, potential stressor could be dealing with un certainty and learning to deal with managers and co- workers Alternatively, the old employee advanced in age may experience pressure when they fail to achieve their career goals (Birungi, 2003). Other human resource practices that may be potential stressors include poor performance feed back, poor rewards and compensation, alack of training among others (Cooper, 2005).

Physical qualities are other stressors related to physical work environment. The physical conditions that surround workers are traditionally linked to blue collar employee because they most often attract heat, lack of enough light, economic factors among others (Wallace et, al, 2008). Though professional jobs usually do not involve exposure to hazardous or noxious agents. They also include physical stressors such as noise from telephones, over crowding of privacy (Cohen, 2006).

Technology is yet another stressor related to physical; work environment. For example, the technology design might necessitate too much work than what workers can handle (Ostberg, 2004). Randall and Altmaier (2004), Found out job characteristic as also a source of stress at work place. They noted that the nature of job performance can greatly contribute to occupational stress, further said that though it has traditionally been focusing on blue collar jobs, it has been proved to be applicable across many occupational groups including corporate (white collar) jobs. According to Randall and Altmaier (2004), these jobs include repetitive work, shift work and task attribute.

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According to Wallace (2005), Noted that the more repetitive a particular job is, the higher the job incumbent is to experience stress. Randall and Altmaier (2004), Repetition of work is work in which discreet set of task or activities are repeated over in the same order without planned interruption by other activities which leads to boredom.

Birungi (2003), Pointed out non organizational stressors as a source of severe stress. This focuses on various aspects of individual's life style in relation to the occupation for example people with type (A) behavior pattern have a clearly link related to stress out comes, they become too ambitious especially when it comes to material gain, have excessive competitive drive and handle many tasks at the same time and According to Chandan (2003), this can result into frustration which is an impediment to goal related behavior and added that frustration can be caused by Un necessary delay in achieving a goal or exploiting an opportunity especially when its readily available, time and resource constraints, delayed promotions and so forth all of which are manifested in stress.

There are many causes of stress in an organization, but many researchers argue that the main cause of occupational stress is work overload (Topper, 2007; Buchanan and Kaczynski, 2004). The increase in the work load in the organization without taking into account the availability of staff to carry out the tasks, may lead to occupational stress.
Therefore, the work load increase in any organization should correspond with the availability of work force. In addition Buchanan and Huczynski (2004) listed some typical causes of stress in an organizational setting as inadequate physical working environment, inappropriate job design, poor management style, poor relationships, uncertain future and divided loyalties.

Tehrani (2002) argued that stress is caused by unsympathetic organizational culture, poor communication between managers and employees, lack of involvement in decision-making, bullying and harassment, continual or sudden change, insufficient resources, conflicting priorities, and lack of challenges. Communication channels in the organization should be open to all employees and employee should be allowed to participate in the decision-making process of the organization. Lack of involvement of employees by the management will make employees

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feel stressed. Bland (1999) reports that stressors that seemed to be popular with employees in the workplace include too much work, inadequate time to do the work, stressful environment, relationship problems with partners, boss or colleague and financial insecurities.

Conflicts between home and work, and the impact on personal relationships are also contributing factors to stress (Fairbrother and Warn, 2003).

Kirkcaldy, Trimpoo and Williams (2002) argued that the causes of stress include inadequate guidance and support from superiors, lack of Journal of Management Research consultation and communication, lack of encouragement from superiors, feelings of isolation, discrimination and favoritism and inadequate or poor quality training/management development. In addition other factors which are contributing to stress are keeping up with new technologies, ideas, technology or innovations in organizations, attending meetings, lack of social support by people at work and simply being visible or available. All these stressors are related to factor management. Other causes of stress include role ambiguity, conflicting performance expectation, political climate of the organizations and poor relationship with co-workers (Manshor, et al., 2003). Stress is also caused by environment demand factors and these include job content such as work load; employment conditions, such as flexible employment contracts; working conditions such as physically demanding work, and social relations at work such as mobbing expenses (Otto and Schmidt, 2007). Factors like individual and family factors, socio-economic and financial status, mental and physical health factors contribute greatly to occupational stress (Manshor et al., 2003).

Harvey and Brown (2006) for instance argue that the major stressors in the workplace includes changes in technology, downsizing, sudden reorganization and unexpected changes in the work schedules, competition for promotional opportunities, lack of participation in the decision making, and lack of employee empowerment.

Others are conflicts with other employees at the work place, inadequate time to accomplish tasks, and violence in the workplace. The issue of acts of violence in the work place committed by both employees and customers contributes a lot to the employees. stress level. Occupational stress can have grave consequences as the American Institute of Stress (AIS) indicates . homicide is the

second leading cause of fatal occupational injury and for working women it is the leading cause of death.

2.3.2 Effects of stress on employee performance in organizations.

The level of training man organization, according to Pratt and Benet (2006) training is a systematic development of knowledge, skills and attitudes required by an individual to perform a given task. An organization which carries out training of their employees registers good performance. This is because there is development of technical skills required for a job especially in conceptual and human relations.

Cole (2005) suggested that this could include or could be easily done in organizations by setting up individual profession development plan (I.P.D.P) which encourages employees to set personal education and training goals each year and hence greater performance in an organization.

The promotion policies in an organization, According to David (2005) promotion are an advancement of an employee to higher salary and better service conditions. The possibility of the advancement often serves as a major incentive and is the most significant way of improving employees performance hence managers must know whom to promote and when.

Promotion should be based on merit and not attended by favourism to avoid resentfulness for members who are not promoted as it can affect their moral and productivity. The lines of promotion must be clear so that every employee knows where the possibilities of promotion that is to say with the awareness created employee performance tend to improve from time to time (Zane, 1992).

The negative effects of occupational stress are reduced efficiency, decreased capacity to perform, dampened initiative and reduced interest in working, increased rigidity of thought, lack of concern for the organization and colleagues and a loss of responsibility (Greenberg and Baron, 2000; Ivancevich, Matterson, Freedman and Philips, 1990).

Stevenson and Harper (2006) in their study on Workplace stress and student learning experience reported that the effects of stress on academic staff are teaching below par, absence from work, conflict with students and seeking employment elsewhere. These have direct detrimental effect

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on the student learning experience. In addition, the negative effects were undeniably significant, though there are some positive effects of stress such as enforcement of deadlines and improved performance.

Occupational stress contributes to low motivation and morale, decrease in performance, high turnover, sick leave, accidents, low job satisfaction, low quality products and services, poor internal communication and conflicts (Schabracq and Cooper 2000; Murphy, 1995; McHugh, 1993).

Stress is widely accepted to have two opposite effects on individuals positive and negative. Acceptable level of stress helps to improve the individual's performance whilst excessive amounts of stress can lead to decreased performance (Stevenson and Harper, 2006). Occupational stress has increased risks of work-related diseases and accidents in both developed and developing countries that have experienced rapid industrialization (Manshor et al., 2003). Sapountzi-Krepia (2003) states that stress is recognized as a major health hazard of the contemporary century and undertakes diverse conditions such as psychosomatic diseases, behavioral changes and is a major contributor to disturbances in ones emotional, social and family life.

Occupational stress if not managed properly may lead to increase in absentee rates, internal conflicts and low employee morale (Christo and Pienaar, 2006). Occupational stress is ubiquitous and increasingly costly (Katherine, George, Mary and Linda, 2008). Whereas, the study by Randolfi (1997) for instance revealed that close to 70% of workers reported that stress caused health Volume 8, Number 3 . December 2008 125 problems that lead to decreased productivity. An estimated 90% of medical patients have stress symptoms. For instance, in the US, industries spend US $69 billion annually on stress-related costs (Manning and Jackson, 1996). Occupational stress is a big threat to the quality of work force in organizations (DYCK, 2001). The good performers in organizations may tend to quit when they start experiencing symptoms of occupational stress. This turnover affects the organization adversely in increasing the recruitment and selection costs of the organization (Ongori, 2007).

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In addition, occupational stress affects the physical and psychological being of an individual. This may lead to heart diseases, hypertension, peptic ulcers, sickness, alcoholism, depression, suicidal tendencies, and anxiety as well as other mental disorders (Christo and Pienaar, 2006). Therefore, there is need for management to develop appropriate interventions to manage stress in organizations.

It is worth noting that occupational stress and health programmes are basically concerned with protecting employees and any other people affected by what the company produces or does against hazards arising from their employment or links with the company (Armstrong, 1999). On the other hand, employee productivity represents the output of goods and services which can be obtained from a given input of employees.

It is important to point out that in order for organizations to remain competitive in an industry, they should endeavour to improve the productivity of their employees, (Heneman et al, 2000). One such way of improving employees' productivity is the effective implementation of Occupational Stress And Health programmes. Employees under healthy and safe conditions which occupational stress and health programmes usher in, devote more time to improving the quality and quantity of their output, and spend less time worrying about their safety and well being (Alberto, 2002, Aswathappa, 2003; Dessler, 2001; GBM, 1994).

However, in spite of the above mentioned of occupational stress and health programmes, their status in developing countries uganda inclusive has remained deplorable overtime (Eijkeman's, 2004). This situation is largely attributed to the rudimentary occupational stress and health laws in such countries and reluctance to enforce such laws (Ghebreyohannes, 2004). Consequently such countries have suffered economic losses caused by occupational injuries and diseases, diminished working capacity hence low productivity of employees (Halonen, 2004).

Cohen and Single (2001) list symptoms of stress under five categories as emotional, Anxiety, nervousness, worries, depression, anger, irritability, guilt, moodiness, and loss of enjoyment of life, loneliness, loss of humor, lack of confidence, isolation, and job dissatisfaction.

Secondly, physical, feeling restless, feeling uptight, jumpy, high blood pressure, back and neck muscle tension, lack of energy, dry mouth, headaches, insomnia, dizziness, loss or increase in appetite, and ringing in the ears.

Thirdly, behavioral, impatience, impulsiveness, hyperactivity, short temper, aggressiveness, alcohol abuse, use of drugs, avoiding difficult situations, loss of sex drive, and overworking.

Fourthly, mental , frequent lapses of memory, constant negative thinking, being very critical of oneself, inability to make decisions, difficulty getting things done, distorted ideas, very rigid attitudes and difficulty in concentrating.

Lastly, health high blood pressure, higher than usual susceptibility to colds and flu, migraines, irritable bowel symptoms, ulcers, stomach disorders, heart attacks, angina, strokes, asthma and skin rashes.

The employment condition of an organization. The management of an organization must ensure that the conditions of work are favorable to the employees so as to enable them to perform to the desired standard like ensure safety, health and physical environment with the existence of good conditions, the management is rest assured with the provision and production of quality by the employees (Daglas M C Greajor, 2006).

The level of wages and salary scheme. This is a very important factor because it maintains the productive work force, managers must design and use on other criteria like seniority. This helps manager to design and use merit pay system rather than a system to have goals of maintaining and improving profitability with the market share by stimulating employee performance (Blanchard K. house, 2007).

The levels of technology used by an organization. This is especially when the organization is highly mechanized than manual. Management must ensure that the technology used is always in good condition without breakdown so as to enable the employees to carry out their work. This will lead to improved performance since the employees are not worried about interruptions or breakdown. This should be done through periodical inspection by operators so as to encourage continuous operation and hence improved performance and reduced stress as well.

According to Mowday et, al,. (2007), Organizational Performance is an attitude which reflects the nature and quality of linkage between an employee and the organization. Mayer and Allen (2007) also treated organizational Performance as an attitude that regards the nature and relationship between an employee and the organization.

Newstrom and Keith (2002), relates organizational Performance to attachment and employee loyalty Armstrong (2000), argued that developing a high commitment organization is mostly done through the Human Resource Practices making process of superiors. For example, employees can be allowed to participate in work scheduling. This will create appositive culture (culture of excellence) which gives an employee an opportunity to interact freely with others (self fulfillment). According to Cooper, (2004), it will also encourage open communication and team building all these will ignite commitment of employees.

Career enhancement is also another way of building organizational commitment. A career refers to the work experience during one's life time. Organizations which help their employees to realize what they would like to achieve in life register both normative and continuance types of commitment. Career enhancement can be done through training and development programmes such as delegation, participating in staff meetings and conference and so forth to give opportunities to employee gain experience. These professional growth and development programmes enable employees become multi skilled as well as having a planned career progress Arnold (2008).

Piece and Newstron (2005) also noted that greater organizational performance is registered in organizations that have fiextime in which employees are allowed to vary their work with

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prescribed limits. Resolving conflicts and handling employee grievances also produces greater employee commitment.

Relationship between occupational stress and organizational performance Stress in the workplace reduces productivity increases management pressure and makes people ill in all ways; evidence of which is still increasing (Alzono, 2002).

Workplace affects the performance of the employees, including functions of performance, memory concentration and learning (Anderson and Scalk, 2008).

Dealing with stress related claims consumes vast amount of time such time could be used in other profit ventures which could lead to improved performance and so there are clearly strong economic and financial reasons for organizations to manage stress and try to curb it at work (Asshel, 2001).

Workers who are faced with excessive workload unpleasant physical working conditions and role ambiguity in the workplace may became stressed and as a result performance poorly. On the other hand an employee whose working condition is favorable will be active and dedicated in extracurricular workplace activities and will display considerable pride in their outputs as being strategically critical to organizational good performance.

Stress is a cost to any organization and leads to high turnover, high levels of sickles and absenteeism reduced productivity and failure to meet targets, increased accidents and error rates, increased level of internal conflicts between employees which all lead to poor performance (Cole, 2002).

Sauter et, al, (2008), asserted that open communication and positive interpersonal relationship creates a supportive working social environment. It provides employees with a chance to interact with one another and breaks the divisions and hierarchy (centralized organization structure) that discourages the formation of work groups. Conversely, the group cohesion created by work group's results into less emotional distress as well as building organizational commitment (Katz

de vies, 2008). According to Shuler and Seith (2002), they established that organizations which have alternative work arrangement like compressed work week, job sharing and flex time register reduced absenteeism, few psychological stress systems and build greater organizational Performance

Armstrong (2000), found out that human resource management practices play a big role in developing organizational commitment. Similarly (Merteson and Ivan, 2007), identified the same activities as measures of managing occupational stress at work place. These activities include: career enhancement, democratic management style, improved performance appraisal systems, good communication and interpersonal relations accordingly, the implication is that human resource management practices are not the only ways of managing occupational stress but also influences a high level of organizational commitment.

Newstron and Keith (2002), affirmed that a highly committed employee such as effectively committed employees can easily handle a challenging task which causes mild stress (good) whereas a less committed employee may experience over whelming pressure from executing the same task This implies that less committed employee is niore vulnerable to occupational stress because they are less resilient to stressors in the job environment.

Cliandan (2003) realized that employees who arc chronically stressed shows more symptoms of stress because they are more worried of their security and their job commitment gradually reduces. This is because the stressors in the work environment cause great tension and depression which affects their self esteem and confidence.

2.3.3 Measures of reducing stress in an organization
Making Changes in Your Workplace to Reduce Stress

This handout assumes a working knowledge of the relationship between occupational stress and both psychological and physical strain, including cardiovascular disease. We will also assume that you have identified some of the organizational costs of high stress levels to your workplace and employees. Another key assumption, is that you are interested in a change strategy that includes structural, or organizational change. The approach discussed in this handout views individual approaches as augmenting, not replacing organizational change. Finally, we will assume that you have the opportunity to improve the quality of work in your organization.

If these assumptions are correct, congratulations. You have already taken the first steps toward improving the health and possibly the productivity of your employees. This handout will detail this process of healthy organizational change. Basically, this handout has two goals:
Identifying the major features of healthy organizational change.
Developing organizational and individual change strategies.

Manshor, Rodrigue, and Chong, 2003). Johnson (2001) similarly argued that interventions like identifying or determining the signs of stress, identifying the possible causes for the signs and developing possible proposed solutions for each signs are required. These measures allow individuals to build coping skills and develop strategies to develop individualized stress management plans that include eliminating the sources of stress. Moreover, increasing individual coping skills is another intervention which will be used by the management to minimize stress. Therefore, this research will try to find out the causes of occupational stress, signs of stress and interventions that can be applied by management and employees to manage stress effectively in organizations.

Offer an Occupational Stress Workshop
The workshop strategy has several advantages. It sends a message to employees that you are concerned about them and their stress levels. It will help to educate them so that you are all speaking a common language about stress. Finally, it can help to identify some of the most important personal and organizational concerns about the issue. In fact, for employees to take such a workshop seriously, it is important that discussion of both organizational change strategies and personal stress management be included.
This training can be comfortably done in either a half or full day session. Prior to the end of the training, you should ask participants to indicate if they are interested in working further on the issue of workplace stress.

Training in effective cognitive strategies.
There are several potentially useful techniques here. Remember that something is not stressful unless it is perceived or appraised as stressful. Cognitive psychologists have developed

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techniques that replace negative cognitions (that is Ñ negative thoughts like "I will never be able to figure this out", with more positive, empowering thoughts like, "I can get this done if I just take it one step at a time"). Another useful strategy is called thought stopping. Since we know that negative thoughts can increase anxiety and therefore stress symptoms, psychologists have learned to train individuals to literally "stop" these thoughts before they become too repetitive. These techniques have been found to be extremely useful for people who have serious problems with anxiety or depression. However, they can also be effective tools in the workplace.

There are many interventions used in managing stress in organizations but the interventions, which are commonly used, include the primary, secondary and tertiary (Figure 1). Primary interventions emphasize on identifying the possible causes of stress and their subsequent risks to employees.

This is done by taking pre-emptive action to reduce the stress hazard or limiting the employee's exposure to stress. Therefore, stress audit should take place using appropriate methods including face-to-face interviews with the staff or by the use of a dedicated questionnaire or through appropriate occupational stress indicator. Once data is collected decisions can be taken on the interventions that will be most effective to manage stress. Basically primary interventions include redesigning jobs to modify work place stressors, increasing workers decision-making authority (Jackson and Schuler, 1983) or providing co-worker support groups (Defrank and Cooper, 1987; Kolbell, 1995).

Secondary interventions are designed to provide training to the employees. These intervention include seminar programs to help participants recognize and deal with stress and identify organizational stressors. They also serve a dual purpose of identifying the current stress factors and help .inoculate. seminar members from future stress. Secondary interventions are aimed at reducing the severity of stress, treating symptoms before they lead to serious health problems in an individual and the organization at large (Murphy and Sauter, 2003).

Tertiary interventions are interventions, which take care of individuals who are already suffering from the effects of stress. These interventions include counseling and employee assistance

programs, consulting a stress manager or mental health professionals to assist employees to cope with stress (Arthur, 2000).

CHAPTER THREE:
METHODOLOGY

3.0 Introduction

This chapter was composed of Research design, types and source of data, methods of data collection, data processing, presentation and analysis of the findings and limitations to the study.

3.1 Research Design

The researcher used descriptive research design to collect and analyze data so as to examine whether occupational stress has an effect on organizational performance.

3.2 Study population

The study was carried out at Mukwano group of companies and a population of 55 respondents was under conservation which consisted of staff, management, and customers.

3.3 Sample size

A sample of 55 respondents was used which were customers, staff and management

Solven's formula used to derive at the sample size as shown below

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

$$n = \frac{55}{1 + 55(0.05)^2}$$

Where n= the unknown sample

N= the known population

$$n = \frac{55}{1 + 55(0.0025)}$$

1= constant

e = the level of significance in social science research which is 0.05

$$n = \frac{55}{1 + 0.1375}$$

$$n = \frac{55}{1.1375}$$

$n = 48$ respondents

3.4 Sampling Techniques

The study population was estimated using purposive sampling on the employees of Mukwano group of companies who found around the organization during the period of the research.

3.5 Data Sources

The researcher mainly rely on both primary and secondary data, this data was obtained from various sources which included Journals, Newspapers, Publications Magazines, Internet, Broadcasts and recorded empirical data in research reports and in Mukwano Group of Industries Uganda Limited.

3.6 Data Collection instruments

The researcher was collect data through the following research instruments following ways

3.3.1 Questionnaire

The researcher was design questionnaires; these questionnaires addressed the effect of Occupational Stress on Organizational performance, this questionnaire targeted all groups of people or employees within the company and contained both open and closed ended questions to allow the respondents express their views freely. Closed ended questions were more of paramount because there was precise and concise for the respondents to answer and also help the researcher to acquire the required data in the shortest possible time.

3.3.2 Interviews

The researcher also used the interview method to gather more data from the various respondents since it was supported by the open ended questions and also administered the use of interview guide.

3.4 Data Analysis of the Findings

The researcher used data flow diagrams and descriptive essays to present the findings while Analysis was done by use of Tables, graphs and charts.

3.5 Data Reliability and Validity

The above measures were tested using a structures questionnaire in order to obtain the different perceptions of respondents. The questionnaire were a 5 point linkert scale ranging from strongly agree representing 5 to strongly disagree representing 1

3.6 Research Limitations

Every study, no matter how well it was conducted, has some limitations.

This was why it does not seem reasonable to use the words "prove" and "disprove" with respect to research findings. It was always possible that future research may cast doubt on the validity of any hypothesis or the conclusions from a study.

There were merely empirical investigations, The vast majority of research projects with interactive displays in public space was based on explorative investigation only. Most projects analyze the spread large-scale displays in public space from a very generic perspective, raise general non-systematic questions and offer only hypothetic answers. The entry of interactive applications into public space is part of a greater tendency: computer usage had seeped into public life and was no longer restricted to mere task fulfillment at the workplace. While task oriented theories simply regard the "how" of an activity but not the "why", they leave questions concerning underlying motivations unanswered. Presently there exists a significant need for furthering the understanding of motivations behind user activities. Only very little was known about the process of interaction and particularly, about how interactive displays activate engagement of passers-by and encourage intensive user-interaction.

Real-world studies are needed to fully understand public interaction processes, after a long phase of experimenting with prototypes only recently interactive large-scale are displays finding their way into public space. So far most investigations took place in protected areas inside laboratories or academic institutes. Since interaction with public displays occurs in both the digital and the real world, lab based user studies are no longer sufficient; instead only by designing real-world settings are we able to fully understand public interaction processes.

Most research was based on single-display applications Third, due to the cost of prototype development, research has widely been limited to single-display-usage. Until today, research with multi-display prototypes is very rare. Other limiting factors are access to information, access to the resources, time management, access for editing proof reading and guidance and support from organization and participants

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATIONS AND ANALYSIS

4.0 Introduction.

It analyses data collected from the field based on the research questions in chapter one. This chapter deals with data presentations, interpretations and analysis and it is done objective by objective.

4.1 The Causes of occupational stress

The respondents were asked questions on these objectives 1 and the responses are shown in table 1.

Table 1: The Causes of occupational stress

The Causes of occupational stress	Frequency	Percentage
Lack of enthusiasm	5	10.4
Difficult employees	20	41.7
Lack of control	8	16.7
Finding Balance	5	10.4
Bad communication	10	20.8
Total	48	100

Source: Primary data 2013

From the findings in the table1 above, 41.7% of the respondents said that Difficult employees was the major cause of occupational stress, while 20.8% said that bad communication was the main cause of occupational stress and 16.7% said that lack of control was the major cause of occupational stress and the other 10.4% said that lack of enthusiasm and finding balance were the major cause of occupational stress in the organization. This showed that the major cause of occupational stress was difficult employees in the organization as seen by 41.7% response. The data in table 1 can be illustrated on graph as shown in figure 1.

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Figure 1: The Causes of occupational stress
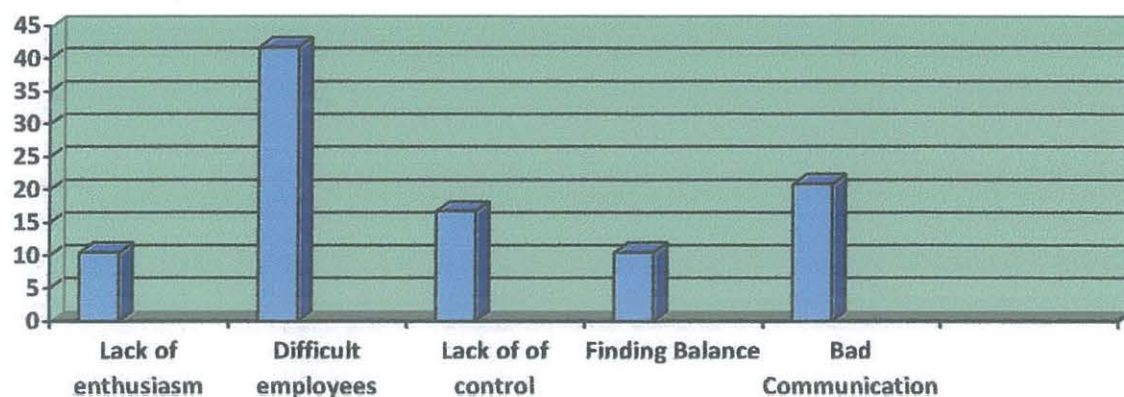
Further more the respondents were interviewed about causes of occupational stress and the responses were as follows;

41.7% of the respondents said that Difficult employees was the major cause of occupational stress, while 20.8% said that bad communication was the main cause of occupational stress and 16.7% said that lack of control was the major cause of occupational stress and the other 10.4% said that lack of enthusiasm and finding balance were the major cause of occupational stress in the organization. This showed that the major cause of occupational stress was difficult employees in the organization as seen by 41.7% response.

4.2 The Effects of stress on employee performance in an organization

The respondents were asked questions on these objectives and the responses are shown in table2.

Table 2: Effects of stress on employee performance in an organization

The Effects of stress on employee performance in an organization	Frequency	Percentage
Reduces efficiency	10	20.8
Leads to high labor turn over	8	16.7
Low motivation and moral	**20**	**41.7**
Increased accidents and damages at work place	**10**	**20.8**
Total	**48**	**100**

Source: Primary data (2013)

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According to the findings in the above table 2 it was revealed that 41.7% of the respondents said that Low motivation and moral were the major effects of stress on employee performance in an organization while the other 20.8% of the respondents said that increased accidents and damages at work place and reduced efficiency were the major effects of stress on employee performance in an organization also 16.7% said that High labour turn over was the major effect of stress on employee performance in an organization. Data in the table 2 can be illustrated on a graph as shown in figure 2

Figure 2: Effects of stress on employee performance in an organization
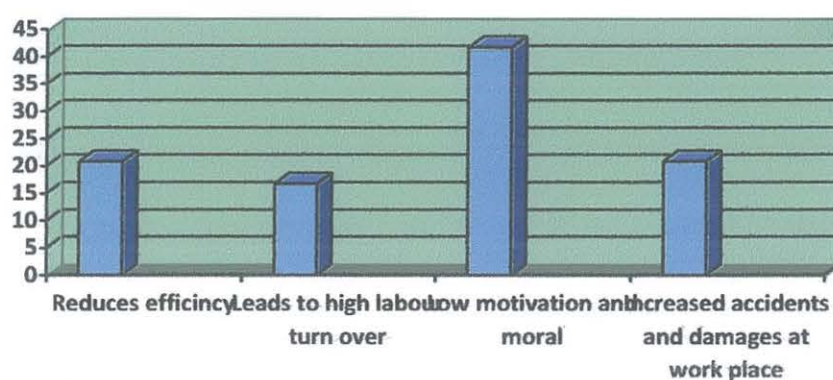
Further more the respondents were interviewed about causes of occupational stress and the responses were as follows;

41.7% of the respondents said that Low motivation and moral were the major effects of stress on employee performance in an organization while the other 20.8% of the respondents said that increased accidents and damages at work place and reduced efficiency were the major effects of stress on employee performance in an organization also 16.7% said that High labour turn over was the major effect of stress on employee performance in an organization

4.3 The measures of reducing on stress in an organization

Respondents were asked a question about objective 3 and the responses are shown in table 3

Table 3: The measures of reducing on stress in an organization

The measures of reducing on stress in an organization	Frequency	Percentage
Making changes in your work place	20	41.7
Offer an occupational stress workshop	10	20.82
Training ineffective cognitive strategies	10	20.82
Developing organizational and individual change strategies	4	8.33
Open communication and positive interpersonal relationship	4	8.33
Total	48	100

Source: Primary data (2013)

From the findings in the table 3 above, 41.7% of the respondents said that making changes in the work place was the most effective measure of reducing on stress in an organization, while 20.82% said that offering an occupational stress workshop and training ineffective cognitive strategies were the most effective measures of reducing occupational stress in an organization and 8.33% said that Developing organizational and individual change strategies and open communication and positive interpersonal relationship were the most effective measures of reducing on stress in an organization. This showed that the most effective measure of reducing on stress in an organization was making changes in an organization as seen by 41.7% response. The data in table 3 can be illustrate on a graph in figure 3

Figure 3 : The measures of reducing on stress in an organization
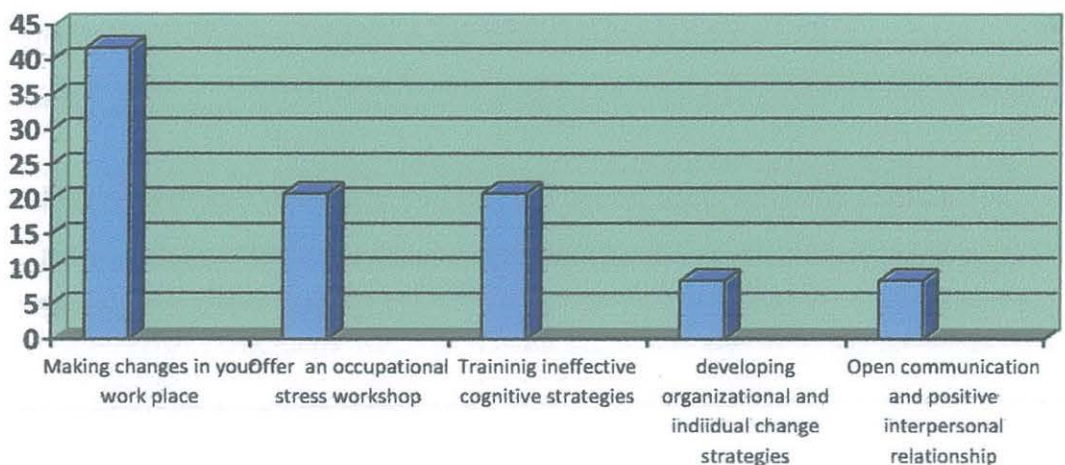
Further more the respondents were interviewed about causes of occupational stress and the responses were as follows;

41.7% of the respondents said that making changes in the work place was the most effective measure of reducing on stress in an organization, while 20.82% said that offering an occupational stress workshop and training ineffective cognitive strategies were the most effective measures of reducing occupational stress in an organization and 8.33% said that Developing organizational and individual change strategies and open communication and positive interpersonal relationship were the most effective measures of reducing on stress in an organization.

turn over was the major effect of stress on employee performance in an organization. Occupational stress contributes to low motivation and morale, decrease in performance, high turnover, sick leave, accidents, low job satisfaction, low quality products and services, poor internal communication and conflicts as pointed out by Schabracq and Cooper (2000).

5.1.3 The measures of reducing on stress in an organization

Basing on the research objective 3 From the findings in the table 3 above, 41.7% of the respondents said that making changes in the work place was the most effective measure of reducing on stress in an organization, while 20.82% said that offering an occupational stress workshop and training ineffective cognitive strategies were the most effective measures of reducing occupational stress in an organization and 8.33% said that Developing organizational and individual change strategies and open communication and positive interpersonal relationship were the most effective measures of reducing on stress in an organization. This showed that the most effective measure of reducing on stress in an organization was making changes in an organization as seen by 41.7% response. This is done by taking pre-emptive action to reduce the stress hazard or limiting the employee's exposure to stress. Therefore, stress audit should take place using appropriate methods including face-to-face interviews with the staff or by the use of a dedicated questionnaire or through appropriate occupational stress indicator as pointed out by Jackson and Schuler, (1983).

5.2 Conclusion

From the findings in the table1 above, 41.7% of the respondents said that Difficult employees was the major cause of occupational stress, while 20.8% said that bad communication was the main cause of occupational stress and 16.7% said that lack of control was the major cause of occupational stress and the other 10.4% said that lack of enthusiasm and finding balance were the major cause of occupational stress in the organization. This showed that the major cause of occupational stress was difficult employees in the organization as seen by 41.7% response

According to the findings in the above table 2 it was revealed that 41.7% of the respondents said that Low motivation and moral were the major effects of stress on employee performance in an organization while the other 20.8% of the respondents said that increased accidents and damages

at work place and reduced efficiency were the major effects of stress on employee performance in an organization also 16.7% said that High labour turn over was the major effect of stress on employee performance in an organization.

From the findings in the table 3 above, 41.7% of the respondents said that making changes in the work place was the most effective measure of reducing on stress in an organization, while 20.82% said that offering an occupational stress workshop and training ineffective cognitive strategies were the most effective measures of reducing occupational stress in an organization and 8.33% said that Developing organizational and individual change strategies and open communication and positive interpersonal relationship were the most effective measures of reducing on stress in an organization. According to Manshor, Rodrigue, and Chong, (2003), similarly argued that interventions like identifying or determining the signs of stress, identifying the possible causes for the signs and developing possible proposed solutions for each signs are required. These measures allow individuals to build coping skills and develop strategies to develop individualized stress management plans that include eliminating the sources of stress. Moreover, increasing individual coping skills is another intervention which will be used by the management to minimize stress. This showed that the most effective measure of reducing on stress in an organization was making changes in an organization as seen by 41.7% response.

5.3 Recommendations

Basing on the research objectives of the study the researcher made the following recommendations

- Mukwano industries should make interventions like identifying or determining the signs of stress, identifying the possible causes for the signs and developing possible proposed solutions for each signs are required. These measures allow individuals to build coping skills and develop strategies to develop individualized stress management plans that include eliminating the sources of stress. Moreover, increasing individual coping skills is another intervention which will be used by the management to minimize stress.

- Mukwano industry should set up workshop strategy which have several advantages. they sends a message to employees that you are concerned about them and their stress levels. It will help to educate them so that you are all speaking a common language about stress, they can help to identify some of the most important personal and organizational concerns about the issue. In fact, for employees to take such a workshop seriously, it is important that discussion of both organizational change strategies and personal stress management be included. This training can be comfortably done in either a half or full day session. Prior to the end of the training, you should ask participants to indicate if they are interested in working further on the issue of workplace stress.

- Open communication and positive interpersonal relationship creates a supportive working social environment in Mukwano Industries. They provides employees with a chance to interact with one another and breaks the divisions and hierarchy (centralized organization structure) that discourages the formation of work groups. Conversely, the group cohesion created by work group's results into less emotional distress as well as building organizational commitment. Mukwano Industries has alternative work arrangement like compressed work week, job sharing and flex time register reduced absenteeism, few psychological stress systems and build greater organizational Performance.

5.4 Area of further study

The researcher recommends that further study should be emphasized on the following topics

i. Advantages and disadvantages of occupational stress in an organization

ii. What types of occupational stress that employees face in an organization

iii. The influence of occupational stress on organization and their effects on organizational development.

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APPENDIX A

RESEARCH QUESTIONNAIRE

Dear respondent;

I am NANOZI PRISCILLA a final year student of Kampala International University conducting a purely academic study on the topic "OCCUPATIONAL STRESS AND ORGANIZATION PERFORMANCE A CASE STUDY OF MUKWANO GROUP OF COMPANIES (U) LTD".

It's a partial requirement for the fulfillment of the award of the Degree of

Bachelor o Human Resource Management of Kampala International University

Responses provided will be treated with utmost confidentiality and used for only academic purposes. I therefore kindly request you to spare some time and truly answer this questionnaire.

SECTION A:

BACK GROUND INFORMATION (Please tick as appropriate)

1. **Highest Academic Qualification of the respondent.**

High school	Diploma	Degree	Masters	Professional	Others(specify)

2. **Age of the respondent**

Below 25 years	26-30 years	31-35 years	36-40 years	41-45 years	Above 45 years

3. **Sex of the respondent** (a) Male [ ]   (b) Female [ ]

4. **Status of the Company** (a) Registered [ ]

(b) Not Registered [ ]

5. **Which Department do you belong?**

(a) Finance [ ]   (b) Procurement [ ]

(c) Human resource [ ]   (d) Marketing [ ]

(e) IT [ ]   (f) Accounting [ ]

SECTION C: Effects of Occupational Stress in an organization

1. Has Occupational Stress affected your organization?

Yes [ ]   No [ ]

2. If Yes What are the major effects of Stress in your organization?

....
....
....

3. Which of the effects mentioned above is common in your organizations

....
....
....

SECTION D: Measures of Occupational Stress in an organization

1. Are there any measures taken to curb Stress in your organization?

Yes [ ]   No [ ]

2. If Yes What are the measures taken to curb Stress in your organization?

....
....
....

3. Which of the mentioned measures above are commonly used in your organizations

....
....
....

Appendix II: INTERVIEW GUIDE

1. Is there Stress in your organization?

2. What are the causes of Stress in your organization?

3. What are the common causes of occupational stress in your organizations

4. Has Occupational Stress affected your organization?

5. What are the major effects of Stress in your organization?

6. Are there any measures taken to curb Stress in your organization?

APPENDIX B: BUDGET

Item	Amount (UGX)
Internet Surfing	80,000
Typing	60,000
Printing	75,000
Binding	15,000
Transport	65,000
Air Time	100,000
Total	395,000

Appendix II: The proposed Time Frame
February –August 2013

ctivity	Feb 20th-29th	March 1st –7th	10th-17th	20th –30th	April 1st –10th	10-30th	May	August
reparation								
Visiting case study in preparation for the study	xxx							
Pilot study		xxx						
ta collection								
Collection of data in e field			xxx					
				Xxx				
a processing/ lysis								
Entry of data into omputer					Xxx			
Analysis of data						Xxx		
rinting 1st draft							xxxx	
orrections and								
iding over the Final ort								xxx

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