

**GENDER-BASED STRESS AND EMPLOYEES PERFORMANCE,
IN THE MINISTRY OF HEALTH GOVERNMENT
OF SOUTHERN SUDAN,
JUBA**

A Thesis

Presented to the School of
Postgraduate Studies, Research and Evaluation
Kampala International University
Kampala, Uganda

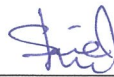
In Partial Fulfillment of the Requirements for the Degree
Master of Arts in Human Resources Management

By:
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OCTOBER, 2011

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DECLARATION A

"I, Suzan Gire Emmanuel Baya declare that this Thesis is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning"



Suzan Gire Emmanuel Baya

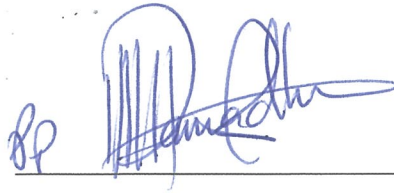


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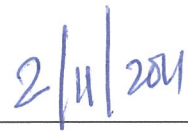


DECLARATION B

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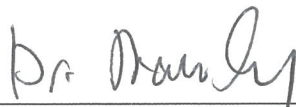


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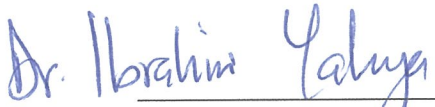
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APPROVAL SHEET

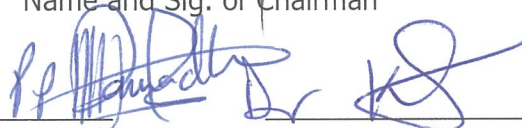
This Thesis entitled "Gender-Based Stress and Employees' Performance in the Ministry of Health Goss," prepared and submitted by Suzan Gire Emmanuel Baya in partial fulfillment of the requirements for the Degree, Master of Arts in Human Resource Management, has been examined and approved by the panel on oral Examination.



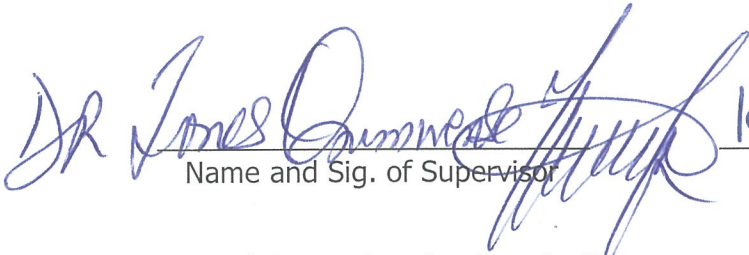
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Dedication

I dedicated

This thesis to my lovely Brothers;

Taban, Duma, Kenyi, Lagu, Oleya, Lado and Monday

And to

My lovely Daughter;

Genevieve Juan

ACKNOWLEDGEMENT

The researcher wishes to thank the Almighty God for granting her the opportunity, resources, grace, knowledge, wisdom and strength to complete this study.

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ACRONYMS

CPA: Comprehensive Peace Agreement

DG: Director General

DVC: Deputy Vice Chancellor

GAS: General Adaptation Syndrome

GOSS: Government of Southern Sudan

IVF: In – Vitro Fertilization

MBO: Management by Objectives

MNCs: Multinational Corporations

MoH: Ministry of Health

MS Excel: Microsoft excel software

NGOs: Non Governmental Organizations

OB/GYN: Obstetrician/Gynecology

SMOH: State Ministry of Health

SPGR: School of Postgraduate Studies and Research Evaluation

SPSS: Statistical Package for Social Sciences

SSEJC: Southern Sudan Employees Justice Chamber

ABSTRACT

The study entitled Gender-Based Stress and employees' performance in the Ministry of Health, Government of Southern Sudan. The deterioration of employee's performance was the research Problem, the study was guided by four main objectives: (1) to identify respondents' demographical characteristics; (2) to determine the level of employee work performance; (3) to determine which Gender faces greater Stress; and (4) to examine the stress factors that lead to poor performance in the MoH-GOSS. The descriptive research design method was used in this study, it involves using questionnaires in collecting data from the respondents and both quantitative and qualitative research designs were used for data analysis. The SPSS was used to analyze all data. The study population comprised 300 employees of MoH-GOSS from which sample size of 169 respondents was chosen, using systematic random sampling method. The data were expressed into tables and were processed using frequency distribution, means and Pearson's Linear Correlation Coefficient.

The research findings stated that the Ministry of Health government of Southern Sudan does not have any strategy for management of stressed employees; and the gender which faces greater stress was the female employee.

To overcome the foregoing, the researcher recommends that the ministry should establish a strategy for management of stress in the institution.

CHAPTER ONE

The Problem and Its Scope

Background information

One of the challenges facing the present workplace and today's generation is the changing technology and information which if not handle with great care could stress employees in the organization and eventually job stress which poses a threat to the physical health of the workers and consequently it affects the performance of organization (Plunkett & Attner 1994). A manager's job is characterized by a rapid pace, conflicting deadlines, and multiple events in addition all managers have responsibility for planning, organizing, and controlling the actions of their departments, and the amount of this responsibility increases as the manager moves up in an organization. Given these realities, it is observed that stress is a part of the job, (Plunkett & Attner 1994). Stress is receiving a lot of attention, at least in the popular press, it is a difficult area to study because what one person find stressful another person may find exhilarating, (Milkovich & Boudreau 1991).

A recent medical study passed the popular picture of the executive under press and found that workers in jobs that combine high psychological demands with low decision control are approximately five times more likely to develop coronary heart disease than those who have greater control over their jobs, (Milkovich & Boudreau 1991). If an objective of employee's relations is to assist employees under stress, this study is not only for its job design amplifications but also because it points out the importance of control as a factor related to stress. Helping employees

identify an alter areas in which they feel a lack of control should be a major objective of employee assistance programs, (Milkovich & Boudreau 1991).

According to Armstrong (2010), there are four reasons why organizations should take account of stress and do something about it. First, they have the social responsibility to provide a good quality of working life; second, because excessive stress causes illness; thirdly it can results in inability to cope with the demand of the job which creates more stress, and finally because excessive stress can reduce employee effectiveness and therefore organizational performance.

Statement of the Problem

Stress at work is becoming a concept of great concern to management of modern organizations. The nature of work has gone through drastic changes, with changes comes stress which pose a threat to physical health. Work related stress in the life of organizations and workers and consequently, affects the performance of the organization (Rozonwiski *et al*, 2000). Employee performance is a complex issue as measuring it depends on other factors like their level of satisfaction and work environment among others. Southern Sudan has been in war with Northern Sudan for the period of 21 years and most of the employees during this period in Southern Sudan have been working without earning regular salaries and employees' performance was deteriorating. It was not clear whether the deteriorating performance is because of stress. Therefore this has given interest for the researcher to investigate about the impact of stress on employee's performance and to determine which gender faces greater stress.

Purpose of the Study

The main purpose of the study was to find out how stress affects the employees work performance in the ministry; and which gender is greatly affected by stress.

Research Objectives

General Objective

To determine the strategies for managing stress in the Ministry of Health Government of Southern Sudan

Specific Objectives

The study will be guided by the following specific objectives;

- i. To determine the profile of the respondents such as gender, age, Level of education, and grade
- ii. To establish the level of employee work performance in the MoH-GOSS.
- iii. To determine the degree of Stress in the Ministry of Health Government of Southern Sudan.
- iv. To establish if there is a significant relationship between the degree of Stress and the level employee performance

Research Questions

The research is intended to answer the following Questions;

- i What is the demographical characteristic of the respondents?
- ii What is the degree of Stress in the Ministry of Health GOSS?
- iii What is the level of Employee Performance in the MoH-GOSS?
- iv Is there any significant relationship between Stress and Employee Performance in the MoH-GOSS?

Hypothesis of the Study

There is no significant relationship between Gender-Based Stress and employee performance in Ministry of Health Government of Southern Sudan, meaning that the hypothesis is null.

Scope of the Study

Geographic Scope

The study was conducted in Juba the capital city of Southern Sudan, the case study was the Ministry of Health; the Ministry of Health Government of Southern Sudan located at the Ministerial Complex next to the Ministry of Internal Affairs Juba Southern Sudan. The Health System of the Government of Southern Sudan comprises of the Ministry of Health, Government of Southern Sudan (MOH GOSS) and ten (10) State Ministries of Health (SMOH), one in each State, and three Regional Hospitals in the capital cities of the States namely; Greater Equatoria with its capital Juba, Greater Bahar El Ghazal with its capital Wau and Greater Upper Nile with its Capital in Malakal.

Time Scope

The study is to assess the impact of stress and employees' work performance in the Ministry for the period between the years 2005 – 2009, secondary information between these periods of time will be considered. It will be done according to the academic requirement of Kampala International University.

Content Scope

The study will be confined to gender-based stress and employees' work performance; what are the causes of stress in the work place and to

assess the factors that leads to poor performance by the employees; the study will be carried out on Ministry of Health Government of Southern Sudan

Theoretical scope of the study

The study is to assess the effect of gender-based stress and its effect on employees' performance; what are the causes of stress in the work place and to assess the factors that leads to poor performance in the Ministry

Significance of the Study

The study will be useful to the following parties:

- **To the Student;** since the study is an academic requirement leading to the award of Master of Arts in Human Resources Management of the Kampala International University, the study will help the student meet her academic requirement.
- **To the Government of Southern Sudan;** since the study is aiming at identifying the causes of stress and to find any possible solutions of stress, it will help the government of Southern Sudan in designing policies that will help minimize employee's stress within the Ministry in order to improve performance of the Ministry.
- **To the employees in the Ministry of Health;** since employees will know how to manage stress within as it will be reveal by the study and it will be more important to the employees.

CONCEPTUAL FRAMEWORK

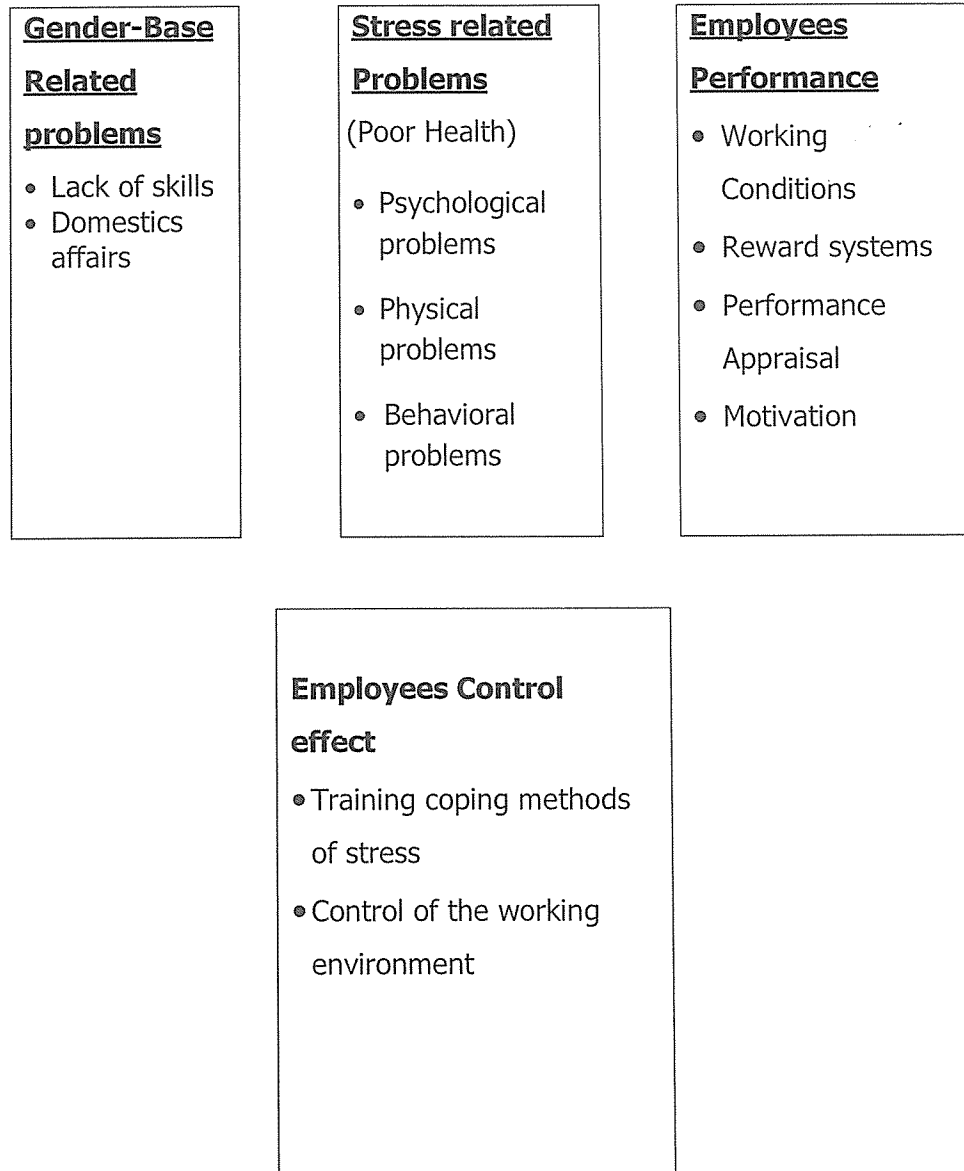


FIGURE 1: Scheme of the Study

The scheme of the study presents the Gender-Based stress related problems, Stress related Problems, Employees Performance and employees Control effect

Gender-Based related factors; are factors which constitutes the male and the female employee; the male Worries about three things on daily basis which are their immediate family, their jobs and Money and Women worried about a lot of things; their immediate family, their jobs, money, extended family, Home, Social and academics of their children, Social connections, neighbors, friends and more.

Stress related Problems; the stress related problems causes' poor health to employees and these problems are Psychological problems, Physical problems and Behavioral problems.

- Psychological problems are Anger, anxiety, depression, nervousness, irritability, tension, boredom Aggression, hostility and complaints, Lower self-esteem, which some results to resentment of supervision, Irritability to concentrate and make decision, and job dissatisfaction;
- Physical problems, a high level of stress causes diseases such as: High blood pressure, high level of cholesterol, heart disease, ulcers and arthritis.
- Behavioral problems; High levels of stress causes behavioral problems such as or which include under eating or overeating, Sleeplessness, increase smoking and drinking; and drug abuse.

Employees Performance

- Success on a job is facilitated by the existence of support resources. Employee performance is as a function of the interactions of Working Conditions, Reward systems, Performance Appraisal and Motivation. If either is inadequate, performance will be negatively affected.
- Stress at workplace is organization of work environment, communication barriers, unclear job descriptions, bureaucracy and frustrations from colleagues, sexual advances, Celts and sexual harassment. The employees' performance is affected by.

Employees Control effect

- Stress has different causes at work place; there is control system within the organization which control of the working environment and training coping methods of stress to improve the working conditions in order to reduce the effect of stress. Stress causes employees sickness and that affect the performance too.

OPERATIONAL DEFINITIONS OF KEY TERMS

Gender: is a set of characteristics distinguishing between male and female, particularly in the cases of men and women. Depending on the context, the discriminating characteristics vary from sex to social role to gender identity. Gender refers to the socially constructed roles, behavior, activities and attributes that a particular society considers appropriate for men and women.

Stress: can be defined as a dynamic condition in which an individual is confronted with an opportunity constraint or demand related to what he/she desire and for which the outcome is perceived to be both uncertain and important.

Job Stress: Job stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Job stress can lead to poor health and even injury.

Stressor: "Any demand, either of a physical nature or psychological nature, encountered in the course of living is known as a 'stressor'. A stress response will occur as a result of an individual's interaction with and reaction to the stressor"

Employees: A person who is hired to provide services to a company on a regular basis in exchange for compensation and who does not provide these services as part of an independent business.

Performance: The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

Performance Appraisal: The identification, measurement and management of human performance in organizations

A performance appraisal, employee appraisal, performance review, is a method by which the job performance of an employee is evaluated (generally in terms of quality, quantity, cost, and time) typically by the corresponding manager or supervisor.

General Adaptation Syndrome: is defined as the process in which the body tries to accommodate stress by adopting it.

Ethics: Ethics is the study of Morality and standards of Conducts. In recent years a growing numbers of 'companies' has formulated codes ethics to guide the behavior and to ensure that their operations conform to these standards worldwide.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, Ideas, Opinions from Authors/ Experts

Employees stress is an increasing problem in an organizations, we hear about workers killing co-workers and supervisors, and then we learn job related tension were major causes. Friends told us they are stress out from greater workload and having to work longer hours because of downsizing in their company. We read surveys where employees complain about stress create in trying to balanced work and family responsibilities (Robins 1998).

Stress is the physiological and psychological reactions to the body as a result of demands made upon it. Demands may be emotional (role conflict, fear of unemployment, sexual harassment) or environmental (noise, a lack of privacy or ventilation.) people experiencing stress perceive, through their body's reactions, that the stress situation is demanding beyond their ability to cope. People experience stress when they aren't finished with a project and the deadline looms, or when they are trying to solve a customer's problem but cannot reach a key decision maker (Robins 2001).

Historically, both Walter Cannon (1929) and Hans Selye (1956) provided the foundation for the current interest in this physiological process.

According the Work of Walter Cannon, he was a physiologist at Harvard University who was the first to use the term 'homeostasis.' According to Cannon, the body possesses an internal mechanism to maintain stable

bodily functioning or equilibrium. As the environment presents the organism with various challenges, the body must respond to each new situation by adjusting various physiological systems to compensate for the resources being taxed. A classic example of this type of compensation involves fluid regulation. When an organism ingests a large amount of water, the kidney releases more waste fluid into the bladder for eventual disposal in an effort to maintain bodily equilibrium. According to Cannon (1935), failure of the body to respond to environmental challenges by maintaining bodily homeostasis results in damage to target organs and eventually death.

Translating his work with physical challenges associated with eating, drinking, and physical activity into those of a psychological nature, Cannon hypothesized that common homeostatic mechanisms were involved. Accordingly, if an organism's response to threat involves significant sympathetic nervous system arousal so that respiration and heart rate increase significantly, the body's compensatory response should involve either reducing sympathetic nervous system activity or increasing parasympathetic nervous system counter-activity.

If the compensatory response is inadequate, tissue damage can result, placing the organism at a greater risk for subsequent medical problems associated with the damaged tissue. In brief, the concept of homeostasis introduced by Cannon has proved to be very valuable in explaining how acute physiological stress responses to threats of survival lead toward chronic stress responses.

Selye (1956) was the first investigator to use the term 'stress' to describe

the problems associated with homeostasis identified by Cannon decades earlier. Although he borrowed the term from physics, he used it to describe the effects on the organism rather than the environmental stressors he examined in his empirical work.

According to Selye, the 'stress' response of the organism represented a common set of generalized physiological responses that were experienced by all organisms exposed to a variety of environmental challenges like temperature change or exposure to noise. From his perspective, the stress response was nonspecific; that is, the type of stressor experienced did not affect the pattern of response. In other words, a wide variety of stressors elicited an identical or general stress response. He termed this nonspecific response the General Adaptation Syndrome, which consisted of three stages: Alarm Reaction, Resistance, and Exhaustion. Selye reasoned that the first stage, Alarm Reaction, involved the classic 'fight-flight' response described above. As a result, the body's physiological system dropped below optimal functioning. As the body attempted to compensate for the physiological reactions observed in the Alarm Reaction stage, the organism entered the Resistance stage. Physiological compensatory systems began working at peak capacity to resist the challenges the entire system was confronting, and according to Selye, actually raised the body's resistance to stress above homeostatic levels.

However, because this response consumed so much energy, a body could not sustain it forever. Once energy had been depleted, the organism entered the stage of Exhaustion. In this stage, resistance to environmental stressors broke down and the body became susceptible to tissue damage and perhaps even death. In Selye's terminology, the Alarm

Reaction Stage was comparable to the acute stress response described above and the Exhaustion Stage was comparable to a chronic stress response.

Campbell (1999) defines performance as behavior. It is something done by the employee. He allows for exceptions when defining performance as behavior. For instance, he clarifies that performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answers or decisions. However, performance needs to be under the individual's control, regardless of whether the performance of interest is mental or behavioral.

Employee performance includes activities to ensure that goals are consistently being met in an effective and efficient manner. Employee performance can focus on performance of the organization, a department, processes to build a product or service, employees, etc.

Job performance is the net effect of an employee's effort as motivated by abilities and role (or task) perceptions. Thus, performance in a given situation can be viewed as resulting from the interrelationships among effort, abilities and roles perspectives. Effort, which results from being motivated, refers to the amount of energy (physical and or mental) an individual uses in performing a task. Abilities are personal characteristics used in performing a job. Abilities usually do not fluctuate widely over short periods of time. Role (task) perceptions refer to the direction(s) in which individuals believe they should channel their effort on their job, (Lloyd & Leslie, 2008).

One approach to employee motivation has been to view "add-ins" to an individual's job as the primary factors in improving performance. Endless mixes of employee benefits such as health care, life insurance, profit sharing, employee stock ownership plans, exercise facilities, subsidized meal plans, child care availability, company cars, and more have been used by companies in their efforts to maintain happy employees in the belief that happy employees are motivated employees (Britton *et al*, 1999).

Work motivation can be defined as the psychological forces within a person that determine the direction of the person's behavior in an organization, a person's level of effort, and a person's level of persistence (Jennifer & Gareth, 1999).

Employee motivation is the level of energy, commitment, and creativity that a company's workers apply to their jobs (Parker, 2001).

Theoretical Perspectives

New Study by (New Stream August 23, 2009), Links Workplace Gender Issues to Stress, Health Risks, and Rising Health Care Costs; one in three Americans may be making themselves sick just by going to work each day. Results from a new landmark study show that differences in the way men and women are managed — fueled by the differences in what they value most at work — puts both genders at risk for cardiovascular problems, depression and a higher susceptibility to infectious diseases. The study indicates that gender-based differences in workplace values can create a company culture of underlying stress and conflict that affects the

physical and emotional health of both men and women. The study also shows that females are at a higher health risk from workplace stress than males. (New stream June 2004)

This study, titled *Creating Healthy Corporate Cultures for Both Genders*, was conducted for LLuminari by a leading expert in the American workplace, a professor of health promotion at the University of Delaware. More than 1,100 men and women from companies with 1,000+ employees participated in the on-line survey conducted by Harris Interactive. LLuminari is using the national study as a benchmark to work with leading companies to create healthier cultures.

CEO of LLuminari, the national health education firm that commissioned the study, said that its findings are significant because they link gender-based medicine with a healthy workplace.

"All companies are looking for solutions to reduce healthcare costs," Browning said. "The answer isn't just about gymnastics and healthier choices in the cafeterias. The study shows that a complete solution must include addressing corporate workplace culture and its link to a healthy workforce.

"Men and women emphasized entirely different values as important in the workplace," said LLuminari expert, founder and director of the Partnership for Gender-Based Medicine, Columbia University and one of the study's lead advisers. The study reveals the three values in the workplace most important to men are pay and benefits; achievement and success; status and authority. While these values also are important to women, ranking

higher in importance were friends at work and relationships; recognition and respect, and communication and collaboration.

"Women emphasized the congeniality of coworkers and the friendliness and relationships that surrounded them," the expert said; "Men emphasized how much they were making and how much control or power they had over what they were doing."

"Organizations that seek to understand their own workplace cultures and recognize that women and men are fundamentally different in ways that impact their health, will have a distinct advantage, Male and female managers who are sensitive to gender differences will have the ability to bring out the best of both genders toward achieving results. The health of the organization depends on the health of the individual. Since women now represent half of the workforce, we need to understand how corporate cultures that have evolved largely based on male models can become healthy for both genders."

"It's important that managers understand what men value as opposed to what women value in a healthy workplace environment, "Knowing and managing the differences helps to not only effectively motivate employees and generate consistent, quality results, but also to foster loyalty and overall physical and emotional health."

LLuminari expert, director of the Mind/Body Center for Women's Health at Boston IVF, and assistant professor of OB/GYN and Reproductive Biology at Harvard Medical School, said that it is the disconnection between these

gender-based values that creates on-the-job stress which can lead to subsequent health issues for employees.

"Research has shown that women and men respond differently to stress. Women also report having more to worry about each day. Men on average worried about three things on a daily basis (their immediate family, job and money). Women worried about up to 12 things, including their immediate family, job and money, but also their extended family, the home, the social and academic lives of the children, social connections with neighbors and friends, and more," he explained.

"The incidence of cardiovascular disease almost doubles, as does the use of potentially addictive substances like alcohol, tranquilizers and mood elevators, if an employee is uncomfortable or not really at ease in a workplace and if he or she feels stressed in a workplace," said LLuminari expert, founder and director of the Partnership for Gender-Based Medicine.

Results from the study show that corporate culture — the values, beliefs, and attitudes that drive the behaviors, systems and structures of the organization — have a major impact on organizational health and the quality of work life for employees. Workers feel stressed when their values are not addressed by the culture of the organization.

"The study reveals that 62 percent of respondents don't think employers try to minimize stress and half felt their employer didn't care about their well being," he said. "In addition, the study indicated that women

reported nearly 40 percent more health problems than their male counterparts and noticeably higher stress.”

“Lack of communication and lack of decision-making authority, along with effort-reward imbalances were significant problems mentioned by survey respondents. The conditions of fatigue and stress noted in the study are fueled in part by the differences in how men and women manage people.”

Five work related causes of stress and ill health identified by respondents in the study were: 1) mentally tiring work; 2) time pressure; 3) too many changes within the job; 4) not getting enough feedback; 5) not having enough influence on their job and how it is done. The study was trying to determine how employees define a healthy workplace and discovered that the way a job is designed and how much control or influence an employee has over their job is a critical component of a perceived healthy corporate culture.”This study uncovered some key health findings that should be of concern to employers and companies who value their workers and who are concerned about the ever-increasing costs associated with health care.

“Prevention is a more cost effective way of dealing with illness than treating the complications of the illness, it’s an interesting idea to try and reduce stress in the workplace — especially along gender lines — as a way of improving employee health and helping to contain healthcare costs. There’s no question that the prices we pay for a chronically unpleasant experience at work is a rising bill for the illnesses that result.” The trends uncovered in the study contribute to corporations facing higher health care costs for their workers, increased absenteeism and higher

workman's compensation claim costs. He said employers need to understand that profits gained at the expense of worker health — and the influence the corporate culture plays in the overall picture — will cost them in the long run.

LLuminari CEO said that information contained in the new study is especially valuable to organizations interested in setting the tone for a healthy workplace environment for male and female employees, given their different views of what's important.

"Managing the workforce of today requires an application of organizational self-knowledge to maximize both the health and productivity of workers," said the CEO. "The first step for a corporation is to conduct a thorough assessment of the culture in which their employees operate. Organizations need to understand how men and women respond to that culture. Is it a predominantly male-oriented culture or is it female friendly? Is it an environment where people think presence equals commitment? Are employees comfortable taking their vacation time? If employers allow workers to get up and leave the building to smoke, would they be as comfortable allowing workers to get up and leave the building to take a walk?"

The CEO noted being female-friendly is more than maternity leave or flex time. She said that an organization that schedules meetings at seven in the morning or at six at night makes it difficult for both female and male employees who want to be successful at work but also are responsible for families. "Every organization wants to be successful and depends upon its employees to make it happen," she said. "But success should be viewed

over the long term. A healthy organization can go the distance. If we value our people, the best metric of success should be the health of the employees.”

Employee performance, the degree or level of motivation of the employees is directly connected to their level of commitment towards their work and determination to work in connection to the high standards (Permagon Flexible Learning, 2005). Motivations can be from financial or non-financial motivators. Both offer effective way of motivating employees, thus maintaining their loyalty and make them stay.

Employee performance management is a systematic managerial process in which managers of an organization involve their employees in improving organizational effectiveness, employee productivity and employee performance in the fulfillment of the organization mission and objectives. By using the principles of employee performance management, the managers establish performance appraisal and awards regulations taking great care to ensure that activities and actions practiced in the effective organization.

Planning tasks and setting expectations: In effective organizations, tasks and processes are planned in advance determining employee performance expectations and purposes for individuals and groups to address their efforts towards reaching business objectives. The involvement of employees in the planning process will allow them to better understand the purposes of the organization.

Continuously conducting employee monitoring: In effective organizations, employee activities are monitored continuously. Well employee monitoring means consistently estimating task performance and addressing immediate feedback to employees on their progress towards achieving their goals.

Developing and training: In effective organizations, employee management intends to develop and train employee for increasing the performance identifications. Through training, improving work processes, and developing skills, the managers can make new assignments and introduce higher levels of responsibility to the employees. Such methods encourage higher performance; strengthen competencies, and helps employees to be on the top with changes in the workplace, such as service expansion or introduction of new technology.

Systematic appraisal of employee performance in summary manner: Organizations need to know who their best employees are, and who unsatisfied employees are. From time to time, the employee management needs to summarize employee performance. Within the process of performance appraisal requirements, the employee management rates and evaluates an employee or a group performance against the requirements and standards in the employee performance plan. The appraisal summarizes the best results and defines the best employee. It is based on the procedures listed in the organization's appraisal program. The appraisal also determines unsatisfied employees and the poorest performance; the employee management must find out the reasons and consequences of poor employee productivity.

RELATED STUDIES

According to Gilberg (1993), Job stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Job stress can lead to poor health and even injury. The nature of work is changing at whirlwind speeds. Perhaps now, more than ever before, job stress poses a threat to the health of workers. Stress has long been associated with the onset of significant physical and mental health problems. Stress began to be implicated in areas beyond the bounds of physical and mental health as far back as the 1980s. In the organizational environment, stress has been implicated in the deterioration of performance efficiency by both managers and subordinates. When performance efficiency suffers the quality of the overall organizational environment and productivity deteriorates. A deterioration of the organizational environment is accompanied by deterioration in organizational communication (Gilberg, 1993).

According to the work of (Robins 1998) Most of us are aware that employees stress is an increasing problem in an organizations, we hear about workers killing co-workers and supervisors, and then we learn job related tension were major causes. Friends told us they are stress out from greater workload and having to work longer hours because of downsizing in their company. We read surveys where employees complain about stress create in trying to balanced work and family responsibilities (Robins 1998).

Leadership style of managers and supervisors is often a source of stress for their employees. Stress Outcomes the result of stressors commonly

associated with occupational stress tends to vary widely. Workers may simply resort to daydreaming or fantasizing. Alternatively, employees may react more actively by creating interpersonal and intra-organizational conflicts involving escalating levels of communication problems. Workers may also experience effects in their psychological and physical health. Psychological consequences may include anxiety, boredom, low self-esteem, forgetfulness, depression, anger, apathy, or worry. Physical consequences may include, but are certainly not limited to, headaches, diabetes, fatigue, hypertension, chest and back pain, ulcers, or even infectious diseases. Studies show that 85% of all physical illness is stressing related (Randolfi, 1996). These results are just a few of many stress outcomes that may result from the effects of occupational stress. Workers may also exhibit deviations in their behavior. Examples of departures from normal behavior may be overeating/loss of appetite, smoking, alcohol abuse, sleeping disorders, emotional outbursts, or violence and aggression (Randolfi, 1996).

According to Schaubroeck (1993), Classifications of Stressors Occupationally related stressors tend to vary from job to job and from organization to organization. These stressors can be easily divided into three classifications. The first classification contains stressors that are common to a wide variety of jobs. This group includes issues regarding customer demands, time constraints, and ineffective training. The second classification contains stressors that are common to a wide variety of organizations. This group includes issues related to absence of support from organizational superiors, non-competitive wage structures, poor job descriptions, and ineffective organizational motivational strategies.

The third, and last, classification contains factors related to interdepartmental activities within an organization. This group included issues such as poor cooperation, organizational politics, and similar activities. Occupationally related stressors also tend to evolve as changes occur in organizational environments, organizational staffing, and job tasks (Schaubroeck 1993). Change should always be carefully planned. Therefore, employees should be educated as to the nature and purpose of the change, and the implementation of change must be non-threatening, if debilitating stress associated with the change is to be avoided. Stressors and Organizational Communication a separate class of stress research has emphasized the determination of how stressors develop in organizations, as opposed to the identification of additional stressors, or the assessment stressor quality or quantity (Schaubroeck, 1993).

This research identified three groups of occupational stressor antecedents. These antecedent groups are contextual variables, role variables, and task variables. Contextual variables were associated with the organizational subsystem; role variables were associated with job levels; and task variables were associated with autonomy, complexity, interdependence, routinization, and closeness of supervision (Schaubroeck, 1993). This same body of research classified the occupational stressors that stemmed from the three antecedent groups into seven categories. These seven stressor categories are entrant conflict, technical problems, efficiency problems, role frustration, staff shortages, short lead times, and excessive meetings.

Through the study of stressor antecedents, and through the classification of occupationally related stressors as described above, this body of

research found that both the type and the magnitude of stressors varied according to organizational level. At upper management levels, the most significant stressors tended to be qualitative overload and time constraints, while at lower levels of an organization, the most significant stressors tended to be role frustration and technical problems. This body of research concluded that a large measure of uniformity in the perceived work experiences of individuals exists within particular membership groups, but not between membership groups. Extensions of the basic research in this area found that both contextually related and role-related variables affect interpersonal communication, job attitude, job behavior, and the magnitude of job stressors. In this context, the researchers concluded that an individual's perceptions of work-generated stressors and their eventual reactions to these organizational realities are influenced by the location within a particular organizational environment of that individual (Schaubroeck, 1993).

According to (Randolfi 1996), from the organizational aspect, stress has many consequences. Reductions in effectiveness, productivity, and communication are results that are not as easy to identify; however, such outcomes can be among the most debilitating for both the organization and for the individual. Other results may include accidents in the workplace, job turnover, low morale, poor work relations, poor organizational climate, and absenteeism (Randolfi, 1996). "Absenteeism, for example, results in 4% of the work hours which are lost, and translates into millions of dollars annually" (Knotts, 1996).

Occupational stress is often associated with overachievers or workaholics. High levels of self-induced stress usually characterize these individuals.

Stress, however, is also associated with so-called under-load situations. Studies of plant closures and involuntarily unemployed workers found that health problems, both physical and mental, are higher during layoff periods than during periods of employment. Studies also found that stress is often higher among blue-collar workers than among managerial personnel.

Job level, associated with job status, and was found to be tied to self-esteem. Lower self-esteem was associated with higher levels of stress. Even on the job, job under load creates as much stress as does job overload. Job under load means that an individual is not challenged in her or his work, and may be subject to periods of boredom or periods of fatigue stemming from boredom; Job under-load may also create higher levels of anxiety, depression, and physical illness than job overload.

Alienation has also been related to the development of occupational stress (Garfield, 1995). Alienation is especially harmful to effective organizational communications. Alienation with respect to occupational stress is defined as an objective social situation that exists independent of its recognition by those in that situation (Garfield, 1995, p. 115). Such a definition of a stressor means that it could have an impact whether or not those individuals working in that environment perceived its presence in the environment.

The definition also infers that stress-creating events or situations may be viewed as being inherent in specific occupations or tasks. Further, the definition infers that stress-outcomes may not always be controllable by individuals exposed to stressors. Job "Burn-Out" A concept closely

associated with occupational stress is job burn-out. The term is frequently used in connection with all so-called high-pressure occupations. Job burnout actually has been found to be present in all occupations, regardless of whether or not the occupation is a so-called high-pressure occupation (Maslack, 1997). Job burnout is held to result from the combined effects of work-related factors that create unrelieved work stress, which, in turn, leads to a generally debilitated psychological condition in individuals.

Certain behaviors associated with job burnout have been observed in a wide variety of occupations. These behaviors include a tendency on the part of an individual to blame others in an organization for one's own problems, increased absenteeism, increased involvement in interpersonal conflicts and confrontation, and increasing isolation from others in the organization (Maslack, 1997). Individuals suffering from job burnout frequently attempt to remove themselves from the situations they perceive to be the source of their problems without actually terminating their jobs. Their strategies in such attempts involve a breakdown in communication, and are often damaging to both their organizations and to their own careers.

According to (Robins2001) the sources of stress are from: Environmental Source, Organizational Source and Individual Source, **Environmental Source**, just as environmental uncertainty influences the design of an organization structure, it also influence stress level among employees in the organization. Changes in the business cycle create economic uncertainty when economy is contracting for example employees become increasing anxious about their security. Technological uncertainty is a type

of environmental factors that can cause stress because of new innovations can make employee skills and experience obsolete in a very short period of time, computers, internets, intranets, robotics, automation and similar forms of technological innovations are threat to many people and causes them stress (Robins S. 2001). **Organizational Source**, pressure to complete task in a limited period of time, work overload, unpleasant co-worker, demanding and insensitive boss, **Individual Source** encompasses factors in the employee's personal life, family issues, personal economic problems and inherent personify characteristics.

Job-related stress has been associated with vast array of diseases, such as coronary heart disease, hypertension, peptic ulcers, colitis, and various psychological problems including anxiety and depression. Research has shown that stress directly affects the endocrine system, the cardiovascular system, the muscular system, and the emotions. It also has a general arousal influence on the entire body (Ivancevich 2008).

It is generally recognized that low levels of stress can even enhance job performance. The performance of many tasks is in fact strongly affected by stress; performance usually drops off sharply when stress rises to high levels. It is the dysfunctional effect of high levels of stress that should be and are major concerned for contemporary society in general for effective human resource management in particular, the problem due to high level of stress can be exhibited physically, psychologically or behaviorally by the individual (Robins 2001).

Most of the attention and basic research over the years has been devoted to the impact that stress has on physical health. A high level of stress is

accompanied by blood pressure and a high level of cholesterol and may even result in heart disease, ulcers and arthritis (Robins 1998).

The Psychological problems resulting from stress may just be important, if not important in the day-to-day job performance as the physical problems. High level of stress may be accompanied by anger, anxiety, depression, nervousness, irritability, tension and boredom; one study found out that stress had the strongest impact on aggressive actions such as sabotage, interpersonal aggression, hostility and complaints. These types of psychological problem from stress in turn are especially relevant to poor job performance, lower self-esteem, resentment of supervision, irritability to concentrate and make decision, and job dissatisfaction. These outcomes of stress can have a direct cost effect on the organization (Robins 1998).

Direct behaviors that may accompany high levels of stress include under eating or overeating, sleeplessness, increase smoking and drinking; and drug abuse. The potential problem for employee's behavior caused by alcohol and drug abused become dramatically clear. Like the psychological problem resulting from stress, the behavioral problems are often not attributing to stress by co-worker or supervisors and generated little sympathy.

But also like the psychological and physical symptoms of stress, the behavioral problems can be controlled, more effectively manage and even prevented by the individual and the organization (Robins 1998) according to the work of Giramahoro (2006), interference with the operation of the immune system and disease causing agents can kill and the job overload was associated with stress related symptoms specially drinking and low

work motivation, the stressful work experience including overload, role conflict and lack of supervisory support can affect employees' wellbeing and general mood, which can in turn spill over to have negative effect on the perceived quality of their marital relationship.

CHAPTER THREE

Research Methodology

Research Design

The research design adopted descriptive Correlation designs; to enable the researcher identify, describe and explain the various issues and information from the field, and to help assess the causes of stress in the ministry.

Research Population

The study population involved the entire workforce of the Ministry of Health Government of Southern Sudan. MoH GOSS has seven (7) directorates with the population of 300 in total, but some directorates are newly formed and are in the process of recruiting more staff. The population involved Senior Managers, Middle Level Managers, unclassified staff

Sample size

In view of the nature of the research population where the numbers are many, a sample was taken from each category. Table 1 below shows the respondents of the study with the following categories: directorates, population, sample size. The formula used to determine the minimum sample size was adopted from Amin (2005), derived from Krejcie and Morgan (1970) (appendix VI), The sample consist of 169 respondents from the Ministry of Health Government of Southern Sudan (MoH-GOSS), the size 169 employees will be distributed according to the number of employees in each directorate of Ministry. The distribution of the sample size is as in table I below: directorate of Community and Public Health

(33), directorate of Pharmaceutical and equipment (26), Finance and Administration (40), Diagnostic services (10), Training and professional development (22), Medical services (20), Planning and coordination (18)

Table 1
Population and Sample Size

S/N	Directorates	Population	Sample size
1	Community and Public Health	72	33
2	Pharmaceutical and equipment	44	26
3	Finance and Administration	88	40
4	Diagnostic services	10	10
5	Training and professional development	35	22
6	Medical services	28	20
7	Planning and Coordination	23	18
Total		300	169

Source: Primary Data

Sampling Procedures

The study employs the random sampling method to select the sample. The method/technique is mainly used to collect focused information, only those active employees of the ministry were considered to constitute the sample. According to Saunders et al (2003), random sampling method enables the researcher to select cases that will enable him/her to answer research questions to meet his/her research objectives. Saunders *et al* (2003), this form of sampling is suitable when a researcher has a small sample size. This inspired the researcher to use this method of sampling since the sample size was small with 169 respondents.

The purposive sampling was utilized to select the respondents based on these criteria:

- Male or female respondents in any of the directorates of the ministry of Health GOSS to be included in the study.
- Classified and unclassified staff with experience ranging from one year and above.
- From the list of qualified respondents chosen based on the inclusion criteria, the systematic random sampling will be used to finally select the respondents with consideration to the computed minimum sample size.

Research Instrument

The research tool that was utilized in this study includes the following:

- Face sheet to gather data on the respondents' demographic characteristics (gender, age, level of Education, Grade and number of years in the ministry);
- While a standardized instrument adopted devised questionnaires to determine the levels of stress in the ministry of health GOSS (6 items) and employees' performance in the ministry of health (4 items)
- The scoring system of this instrument is as follows: strongly agree (4); agree (3); disagree (2); strongly disagree (1).

These instruments are used to collect the needed information because it collected a lot of information from respondents over a short period of time

and the information are easily described in writing. Questionnaires are used since the study was concerned with variables that cannot be directly observed such as views, opinions, perceptions, and feelings of the respondents. Such information was best collected through questionnaires.

Validity and Reliability of the Instrument

The researcher pre-tested the data collection instruments to ensure that the questionnaires were reliable and consistent in the event of replication. The researcher selected a group of 10 non-supervisory staff comprising of both male and female in equal numbers. The same questionnaire was administered two weeks later to the same group of people and the respondents answered the questionnaire in a similar manner in both times. It was therefore concluded that the questionnaire were reliable.

The data collection instrument was tested for validity using the content validity index. The researcher tested the validity of the questionnaire to measure the extent to which the data collected represented the indicators or variables of gender-based stress and employee's performance. According to Sharman and Bohlander (1992) a representative sample of criterion used to assess employee performance include: moral, organizational commitment, job satisfaction, absenteeism, productivity and turnover. The researcher adopted the above criterion in assessing employee performance in this research and in assessing the validity of the questionnaires.

In assessing content validity of the questionnaires, the researcher identified a group of 10 staff with good experience in human resource management. The group was divided into two; one group was requested

to assess what content the instrument was trying to measure. The other group was asked to determine if the set of items on the questionnaire accurately represents the concept the instrument was trying to measure. Both staff in the group indicated that the instrument was meant to measure gender-based stress and the factors that affect employee's performance in the ministry. Three (3) staff in the second group indicated that the items in the questionnaire accurately represented the concept under study. Two (2) other staff pointed out four items in the questionnaire that were inconsistent with the research questions. The researcher adjusted the items on the questionnaires accordingly. The final results of the content validity test showed that the instrument was highly valid and could be administered in the study.

$$\text{Content Validity Index (CVI)} = \frac{\text{Number of relevant questionnaires}}{\text{Total number of items in questionnaire}}$$

$$CVI = \frac{12}{16} = 0.75$$

Formula was adopted from Amin (2005).

Data Gathering Procedure

The researcher collected both primary and secondary data relevant to the study using questionnaires. The data collection process was organized and conducted in three stages:

Before the administration of the questionnaires

- An introduction letter will be obtained from the School of Post Graduate Studies and Research for the researcher to solicit approval to conduct the study from the selected ministry.

- When approved, the researcher will secure a list of the qualified respondents from the departments and select through systematic random sampling from this list to arrive at the minimum sample size.
- The respondents were explained about the study and were requested to sign the Informed Consent Form (Appendix IV).
- Reproduce more than enough questionnaires for distribution.
- Select research assistants who would assist in the data collection; brief and orient them in order to be consistent in administering the questionnaires.

During the administration of the questionnaires

- A letter explaining the purpose of the research was given to the respondents (see appendix II). This was done to ensure that the respondents clearly understood the objectives of the study and to dispel any fear they might have held about the research and they were assured of confidentiality of their responses.
- The respondents will be requested to answer completely and not to leave any part of the questionnaires unanswered.
- The researcher and assistants will emphasize retrieval of the questionnaires within five days from the date of distribution.
- On retrieval, all returned questionnaires will be checked if all are answered.

After the administration of the questionnaires

The data gathered was collated, encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS) and Microsoft Excels (MS Excel).

Data Analysis

The researcher after collecting the data; quantifies the responses and expresses them as frequencies using the descriptive statistics. The descriptive data analysis allowed for calculation of frequencies distribution, percentage distributions and tabulation in the presentation of data. Frequency distribution was used to analyze the age, level of education of the respondents; the grade and the duration of respondents in the institution. Means were used to analyze data on the degree of Gender-Based Stress and the level of employee performance in MoH-GOSS. The Pearson's Correlation coefficient was used to establish whether there is a significant relationship between Gender Based-Stress and employee performance.

For the purpose of analysis and presentation of accurate results, the software ('Statistical Package for the Social Sciences: SPSS') was used. In order to interpret the data taken from the respondents, the following values and interpretation below was used.

Table 2
Means Range, values and interpretation

Mean range	Response mode	Interpretation
3.26 – 4.00	Strongly disagree	Very low
2.51 – 3.25	Disagree	Low
1.76 – 2.50	Agree	Moderate
1.00 – 1.75	Strongly agree	High

Primary Data

Ethical Considerations

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher:

- Seek permission from the ministry concern through a written communication to use it as case study.
- The respondents were coded instead of reflecting the names.
- Solicit permission through a written request to the concerned officials of the head of Departments of the ministry included in the study.
- Request the respondents to sign in the *Informed Consent Form* (Appendix 4)
- Acknowledge the authors quoted in this study through citations and referencing.
- Present the findings in a generalized manner.

Limitations of the Study

1. The most limiting factor to this study was the inadequate time to conduct the research also given the facts that the MoH GOSS does not represent the whole of southern Sudan, finance become a constrain
2. The numbers of the returned questionnaires were less to truly represent the population targeted by the researcher; nevertheless, the available respondents were able to provide the relevant information to enhance the study.
3. The study was constrained by the impact left behind by the shooting of the Minister of Cooperatives and Rural Development in his office which made accessing the offices very complicated.
4. Attrition / Mortality: Not all questionnaires maybe returned neither completely answered nor even retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate. In anticipation to this, the researcher will reserve more respondents by exceeding the minimum sample size. The respondents will also be reminded not to leave any item in the questionnaires unanswered and will be closely followed up as to the date of retrieval.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Demographic identification of respondents

The demographical identification of respondents consisted gender, age, marital status, educational level and grade. The results of profile of respondents were presented in the following table:

Table 3
Profile of the Respondents
(n=169)

Age of Respondent	Frequency	Percentage
18-25 Years	38	17%
26 – 35 years	65	54%
36 – 45 years	39	20%
46 years and above	27	09%
Total	169	100%
Gender of the Respondents		
Male	91	52%
Female	78	48%
Total	169	100%
Respondents Level of Education		
Secondary	28	17%
Diploma	36	21%
Degree	71	42%
Master	34	20%
Total	169	100%

Respondent Working Experience	Frequency	Percentage
Below three years	59	35%
Between four to six years	74	44%
Over Seven years	36	21%
Total	169	100%

Respondents Grade		
Grade 3	17	10%
Grade 5	25	15%
Grade 6	16	09%
Grade 7	27	16%
Grade 8	35	21%
Grade 9	24	14%
Grade 10	25	15%
Total	169	100%

Primary Data

table 2 above represents the age group distribution of the respondents, accordingly, the age range of 26-35 years in this study constituted a majority of the respondents by 54% followed by 36 – 45 years at 20% and the age group of 18 -25 years at 17% of the respondents, followed by the age group 46 and above which constituted 07% of the respondents. The age grouping was designed to end at 60 years of age because it was the official retirement age in Sudan, and the interval of 9 years is applied to encompasses a variety of experience from the respondents, The most important aspect here was that, the study reveals that the active working population in the Ministry falls within the range of 18 – 45 years of age which is in most developing countries' labor policy and strategy.

According to table II, above out of the 169 respondents who were administered to the research questionnaires, 52% were male and 48% were female; this reflects the general trend in the MoH GOSS given the facts that some of the staff are out of the office for field trips and some are for annual leaves while others are for maternity leave. The ministry of Health Government of Southern Sudan values gender balance and endeavors as much as possible to ensure gender balance. In Southern Sudan, the Comprehensive Peace Agreement (CPA) took a decision of 25% women empowerment affirmative action as stipulated in the permanent Constitution of the Southern Sudan, and I quote: *"All levels of government in Southern Sudan shall promote women participation in public life and their representation in the legislative and executive organs by at least twenty – five per cent as an affirmative action to readdress imbalance created by history, customs and traditions;"* [Article (20) Sub section 4(a)]

The respondents level of education ranges from Secondary to Masters Level of 169 respondents who responded to the questionnaire. 17% were secondary level, Diploma was 21%, and Masters Holders have 20% while the Degree holders constituted a majority of the respondents by 42%. The study reveals that employees' had worked for MoH GOSS for varying year periods, 35% of the respondents had worked for below three years, and 44% of the respondents had worked for between four to six years; are the majority, while 21% of the respondents had worked for over seven years. This means that 44% of the respondents worked for MoH GOSS for more than 5 years, which is the Period from 2005 – 2010.

The ministry of labor and public service had a grading systems in which the unskillful laborers starts at grade 15, and the skillful laborers or those holding certificates starts at grade 10, diploma at grade 9 and degree holders at grade 8. But if the holder is having working experience of 3-5 years he / she starts at a different grade from those fresh graduates.

As showed in table II: the study reveals that from the sample size of the 169 respondents who responded to the research questionnaires, 10% of the respondents were grade 3, because this grade is one of the super scale according to the grading system of the public service Ministry, grade 5 presented 15% of the respondents, grade 6 was 09%, grade 7 was 16%, grade 8 presented 21% of the respondent, grade 9 was 14% and grade 10 was 15%.

Gender-Based Stress in the Ministry of Health Government of South Sudan

In order to determine the degree of Gender-Based Stress in the Ministry of Health Government of Southern Sudan, objective 2 of the study was what is the degree of Stress? The investigation was based on the following aspects: Stress Experience, Causes of Stress, Which Gender faces stress, Stress Management, Institution Managing stress and Efforts to reduce stress.

Table 4
The Degree of Stress in the Ministry of Health-GOSS
(n=169)

Stress and Workplace	Mean	Std. Deviation	Interpretation	Rank
Work Harassment	2.99	.932	Low	1
Pressure from Work	1.85	.949	Moderate	2
Overwork	1.72	.970	Moderate	3
Pressure from Home	1.67	.792	High	4
Anxiety	1.53	.716	High	5
Have experience Stress at work place	1.28	.525	High	6
Average Mean Index	1.84		Moderate	
Male	2.37	.949	Moderate	1
Both Male & Female	1.96	1.071	Moderate	2
Female	1.79	.860	High	3
Average Mean Index	2.04		Moderate	
Help individual adopt by teaching or coping Strategies	3.28	.715	Very low	1
Alternate the working conditions	2.35	.946	Low	2
Setting conducive working environment	2.05	1.017	Moderate	3
Make changes in work assignment	1.97	1.197	Moderate	4
Setting realistic workload to employees	1.79	1.783	Moderate	5
Training employees in relaxation skills	1.57	.777	High	6
Average Mean Index	2.17		Moderate	

Primary Data

As shown in table 3 above, the employees in the ministry of Health are stressed at a high level in all the departments (mean 1.28), and the

causes are Anxiety (mean 1.53), the causes ranked by the respondents was pressure from work (mean 1.85), pressure from home (Mean 1.67), over work (Mean 1.72), and work harassment (Mean 2.99); and the average mean index was (mean 1.84) which was moderate. The study revealed that of the 169 respondents who were administered to research questionnaires, the responses was Male (mean 2.37) which was moderate, Both male and Female (mean 1.96), also was moderate and the findings in the study revealed that the female employees are the most stress with (mean 1.79) and the average mean index was (2.04). These revealed that the most stressed gender are the female, and the reasons given by the respondents as to why the female are most stressed are because of the following:

- The female employee experiences both work place stress and home stress (especially the married female employees)
- In our cultural set up people (both male and female) look down always at female holding any position in the government or in any other institution
- Female employee tends to be reserve and keep secrets, hardly share and discusses what is bothering them.

This prompted the researcher to ask the employees on how the ministry was managing stress and the study revealed that there was no management of stress in the ministry. The employees' agreed that there is no management of stress in the ministry and the researcher asked the respondents opinion on how they think the ministry should manage Stress, the responses on how institution should manage Stress are rated as follows: Help individual adopt by teaching or coping Strategies (mean

3.28), Alternate the working conditions (mean 2.35), Setting realistic workload to employees (mean 1.79), Setting conducive working environment (mean 2.05), Make changes in work assignment (mean 1.97) and training the employees in relaxation skills (mean 1.57).

Other Comments

The feedback received from respondents regarding other comments related to the effects of Stress on employees' performance, the researcher was interested in knowing how to reduce the effects of stress within the employee. In order to achieve this the researcher asked the respondents opinion; in your opinion what do you think should be done to reduce stress within employees? Below are the respondents' responses:

Clear setting of job descriptions, Goals and objectives should be clearly stated, Adequate communication within the ministry ,The bosses should be skilled, The number of skillful employees should be increase and work to be distributed equally, Intensive awareness on the causes of stress, how to manage stress and the possible remedies, By setting conducive working environment and setting realistic workload to employees and Employees' should work as a team; discuss issues which need solutions together.

Level of employee performance in the Ministry of Health Government of Southern Sudan

To achieve objective 3, the respondents were asked to rate different factors that influence the levels of employee performance. According to the key employee performance factors provided by the researcher, their responses are summarized into table 5 below.

Table 5
The level of employee performance in the MoH-GOSS
(n=169)

Level of employee performance	Mean	Std. Deviation	Interpretation	Rank
training employees in relaxation skills	3.23	.850	Low	1
Performance recognitions by the supervisor	3.20	.884	Low	2
Participating in professional or career development	2.98	.957	Low	3
Existence of training and development opportunities	2.98	1.009	Low	4
Providing welfare to employees	2.97	1.020	Low	5
Opportunities to improve the job-related skills	2.91	.975	Low	6
A personal thank you note from supervisor	2.85	1.006	Low	7
Public acknowledgement of my years in service	2.73	1.003	Low	8
A departmental wide acknowledgement of my service	2.60	.996	Low	9
Sharing information with my supervisor	2.55	1.023	Low	10
A formal letter describing my accomplishment	2.47	.994	Moderate	11
A certificate of recognition from the Employer	2.45	.999	Moderate	12
Average mean Index	2.83	0.976	Low	

As shown in table 5, the respondents were motivated at low level by Certificate, or gift of recognition from an established recognition program in department (mean: 2.45); a formal letter describing the accomplishments (mean: 2.47); public acknowledgement for years of service to the company (mean: 2.73).

Department-wide acknowledgement in writing or at a staff meeting (mean: 2.60); participation in professional or career development opportunities (mean: 2.96); the opportunity to improve job-related skills or knowledge (mean: 2.83) satisfied the respondents at low level. Even if the existence of training opportunities motivates employees for good performance shown above, the employees trained for skills development related to job were insignificant according to all staffs. A personal "thank you" or note from supervisor, manager, or co-worker (mean: 2.85); providing welfare for the employees (mean: 2.97); performance recognition by the superior (mean: 3.20); were also rated to low level means that those factors does not influence them for good performance.

On the other hand, the respondents also agreed that the following aspects motivate them for good performance at moderate level; Sharing information with supervisor (mean: 2.55) because a big number of employees are at the Community and Public Health department who have weekly staff meetings, they share information with supervisor concerning their outreach, staffs management, and department problems etc; Existence of training and development opportunities (mean: 2.98) justified by department of training and professional development program which detailed the training plan per year. It means that each employee has a chance to be trained even if the limitation of budget; Obtaining the

empowerment of supervisor (mean: 2.91) and Increasing responsibility (mean: 2.41) because each category and every worker is responsible of his/her specific tasks. The table above presents the factors of good performance, listed in the order of very lower to higher level of employee performance at Ministry of Health Government of Southern Sudan.

The relationship between Gender-Based Stress and employee performance in Ministry of Health Government of Southern Sudan

Objective 4 of the study was to determine the relationship between Stress and employee performance. Using Pearson's Linear Correlation Coefficient, The summary of correlation between independent and dependent variable is demonstrated in table 6: below.

Table 6
Pearson's correlations between Stress and employee performance

		Employees Performance	Stress
Employees Performance	Pearson Correlation	1	-.616(*)
	Sig. (2-tailed)		.033
	N	12	12
Stress	Pearson Correlation	-.616(*)	1
	Sig. (2-tailed)	.033	
	N	12	12

* Correlation is significant at the 0.05 level (2-tailed).

Variables Correlated	r-value	Sig	Interpretation	Decision on H
Employees Performance Vs. Stress	-.616	.033	Significant Correlation	Rejected

Table 6 indicated that there was a significant negative relationship between Stress and Employee Performance. The analysis examines the 12 variables of Stress excluding gender aspects i.e. Male, Both Male & Female and Female on one hand and all the 12 variables of Employees Performance on the other hand. The results shows that Stress is significantly correlated with Employee Performance ($r=-0.616$, $\text{sig.}=.033$); the correlation is significant at the level of 0.05(2-tailed). Thus indicating that Stress has a considerable inverse influence on the employee performance; and accordingly, the null hypothesis is rejected.

Table 7
Regression Analysis between Stress and Employees Performance
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616(a)	.380	.318	.220

a Predictors: (Constant), Stress

38.0% of the dependent variable i.e. Employees Performance is explained by the independent variables or Level of Stress ($r^2 = 0.380$).

Table 8
Regression Analysis between Stress and Employees Performance
Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	3.364	.226		14.873	.000
	Stress	-.280	.113	-.616	-2.475	.033

a Dependent Variable: Employees Performance

Stress has negative effect on employee performance as shown by the standardized beta coefficient ($B = -0.616$), so it implies that management of Stress in the Ministry of Health Government of Southern Sudan should be highly emphasized and recommended.

Table 9
Regression Analysis between Stress and Employees Performance

ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.298	1	.298	6.125	.033(a)
	Residual	.486	10	.049		
	Total	.783	11			

(a) Predictors: (Constant), Stress

(b) Dependent Variable: Employees Performance

The analysis depicts that there is no variation in the variables hence regression and correlation of the relationship is viable.

Other Comments

The study revealed that the employees in the ministry were stressed and this prompted the researcher to find the effects of stress on the employees. This has made the researcher asked the respondents how has stress affected your performance? Below are the responses of the respondents:

- Stress leads me to Lack of concentration in my job duties,
- Break down of communication,
- become sick which leads to excessive absenteeism which leads to inability to meet the set deadlines for programme implementation and inability in service delivery
- Poor performance which lead to low productivity and able to meet the desired target/goal,

- Stress leads me to frustration, Become aggressive lack of concentration on the duties that leads to the accomplishment of organizational goals,
- Under utilization of my talents and abilities,
- Always whenever stressed up I feel tired and sick then missed going for work,
- I delayed in performing my duties as required.
- I got frustrated, poor performance, low productivity, always have negative feelings about others and lack of team work.
- Whenever stress it create idleness, even if there was duties to perform I dough my work and prefer chatting with my colleagues and I performed lest than expected by my supervisor.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Summary of findings

The demographic profile of respondents

The results on demographic profile indicated that the gender which was the majority was male respondents, the active age group was 26-45 years, majority of the respondents level of education are degree holders, the respondents with working experience between four to six years as the majority, and the grade 8 has the majority of the respondents.

The degree of Stress in the Ministry of Health Government of Southern Sudan

The study revealed that most of the employees at the ministry of Health were Stress and the causes are Pressure from work, Pressure from home, Overwork, Work place culture and Anxiety.

The study revealed that the most stressed gender are the female, and the reasons given by the respondents as to why the female are most stressed are because of the following:

- The female employee experiences both work place stress and home stress (especially the married female employees)
- In our cultural set up people (both male and female) look down always at female holding any position in the government or in any other institution.

The study revealed that the MoH-GOSS has no strategy for management of stressed employees.

The level of employee performance in Ministry of Health Government of Southern Sudan

The level of employees' performance in the Ministry of Health Government of Southern Sudan is low and hence there is low productivity in the Ministry. The respondents agreed that in order for the ministry to maximize productivity the respondents ranked the responses with higher point to equipping supervisor with the skills to know how to bring the best to the people (employees), Emphasizing communication within the ministry, Strengthening the hiring and orientation process, Explain organization goals and objectives, Empowering employees to make work related decisions, Giving employees control over their jobs, Encourage the employees to stress their concerns freely and Through designing attractive jobs

The relationship between Stress and employee performance in Ministry of Health Government of Southern Sudan

The findings of this study show that there is a correlation between Stress and employee performance. Stress can influence performance; this relationship if the organization has effective strategy for management of stress in it can influence employees to improve their performance and the organizational performance as a whole.

Conclusion

Chapter 1: of the study, a brief outline of the research study is given. This includes the objectives of the research, a brief look of what is intended in the literature study. Chapter 2: focuses on the literature study, which includes the main areas under research, namely: Gender-Based Stress and employee performance. Chapter 3: describes the methodology used in the research and Chapter 4 gives a detailed interpretation of the data research. Summary of findings of the study regarding Gender-Based Stress and employee performance, recommendations and conclusion are given in chapter 5.

Conclusions were made basing on the research questions of the study; the conclusion begins with the what is the demographical profile of the respondents, what is the degree of Stress in the MoH-GOSS, the level of employees performance in the MoH-GOSS, and what is the relationship between Stress and employees performance in the Ministry of Health Government of Southern Sudan.

The study reveal that there was no management of stress in the ministry; the technique of coping with stress are through training the employees the best ways they can relax their minds and handle different stressors within their environment and building general awareness about occupational stress is the first step in the prevention; besides that employees have had several illnesses because of stress in their workplace.

Both gender face stress at workplace but female employees faces greater stress due to other social responsibilities and domestic work at home. The causes of stress at workplace are excessive workload assigned to

employees. The factors which lead to poor performance in the ministry are inadequate working condition, unclear objectives or goals, Employees' attitude towards work, and inadequate communication within the institution; these requirements are necessary to have their work done effectively. Securing top management commitment and support for the program of stress management will only lend to more positive results. Reduction in occupational stress is a worthwhile time investment for managers and supervisors, as it will only stand to improve productivity, morale, and overall organizational climate. There is a relationship between job and employees performance.

Recommendations

Base on the conclusion made for the findings, the researcher suggests the following recommendations to reduce stress within the ministry and to improve employees' performance in the ministry.

The Ministry of Health Government of Southern Sudan should institute stress management commitment in each department whose role should be to oversee and monitor stress within their staff and institute measures to handle stress in the most effective manner. This would help reduce the effect of stress on employees, the government of Southern Sudan should initiate a program of building recreation grounds for their employees to relax their minds; this would help the employees reduce the effect of stress.

Management to institute a stress prevention program would constitute the first step in the process: identifying the problem. Several remedies to the

stress-communication problem include listening by the managers, creating teams to deal with the organizational communication problems, and mediation.

The different departments of the ministry should communicate their objectives clearly to their employees; this would help the employees because they would be executing their duties in the manner that is in line with the requirement and information provided by the ministry. Work schedules that are compatible with demands and responsibilities outside the job should also be established. The MoH GOSS departments through its ministry should institute performance standards so that each employee's performance that is well facilitated can be measure.

Managers should always ensure that the workload is in line with the workers' capabilities and resources. They should also design jobs to provide meaning, stimulation, and opportunities for workers to use their skills. Along with these essential steps, the workers' roles and responsibilities should always be clearly defined.

Improving communication is another critical step in preventing occupational stress. If workers are given the opportunity to participate in decisions and actions affecting their jobs, uncertainty about career development and security may be reduced.

Area for further Study

To examine the working environment and performance of employees

To establish the effect of communication within the organization

The effect of stress on female employees in the organizations

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Appendix I

Transmittal Letter



Ngaba Road - Kibanga
P.O. Box 20000, Kampala, Uganda
Tel: +256- 41- 269813 / +256- 41-267634
Fax: +256- 41- 501974
E-mail: admin@kiu.ac.ug
Website: www.kiu.ac.ug

OFFICE OF THE COORDINATOR, BUSINESS AND MANAGEMENT SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)

15th November, 2010

Dear Sir/Madam,

RE: REQUEST FOR SUZAN GIRE EMMANUEL MHR/41643/91/DE TO CONDUCT RESEARCH IN YOUR ORGANIZATION

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Human resource Management.

She is currently conducting a field research the title of which is "**Stress and employees Work Performance in Selected Ministries, in Southern Sudan**". As part of her research work, she has to collect relevant information through questionnaires, interviews and other relevant reading materials.

Your organization has been identified as a valuable source of information pertaining to her research project. The purpose of this letter is to request you to avail her with the pertinent information she may need.

Any information shared with her will be used for academic purposes only and we promise to share our findings with your organization. Rest assured the data you provide shall be kept with utmost confidentiality.

Any assistance rendered to her will be highly appreciated.

Yours truly,

Mr. Malinga Ramadhan
Coordinator
Business and Management (SPGSR)

APPENDIX II

INTRODUCTION LETTER

The Director General of Training and Professional Development
Ministry of Health, Government of Southern Sudan,
Juba – Southern Sudan
10th January 2011

Re: Request to Conduct Research in your Ministry

I am a postgraduate student at the above mentioned University, pursuing a Master of Arts Degree in Human Resource Management. As a requirement for partial fulfillment of my MAHRM, I am to conduct empirical studies and present a thesis.

With your permission, I would like to conduct my research in your Ministry using it as a reference in my research on Gender – Based Stress and Employees Work Performance.

The information obtained is to be treated with utmost confidentiality.

Your prompt response will be highly appreciated.

Thanks for your cooperation

Yours Sincerely,

Suzan G. Emmanuel Baya

MAHRM Candidate
Kampala International University,
P. O. Box 20000,
Kampala – Ugandan.

APPENDIX III

LETTER OF ACKNOWLEDGEMENT FROM MoH GOSS



GOVERNMENT OF SOUTHERN SUDAN
(GOSS)

MINISTRY OF HEALTH



February 24/02/2011

MOH/GOSS/J/50.A.1

To Whom It May Concern:


Subject: Acknowledgement letter for Ms. Suzan Gire Emmanuel

The Department of Human Resources Development Ministry of Health, Government of South Sudan confirm and acknowledge that Ms. Suzan Gire Emmanuel, a student from Kampala International University has in fact contacted our department for research purposes; she has requested us to help her distribute her questioners to the Seven Ministry Directorate staffs from the 20th January 2011 and completed her research in February 4th, 2011.

Therefore, the Department of Human Resources Development Ministry of Health, Government of South Sudan acknowledge the successful completion of her research and wish her a successful carrier in human resources. For more information regarding this letter, please contact our office at 0926-738-457 or njgatchiol@hotmail.com

Please accept our highest regard in this matter!

Sincerely,


Dr. Margaret Itto,
Director General of Training & Professional Development
Ministry of Health, Government of South Sudan-Juba

Head Office: P.O. Box 88, Juba, Southern Sudan
Tel: (+254-81182067/ +249-811820134
Email: mohgoss@mohgoss.sd
Sat Phone: +8821643331586

APPENDIX IV
INFORMED CONSENT

I am giving my consent to be part of the research study of Mrs. Suzan Gire that will focus on Gender-Based Stress and Employee Performance.

I shall be assured of privacy and confidentiality and I will be giving the option to refuse participation or withdrawal of my participation at any time.

I have been informed that the research is voluntarily and that the results will be given to me if I requested for it.

Initials:

Date:

APPENDIX V

QUESTIONNAIRE FOR STAFF OF THE MINISTRY OF HEALTH GOVERNMENT OF SOUTHERN SUDAN

Dear Sir / Madam,

Greetings!

I am a candidate for masters of Arts in Human Resource Management at Kampala International University with a thesis on Gender-Based Stress and Employees Performance in the Ministry of Health, Government of Southern Sudan – Juba. As I pursue to complete this academic requirement, may I request your assistance by being part of this study? Kindly provide the most appropriate information as indicated in the questionnaires and if possible please do not leave any item unanswered. Any data from you shall be for academic purposes only and will be kept with utmost confidentiality.

May I retrieve the questionnaires one week after you received them? Thank you for your cooperation.

Yours faithfully

Suzan Gire Emmanuel

Masters Candidate

FACE SHEET

Code No.

Date Received by Respondent

PART A: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

GENDER OF RESPONDENT (Please Tick):

- (1) Male
- (2) Female

AGE OF RESPONDENT (Please Tick):

- | | |
|---------------|--------------------|
| 18 - 25 years | 26 – 35 years |
| 36 – 45 years | 46 years and above |

LEVEL OF EDUCATION (Please Tick):

- | | |
|---------|-----------------|
| Primary | Secondary |
| Diploma | Degree |
| Masters | Doctorate (PhD) |

HOW LONG HAVE YOU WORK WITH THIS INSTITUTION (Please Tick):

- Below three years
- Over seven years
- Between four to six years

WHAT IS YOUR GRADE

- Grade 3
- Grade 5
- Grade 6
- Grade 7
- Grade 8
- Grade 9
- Grade 10

**PART B: QUESTIONNAIRE TO DETERMINE THE LEVEL OF STRESS IN THE
MINISTRY OF HEALTH (GOSS)**

Score	Response mode	Interpretation
1	Strongly agree (SA)	You agree with no doubt at all
2	Agree (A)	You agree with some doubt
3	Disagree (D)	You disagree with some doubt
4	Strongly disagree (SD)	You disagree with no doubt at all

Direction: Please respond to the options and kindly be guided with the scoring system below. Please write your rating in the space provide

Stress Experience	SA	A	D	SD
Have experience stress at work place				
Anxiety				
Pressure from work				
Pressure from home				
Overwork				
Work place culture				
Work harassment				
Gender and Stress				
Male				
Female				
Both Male and Female				
Stress and Management				
Help individual adopt by teaching or coping strategies				
Alternate the working conditions				
Setting realistic workload to employees				
Setting conducive working environment				
Make changes in work assignment				
Training employees in relaxation skills				

Appendix VI

Sample size (s) required for a given population sizes (N)

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	256	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: From R.V. Krejcie and D. W. Morgan (1970), Determining sample size for research activities, Educational and Psychological measurement, 30, 608 Sage Publications.

CURRICULUM VITAE

Objectives

- To work in an organization/ institution that is proactive and challenging to fully utilize my knowledge and be one of the top business minds of the future.
- To perform my duties to the best level and motivate others.

Personal Data

Name: Suzan Gire Emmanuel Baya
Religion: Christian
Marital Status: Married
Date of Birth: 14th January 1973
Place of Birth: Juba
Nationality: Southern Sudanese
Sex: Female

Work Experience

Oct. 2007 – Dec. 2008 **Job Title:** Assistant Director for Establishment

Organization: Southern Sudan Employees Justice Chamber

Organization Postal Address: P. O. Box 135 Juba

Location: Juba – Southern Sudan

Duties and Responsibilities

- Overseeing office employees and completing more complex administrative duties, such as billing, pricing or payroll.
- Assist the Human Resource director in hiring new employees,
- Evaluate job performances and implement governmental administrative policies

- Handle disputes that arise among the employees under supervision
- Assist in keeping track of invoices, and organize office deliveries.
- Assist the IT in maintaining the office technology
- Responsible for the efficient operation of the office.

Supervisor: Victor Omuho Ohide,

Director General Administration and Finance,

SSEJC/ GOSS, P. O. Box 135, Juba

ssejcc@yahoo.com

Dec. 2006 – Sept. 2007

Job Title: Office Manager

Organization: Southern Sudan Employees Justice Chamber

Organization Postal Address: P. O. Box 135 Juba

Location: Juba – Southern Sudan

Duties and Responsibilities

- Received visitors and attend to the inquiries for the chairperson
- Organize and manage the office of the chairperson, organizes work priorities bringing urgent matters to the attention of the chairperson
- Assist Chairperson in maintaining effective communication with other Institutions & NGOs
- Assist in keeping track of invoices, and organize office deliveries.
- Assist the IT in maintaining the office technology
- Responsible for the efficient operation of the office.
- Responsible for ordering supplies the company needs in order to perform its daily operations.

Supervisor: Elizabeth Majok Manoa,

Chairperson

SSEJC/GOSS, P. O. Box 135, Juba
elizamajok@hotmail.com / ssejcc@yahoo.com

Dec. 2005 – Feb. 2006

Job Title: HIV/AIDS Officer

Organization: African Christian Resource Organization Serving Sudan
(ACROSS), Partners with the Sudanese

Postal Address: c/o ACROSS House, Lenana Road, P. O. Box 21033 Nairobi,
Kenya

Location: Nairobi, Kenya

Job Duties and Responsibilities

- Planning of HIV/AIDS Programmes
- Making HIV/AIDS awareness
- Encouraging people for Voluntary Counseling and Testing services (VCTs)
- Conduct workshops and Trainings for youth and Church leaders on

Supervisor:

Greg De Haan,
Programme Director
Email: gdehaan@across-sudan.org

April 1996 – May 2005

Job Title: Secretary of Finance

Organization: Fellowship of Christian University Students (Sudan)
FOCUS(S)

Postal Address: C/O All Saints' Cathedral P. O. Box 135, Al Amarat
Street #1

Location: Khartoum Sudan

- Manage finance of the group (FOCUS(S) HIV/AIDS)

- Organized HIV/AIDS trainings, workshops and seminars on HIV/AIDS in various Universities in Khartoum
- Making HIV/AIDS and Hygiene awareness in the Communities and IDPs Camps

Supervisor:

Mary Michael Lobojo,
FOCUS(S) HIV/AIDS Coordinator
Contact: +249912623848

Languages

- English Spoken and Written
- Bari Spoken and written
- Arabic Spoken only

Education

Tertiary/University Education

Dec 2002 – Dec 2004

Institution: University of Juba

Course Studied: Bachelor of Arts, Rural Development, College of Community Studies and Rural Development

University Address: University of Juba P. O. Box 321/1, Khartoum - Sudan

April 1999 – Dec. 2001

Institution: University of Juba

Course Studied: Diploma, Rural Development, College of Community Studies and Rural Development

University Address: University of Juba P. O. Box 321/1, Khartoum - Sudan

Aug. 1994 – April 1998 **Institution:** Omdurman Ahlia University

Course Studied: Bachelor of Arts, Banking and Insurance

Address: College of Economics and Administrative Science

But could not complete the course because the medium of instruction was change into Arabic language

O- Level Education

Aug 1990 – July 1993 **School:** St Augustine Secondary

Course Studied: Sudan School Certificate

School Address: St Augustine Secondary, P. O. Box 132, Khartoum Sudan

Computer Knowledge, Workshops and Seminars attended

General Office Applications

- **Operating Systems:** Windows
- **Office Suite:** Microsoft Office (word, excel, PowerPoint, SPSS, Internet,)

Workshops and Seminars attended

- 17 – 22 Oct 2005: workshop on career Skills Development organizes and conducted by skills for Sothern Sudan
- 12 Feb – 26 Mar. '05 computer course organizes and conducted by Advance Computer & Telecommunication Services (ACTS)

3. Name: Robert Otik,
Institution: Skills for Southern Sudan
Town and Country: Juba Southern Sudan
Telephone (Office): +882165020841
Email: ro-otik@yahoo.com

