

**OCCUPATIONAL STRESS ON EMPLOYEES PERFORMANCE:
A CASE STUDY OF WORKERS IN SOMALI
TELECOMMUNICATION GROUP CO. LTD,
PUNTLAND SOMALIA**

BY

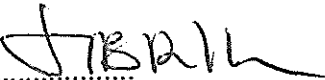
**JIBRIL MOHAMED ABDI
REG. NO: BHR/10094/81/DF**

**A DESSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS
AND MANAGEMENT IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF BACHELORS
DEGREE IN HUMAN RESOURCE MANAGEMENT
OF KAMPALA INTERNATIONAL
UNIVERSITY**

DEC 2011

DECLARATION

I Jibril Mohamed Abdi declare that this research report is from my own findings for the award of degree bachelor of human resource management in Kampala international university.

Signature.....

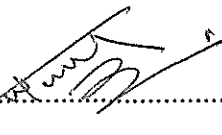
JIBRIL MOHAMED ABDI

Date: ..19/12/2011

APPROVAL

I affirm that approval has been given for this research to be submitted to the school of business and management as a requirement for the partial fulfillment for the award of a bachelor's degree in human resource management of Kampala International University.

Name of supervisor: DR. WANDIBA AUGUSTINE

Signature: 

Date: 19.12.2011

DEDICATION

This research is dedicated to ALLAH the Most High, My loving and caring Dad Mr. Mohamed Abdi Isma'il and mum Mrs. Maryan Ibrahim Yusuf, My wife Luul Abdikadir Omar Jibril, My second mum Mrs. Fatuma Farah Handulle, My lovely Grandfather Mr. Abdi Isma'il and Garnd Mother Mrs. Adar Hosh Isse, Brother Sa'ed Nabadoon, and Sister Samira Nabadoon, Bullo Nabadoon, My Untie Mrs. Hawa Abdi, my uncle, Mr. Burhan Abdi Isma'ail and my best friend Mr. Tumusiime Nelson.

I dedicate this research in full gratitude for what you have done for me both materially and spiritually and for believing in me despite all odds. In all humility, this dedication is my sincere recognition of your contribution to my destiny.

ACKNOWLEDGEMENT

First and foremost praises and thanks to the Almighty ALLAH for giving me sound mind and ability throughout this research.

Many thanks to my dedicated and committed supervisor Dr. Wandiba Augustine for his intellectual and academic guidance that has enabled me produce this research work. His supervisory skill has been highly important in far as this research is concerned.

My appreciation also goes to my close friends who encouraged and supported me during my research and the entire struggle for destiny is blessed!!!

ABSTRACT

The topic of the study was stress on performance of employees of Somali telecommunication limited and the problem was to find out the effects of stress on employees performance in Somali Telecom Company

The purpose was to establish the relationship between stress and employees' performance in Somali Telecom Company

The objectives of the study were; to establish the forms of stress, effects of stress, as well as establish ways of how to improve performance in Somali Telecom Company

The researcher used both quantitative and qualitative data collection technique

Findings later revealed there is high occupational stress experienced in the company that affects employees' performance. According to the study, negative effects of stress affect performance through absenteeism, labor turn over and low productivity among others.

In conclusion therefore, performance can be improved by conducting performance analysis to maintain proper performance standards of employees of Somali Telecom Company.

The recommendations of the study were; proper payments of employees, employer-employee consultations as well as counseling to improve performance.

TABLE OF CONTENTS

DECLARATION	i
APPROVAL.....	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT.....	v
LIST OF TABLES.....	ix
CHAPTER ONE	1
INTRODUCTION TO THE STUDY	1
1.0 Introduction	1
1.1 Background of the study.....	1
1.2 Statement of the problem	4
1.3 General Purpose of study	4
1.4 Specific objectives.....	4
1.5 Research questions:	4
1.6 Scope of the study	5
1.6.1 Geographical scope	5
1.6.2 Content scope	5
1.7 Significance of the study	5
CHAPTER TWO	6
REVIEW OF THE LITERATURE.....	6
2.0 Introduction	6
2.1 Theoretical Framework	6
2.2 Conceptual frame work	6
2.3 Related literature	7
2.3.1 Causes of Stress.....	7

2.3.2 Levels of employees performance on the telecommunication company	9
2.3.3 The Relationship between performance and Stress.....	9
CHAPTER THREE.....	11
METHODOLOGY.....	11
3.0 Introduction	11
3.1 Research Design	11
3.2 Study Population	11
3.3 Sample size.....	11
3.4 Sample procedure	11
3.5 Source of Data	11
3.6 Data Collection Instruments.....	12
3.6.1 Questionnaire	12
3.6.2 Interviews	12
3.7 Research Procedure	12
3.8 Data Analysis	13
CHAPTER FOUR.....	14
DATA PRESENTATION OF ANALYSIS.....	14
4.0 Introduction	14
4.2 Level of occupational stress among telecommunication Employees.....	15
CHAPTER FIVE.....	19
DISCUSSION, CONCLUSION AND RECOMMENDATIONS	19
5.0 Introduction	19
5.1 Discussion of findings	19
5.1.2 The level of occupational stress and telecommunication employees:.....	20
5.1.3 The relationship between occupational stress and employees' performance.....	21
5.2 Conclusion.....	21
5.3 Recommendations	21
5.4 Areas of further research	22

REFERENCES.....23

APPENDICES25

 APPENDIX A: TIME FRAME OF THE STUDY.....25

 APPENDIX B PROPOSED BUDGET FOR THE STUDY26

 APPENDIX C: QUESTIONNAIRE27

 APPENDIX D: INTERVIEW GUIDE.....32

LIST OF TABLES

Table 1 : Negative work stressors	15
Table 2 : Other Occupational stress.....	16

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.0 Introduction

This chapter presents and describes the background of the study, the statement of the problem, the purpose of the study, objectives of the study, research questions, the scope of the study, and the significance of the study.

1.1 Background of the study

Occupational stress and employee performance has been looked out by the different people. A world wide view of occupation stress and employee performance is seen as an important function of organization.

Stress is defined as the harmful physical and emotional responses that occur when the job requirement do not much the worker's, capabilities, resources, and needs (National Institute of Occupational Safety and Health 1999).

Occupation refers to regular activity performed for payment that occupies one's time (Google Wikipedia)

Performance is the accomplishment of given task measured against preset known standards of accuracy, completeness, cost, and speed.(Google Wikipedia)

Performance as the continuous progress through which an individual's output in measures in related to set standards.

According to Bohlander, Snell and Sherman (2011) there are four basic considerations in establishing of performance standards: strategic relevance, criterion deficiency, criterion contamination and reliability.

One of the most commonly used methods analyzing performance is by using personality tests, personality test assess traits, individual workers characteristics that tend to be consistent and enduring. Today, they are rarely used to predict job related behaviors the arguments against using personality test revolve around question of reliability and validity because traits are subjective and reliable and therefore an related job performance.

Employee Stress is negatively correlated to their work performance. In short, more the level of stress, lower is the performance. It was conventionally perceived that reasonable levels of stress would boost the employees and improve their work performance. But this perception no longer holds true. Today it is believed that even a little bit of stress inhibit employees' work performance. This is due to:

Even relatively slight stress distracts an employee. People facing stress concentrate more on the repulsive feelings and emotions rather than on the work/job at hand and consequently their work performance suffers. Stress affects people's intellectual, emotional, and interpersonal functioning.

Selye (1936) first introduced the concept of stress into the life science in 1936. He defined stress as the force, pressure, or strain exerted upon a material object or person which resist these force and attempt to maintain its original state. "Stress is ubiquitous in our society.

It has become an integral part of everyday living. Researchers on stress make it clear that, to enter into the complex area of stress, especially into the occupational stress, is very difficult. Stress is an unavoidable consequence of modern living. With the growth of industries, pressure in the urban areas, quantitative growth in population and various problems in day to day life are some of the reason for increase in stress. Stress is a condition of strain that has a direct bearing on emotions, thought process and physical conditions of a person.

Steer (1981) indicate that, "Occupational stress has become an important topic for study of organizational behavior for several reasons:

Stress is experienced by one employee can affect the safety of other employees by controlling dysfunctional stress, individual and organization can be a managed more effectively.

Michael Armstrong 2006 analysis that performance management can be described as a continuous self-renews cycle as discuss below:

Planning this conclude performance and development and agreement.

Acting: Managing performance throughout the year.

Reviewing: Assessing progress and achievement so that action plan can be prepared and agreed, in many schemes performance can be rated performance appraisal is an objective assessment of an individual's performance against well defined bench marks.

In Galcio telecommunication in the Puntland state of Somalia stress has flowing impact of employees performance:

Absenteeism: Employees of Galcio telecommunication limited do experienced high rate of absenteeism as result of the stress. This stress results from too much load and inter-personal conflicts. (Ivancevich, 2001)

Low production: As result of stress in the organization employees' productivity reduces due to the low morale that employees' experience. This is due to the mental, and physical state of the employees which in return manifest itself in low in put hence low productivity for example attendance to customer complaints.(Gate Wood, 1990)

High labor turn over: Stress makes employees un comfortable in their work places therefore the tend to seek employment in the organizations that are stress free hence leaving their current organization to seek employment in other organizations.(Garry Dessler, 2006)

Demotivation: Stress reduces employee's morale to work and therefore make them not to put maximum effort in their day-to-day activities in the Galcio telecommunications of puntland state. (Cooper C.L, ED 1998)

Conflict: The management of Galcio telecommunication always experience conflict with their employees because of the failure of the employees to accomplish task assigned to them. Employees themselves experience conflict due to their in ability to share resources amongst themselves peacefully hence conflict. (Armstrong M (1998))

1.2 Statement of the problem

According to Michela J.L Lukszewski, M.P & Allgrante J.P (1995), stress affects an employees' psychological and physical state of an employee thus organizations need to formulate policies and environments that are stress free for maximum employee performance to be achieved. This in Galcio telecommunications has been done through establishments of proper channels for dealing with grievances and also proper policies for addressing stress for example employees are given opportunities to choose time (day or night) for work that is appropriate to them.

Evidence from existing literatures state that mare than 60% of telecommunication employees have one or other problem directly or indirectly related to these drastic changes which culminate from stress at the workplace. These are likely attributes to cause occupational stress and consequently low of performance among employees. The study sought to establish occupational stress in Somali Telecom Group Co.

1.3 General Purpose of study

The purpose of the study was to analyze of occupational stress on employees performance in Somali Telecom Group Co

1.4 Specific objectives

- To find out the cause of occupational stress among telecommunication employees
- To find out the level of employees performance in the telecommunication company
- To find out the relationship between occupational stress and employees performance.

1.5 Research questions:

- What is the level of occupational stress among telecommunication employees?

- What is the level of organizational performance among telecommunication employees?
- What is the relationship between occupational stress and employees' performance?

1.6 Scope of the study

1.6.1 Geographical scope

The site of the study amounted to 319.4 Km sq. km. It was aimed at covering an extensive study on work stress and employee performance within the ministry telecommunications in Somalia.

1.6.2 Content scope

The content scope focused on the relation between occupational stress among the telecommunication employees.

1.7 Significance of the study

The study will be useful in the following ways:

- The study will be useful for academicians in management related disciplines like telecommunication and management, and human resource management in basis for further research in the area of employee performance in public sector organizations
- The study recommendations will be useful to practitioners in human resource management in public sector organizations in Republic of Somalia like human resource departments in the districts as it will provide with information necessary to create support for employees within the ministry which finally improved their own work perception and performance.
- Still, the study report is going to be useful to policy makers in the Ministry of telecommunications in formulating appropriate stress strategies in the government institutions in Somalia

CHAPTER TWO
REVIEW OF THE LITERATURE

2.0 Introduction

This chapter presents specifically related to study and emphasizes the relationship between organizational climate, job satisfaction and employees performance.

2.1 Theoretical Framework

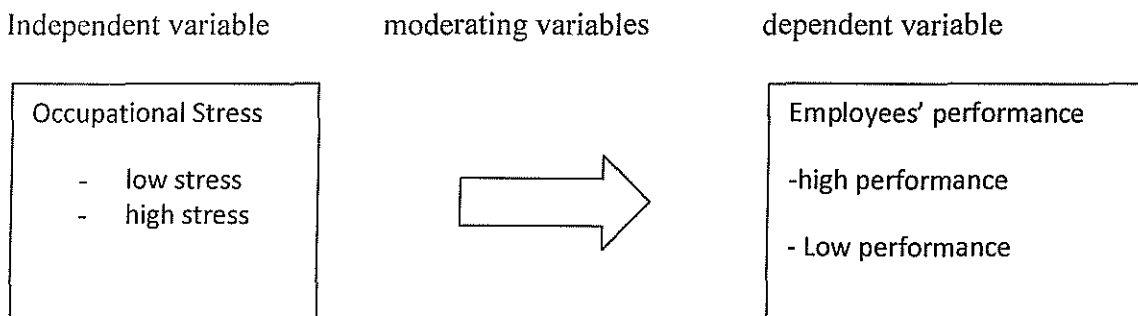
The study will be best on the "physiological" model, which focuses on the forms reactions taken by teachers to respond to these pressures. they maybe emotional and bodily manifestations. There is also interactional approach that emphasizes the needs to identify to sources of stress and behavior that they adopt to cope with this demands.

According to Rosen (2001), the human body has a natural chemical response to a threat or demand, commonly known as the "flight or fight" reactions, which includes the release of adrenalin. Once the treat or demand is over the body can return to its natural state. A stressor is an event or set of conditions that cause a stress response. Stress is body's physiological response to the stressor. The strain is the body's long term reaction to chronic stress.

2.2 Conceptual frame work

This research conceives occupational stress to be significantly related to employee's performance.

Figure 1: conceptual frame work showing the relationship between occupational stress and employee's performance.



Source: primary data

When employees having low stress their performance is high, and when employees are facing high stress the performance will be very poor or low. And vice versa.

Occupational stress is one of the major health hazards of the modern workplace particularly in service institutions like telecommunication co. if it is low, it can lead to high performance and if it is high, it can lead to low employee performance. Moreover, occupational stress and stressful working conditions are linked to low productivity, absenteeism, and increased rates of accidents on and off job.

2.3 Related literature

This is where literature is review basing on the objectives.

2.3.1 Causes of Stress

Stress is often developed when an individual is assigned a major responsibility without proper authority and delegation of power. Interpersonal factor such as group cohesiveness, functional dependence, communication frequency, relative authority and organizational distance between the role sender and the focal person are important topics in organizational behavior.

Stress develops when an individual feels he is not competent to undertake the role assigned to him effectively. The individual feels that he lacks knowledge, skill and training on performing the role (Williams and cooper, 1998, p.283)

Major causes of stress can be identified as following:

Most every study relating to stress has found that finances are leading cause for stress. When life care conducted its survey online, 23% of the respondents named finance leading cause of stress in their lives. Stress related to finance has led the list many times

Next to finance, work is also a major cause of stress. In life care poll 21% of the respondents given work as their main cause of stress.

How workplace can be a cause for stress? In or worry about getting and keeping a good job. We become stressed over new responsibilities and duties. We struggle to climb the career ladder and are overwhelmed by the demand of our bosses. The working conditions may change, or we may

have some interpersonal trouble at our work place. Home work for the students becomes a major cause. Work stress is sometimes brought up by other, while some time we bring it to ourselves.

A family is a wonderful institution. Arguments within the family are common and can lead to stressful situations. Arguments with a spouse or with other family member, divorce of parents and marriage of children are some of the main causes of stress

All most, every time personal concerns are created by others. And personal concern is also a leading case for stress. Lack of self control is the main cause of stress. Every human being has a desire to have control over his or her own life .When this control weakness, we face stress.

Involvement in legal proceeding case stress, personal changes of any type cause stress.

For many employees health becomes a main cause of stress. Some employees get stress because of a desire to lose weight. Some want to get rid of a bad habit like smoking or drinking alcohol and that cause stress. For others stress itself is a personal bad habit and it must be changed. A serious injury or many be a minor illness is a leading cause for stress, personal health is amore or less stressful according to the degree o f seriousness.

Safety related to personal life is also a major cause of stress. Women get more stress than men in matters concerning their safety. Adults get stressed out more often than youngsters do. Crime is also a major factor for stress.

Relations always become a major cause of stress; it may be friendship, dating, remarriage, separation, marriage or divorce. We may be expecting more from a relationship than we get from it. Relationships than we get from it. Relationship may be replacing more demands on time. Money and emotions, than they are giving to us

Death of beloved one or a close friend is a most wrenching cause of stress. Children are regarded as the source of love and affection, but when a child dies the stress is overwhelming. When a spouse dies, stress is unbearable

on arousal theory supports the inverted-hypotheses, assuming that external stressor produce a stress response that is similar physiologically to arousal. Sender (1983) and Gaillard and Styver (1989) find that performance is optimal when arousal is at moderate levels. When arousal is either too high or too low, performance declines.

There are many critics of the inverted-U hypothesis who argue that the relationship between stress and performance does not have a U-shape. One alternative model is negative linear relationship. For example, Jamal (1985) argues that stress at any level reduces take performance by draining an individual's energy, concentration, and time. Vroom (1964) offers a similar explanation, suggesting that physiological responses caused by stressors impair performance. Some psychologist even suggesting that physiological responses caused by stressor impair performance, Some psychologists even suggest a linear positive relationship between stress and performance. For example, Meglino (1977) argues that at low levels of stress, challenge is absent and performance is poor. Optimal performance in his model comes at the highest level of stress. There have been some studies in support of this hypothesis, including Arsenault and Dolan (1983) and Haton et al. (1995) despite the empirical evidence supporting these alternative theories, the inverted-U hypothesis is still the most intuitively appealing and the most used explanation for how stress and performance are related (Musa, Harris and field, 2003)

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter showed how the study of the population was selected, the techniques and methods that were in collecting, interpreting and explaining.

3.1 Research Design

The researcher used both qualitative and methods of data collection which helped him gather related data and information, it involved qualifying and use of percentage to present the funding for easy understanding to the research.

3.2 Study Population

The study involved about 200 employees' of Galcio telecommunication in Puntland State of Somalia. They will include employees from the following departments: Human Resource, supply and procurement, Marketing, Accounting, Information technology department, public relations, logistics and support and security among others.

3.3 Sample size

The sampling population of this research consisted 150 employees of Somali Telecom Group who were selected using random sampling. 10 of this will be managers, 20 from accounting department, 50 from security department, 35 from logistics and support, 10 drivers, 10 from customer and public relations, 5 from I T and 10 cleans.

3.4 Sample procedure

The research used simple random sampling methods in selecting the respondents, thus each and every employee had equal chance of being selected to respond. Each respondent therefore were selected according to the individual's availability and willingness to participate in the study.

3.5 Source of Data

The data source in this study was both primary and secondary data. primary data is that data that's is a first hand. Secondary data is that which is second hand, this is got from books, news paper and journals among other.

3.6 Data Collection Instruments

Data collection instruments used were basically questionnaires and interviews, The questionnaires will be administered personally by the researcher to the respondents and the resultant responses collected after a given time interval. Interviews will be both structured and unstructured in nature.

3.6.1 Questionnaire

A questionnaire used was a set of printed questions addressed by the researcher to the respondents. After answering the questionnaire is returned to the researcher. The questionnaire was administered personally by the researcher, then later collected after a given time span. The questionnaire comprised of both open and closed ended questions that enabled the respondents to answer to the best of their knowledge.

In this study questionnaires were used because they are cost effective, quicker, free from interview bias and give accurate information as respondents take their time to respond to questions without pressure. The problem with it is that it tends to be non-response in nature.

3.6.2 Interviews

The method was used to collect data from the respondents through physical engagement and participation of the researcher. The respondents were interviewed about an analysis of occupational stress on employee's performance.

Face to face interviews were used to assist the researcher obtain data through verbal and non-verbal communication such as body language, eye contact and gestures.

3.7 Research Procedure

The researcher got an introductory letter from Kampala International University school of business and management then delivered to Galcio telecommunication in Puntland State of Somalia where they allowed the researcher to conduct his study. The researcher then identified the supervisor to help guide him in his study.

The respondents were made aware on how to go about with the questionnaire filling process and relevant questions were asked by the respondents for clarification especially when dealing with interviews.

3.8 Data Analysis

After collection, only correct filled questionnaire were recorded, edited and analyzed. Analyzed was carried out by use of frequencies, percentages and true findings will presented using table illustrations.

CHAPTER FOUR

DATA PRESENTATION OF ANALYSIS

4.0 Introduction

This chapter presents the findings of the study. The study was aimed at identifying the occupational stress and internal control in Uganda and their contributions to employee performance. The research was carried out at Somalia Telecom Co. Ltd, Somalia. Data of this study was analyzed by developing analysis plan the main themes of the study before the data collection. During data collection, tentative themes and code categories were identified, after data collection; data was arranged into different themes according to their sources.

Detailed analysis was then done by developing a coding frame covering all the questions asked.

4.1 Causes of occupational stress

Work overload; This results from the employee having a lot of work to do in a limited time schedule therefore the anxiety of feeling that one might be late to accomplish tasks and responsibility leads the employee to be stressed. The tight demand from management also increases on the stress level hence occupational stress.

Poor management styles; this is one of the most common causes of stress which is attributed to the distribution of tasks and responsibilities by management to the employees and also accountability that is always demanded by management. Employees are held accountable to their activities at the end of the month which puts them under stress that if they do not complete in time they can be sacked or dismissed by the administration.

Interpersonal conflicts among the employees; this kind of stress develops when there is failure by employees to compromise with one another for example it can arise from sharing of scarce resources. Each department always wish to accomplish work schedules on time but when the resources are being shared among different departments than it becomes hard for the sharing to be done amicably hence conflict which in turn results to stress.

Poor payment systems; some employers do delay or at times even fail to pay or cheat their employees failing to keep in mind that these employees have families and children that owes them the responsibility to look after them. Others overwork the employees and still do not pay them overtime, all the above therefore leads to occupational stress and loss of interest in work among employees.

Hazardous work environments; Employees who work in factories without protective gears for instance encounter a lot of risks ranging from nails to falling debris and objects. These keeps the employees worried of their lives hence stress among them which in the long run can lead to low productivity.

4.2 Level of occupational stress among telecommunication Employees.

This section, presents finding on the level of occupational stress among employees of Somali telecom group. In this section, respondents were asked about the frequency of experiencing occupational stress in their work. The responses were measured on liker scale: seldom, sometime and always.

Table 1 : Negative work stressors

Occupational stressors	Seldom	Sometimes	Always
I feel angry at work	14 (46.7%)	15 (50%)	1(3.3%)
I feel I have to succeed all the time	3 (10%)	3 (10%)	24(80%)
I find myself withdrawing from colleagues	18 (60%)	11(36.7%)	1(3.3%)
I find myself increasingly callous/ sensitive to clients	10 (33.3%)	14(46.7%)	6(20%)
I feel that others place excessive demand on me	15 (50%)	13(43.3%)	2(6.7%)
Work has become boring/ tedious	15 (50%)	14(46.7%)	1(3.3%)
I feel I am at a standing still in my career	18 (60%)	10(33.3%)	2(6.7%)
I feel negative about work	24 (80%)	6(20%)	---
I accomplish less than before	20 (66.7%)	9(30%)	1(3.3%)
I have trouble organizing my work and time	24 (80%)	6(20%)	---

According to the findings in the table 8: above, most respondents (50%) state that they sometimes feel angry, 46.7% seldom felt hungry while one employee stated that he always felt angry at work.

Most employees (60%) seldom experienced withdrawal symptoms from colleagues while 36.7% confirmed that sometimes, they withdrew from colleagues and 3.3% (always). When asked if they found themselves increasingly callous/ sensitive demand to clients, 46.7% sometime did this, 33.3% seldom did it. Only 20% always felt that others placed excessive demand on them particularly superiors and clients. This was followed by 43.3% who sometime felt that other place excessive demand on them and 6.7% always felt this reaction.

In the sample, half of the respondents (50%) seldom felt that work had become boring /tedious for them; 46.7% sometimes felt that work was boring while only one respondents felt that work was always boring. In addition to this, 60% seldom felt that they were at a standing still in their career while 33.3% sometimes felt it and always felt so.

Table 8: also show that an overwhelming majority of employees sampled in a (80%) seldom Somali telecom group it negative about work. In the same respect, 66.7% felt that they seldom accomplished less than ever before, 30% sometime felt that they accomplished less than ever before and one felt that this always happened. Finally in this table, majority of employees seldom had trouble organizing my work and time while 20% confirmed that they sometime felt this.

Table 2 : Other Occupational stress

Occupational stressors	Seldom	Sometime	Always
I am more short tempered than I have ever been	23(76.7%)	7(23.3%)	---
I fell inadequate to deal with changes at work.	20(66.7%)	10(33.3%)	---
I find myself taking out my work frustration at home	14(46.7%)	15(50%)	1(3.3%)
I avoid personal contact more than I ever been	24(80%)	5(16.7%)	1(3.3%)

I feel am not in the right job for me	22(73.3%)	8(26.7%)	---
I find myself thinking negatively about work most time	25(83.3%)	5(16.7%)	---
I don't enjoy my work	24(80%)	5(16.7%)	1(3.3%)
I feel that my superior do not appreciate what I do	15(50%)	10(33.3%)	5(16.7%)
I spent a lot of time avoiding work	26(86.7%)	3(10%)	1(3.3%)
I feel exhausted at work	11(36.75%)	13(43.3%)	6(20%)
Deadlines are a daily part of my job	10(33.3%)	9(30%)	11(36.7%)
I have a problem completing work in time because of many interruptions	18(60%)	9(30%)	3(10%)
I find it necessary to work during some lunches	7(23.3%)	18(60%)	5(16%)
I complete work at home at night	24(80%)	6(20%)	---
I find it difficult to find meaning in my job	21(70%)	7(23.3%)	2(6.7%)

Considering the findings in table 9: above, I have to be noted to be noted that 76.7% Of the respondents stated they seldom fell short tempered than before while 23.3% sometime felt short tempered than before 66.7% of respondents seldom felt inadequate to deal with changes at work while 33.3% it sometimes happened. An overwhelming proportion of respondent (80%) seldom avoided personal contact more than ever while 16.7% sometime avoided personal contact than ever before and 3,3% always avoided personal contact.

According to 73.3% of the respondents they felt they were in the right job. Thus they felt satisfied while for 26.7% they sometime felt so. 83.3% of respondents seldom found themselves thinking negatively about work most time while 16.7% sometime felt so. On the other hand 80% of employees seldom hated their work while 16.7% noted that they sometimes don't enjoy their

work. For 50% of employees in the sample, they seldom felt that superiors did not appreciate them and 16.7% always felt so.

As regards time spent avoiding work, 86.7% of the respondents seldom felt this while 10% sometimes spent time avoiding work 43.3% of employees sometimes felt exhausted at work while 36.7% seldom exhausted. However, 20% indicated that they always felt exhausted at work.

When asked about deadlines, 36.7% of respondents stated that they are always part of their jobs, 33.3% felt the deadline seldom part of their jobs and 30% sometime had this feeling. In the sample, most respondents 60% denied that they had problems completing work on time because of many interruptions and 30% sometime felt this and 10% always felt this. In the same respect, 60% sometimes found it necessary to work during some lunches in order to reduce workload, while 23,3% seldom felt this need and 5 of them (representing 16.7%) always did this.

In the same table 7:, it is indicated that 80% of respondents noted they seldom complete their work at night whereas 20% sometime did this to reduce workload. Finally, 70% did not find it difficult to find meaning in their jobs while 23.3% sometimes found it difficult to find meaning in their work and 6.7% always had this feeling

4.3 Relationship between occupational stress and employees' performance

Stress highly impacts on the employees' performance that when an employee is stressed his or her performance is automatically lowered due to the emotional and psychological alternations he or she goes through during the stressful period. It's also important to note that emotions plays greater role on an individual's behavior as well as an individual's performance standards.

On the other hand, low stress levels or its absence is related to high performance standards as well as quality work, which can be realized on one's efficiency and effectiveness and completion of tasks on time. It's important to note that one's state of mind contributes highly to the output in terms of relationship and performance.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the findings conclusions, recommendations and limitations of the study. It finally covers the recommendations for future research.

5.1 Discussion of findings

The findings will be discusses objective by objective

5.1.1 Causes of organization stress

Organizational Change; Organizational management a times introduce change in the organization abruptly without informing the employees before so that they can prepare for the forth coming change hence ones these changes have been introduced the employees get stressed since they do not know what to expect and how to go about it ones introduced.

Poor payment systems; some employers do delay or at times even fail to pay or cheat their employees failing to keep in mind that these employees have families and children that owes them the responsibility to look after them. Others overwork the employees and still do not pay them overtime, all the above therefore leads to occupational stress and loss of interest in work among employees.

Hazardous work environments; Employees who work in factories without protective gears for instance encounter a lot of risks ranging from nails to falling debris and objects. These keeps the employees worried of their lives hence stress among them which in the long run can lead to low productivity.

Poor management styles; this is one of the most common causes of stress which is attributed to the distribution of tasks and responsibilities by management to the employees and also accountability that is always demanded by management. Employees are held accountable to their

activities at the end of the month which puts them under stress that if they do not complete in time they can be sacked or dismissed by the administration.

Interpersonal conflicts among the employees; this kind of stress develops when there is failure by employees to compromise with one another for example it can arise from sharing of scarce resources. Each department always wish to accomplish work schedules on time but when the resources are being shared among different departments than it becomes hard for the sharing to be done amicably hence conflict which in turn results to stress.

Work overload; This results from the employee having a lot of work to do in a limited time schedule therefore the anxiety of feeling that one might be late to accomplish tasks and responsibility leads the employee to be stressed. The tight demand from management also increases on the stress level hence occupational stress.

5.1.2 The level of occupational stress and telecommunication employees:

According to the findings, it was revealed that most respondents faced moderate levels of stress as regards internal working conditions of Somali telecom group this was mainly caused by behavior of colleagues, clients, overwhelming work demands, and pressure to perform, supervisors' demands and home factors among other things. This is in line with

Williams & Cooper (1998:283) found out that stress develops when individuals feel they are not competent to undertake the role assigned to them effectively. He added that the individual feels that he/she lacks knowledge, skills and training on performing the role.

Quick et al, (1992) argue that occupational stress may produce bother over psychological and physiologic disabilities. However, it may also cause subtle manifestations of morbidity that can affect personal well-being and productivity. Wright & Cropanzano (2000) also argue that a job stressed individual is likely to have greater job dissatisfaction, increased absenteeism, and increase frequency of drinking and smoking, increase in negative psychological symptom and reduce aspirations and self esteem. The uses of role concept suggest that occupational stress is associated with individual, interpersonal and structural variables.

5.1.3 The relationship between occupational stress and employees' performance

In study, it was hypothesized that occupational stress is significantly related to employees' performance significantly and positively related. Therefore the hypothesis that occupational stress is significantly related to employees' performance is retained. This is in line with what was expected. This implies that occupational stress reduces employee's job performance.

5.2 Conclusion

The result of the study revealed that occupational stress significantly affects the level of workers performance in the organization. It can be in the form of work load, lack of training poor supervision, working conditions, client-related problems and other home factors.

It can also be concluded that occupational stress has high impact on the persons or employees' emotional psychological state of mind. This is because it affects the inner biological body system hence manifests itself in performances where low performance standard is related to high stress level and high performance standards is related to low stress level.

5.3 Recommendations

Given the outcomes related to stress and performance as discussed by the researcher it's recommendable that organizations need to keep their employees' stress levels checked so as to maintain recognizable levels of output by their employees.

It's recommendable that employers or management introduce change to their employees after informing them not just abruptly so as to avoid stressing their employees but making them prepared early enough for the coming change

The management of Galcio telecom needs to have an effective remuneration system that will keep the employees motivated and focused towards completion of tasks rather than stress in the organization.

Management can also engage in promoting their employees do that they do not get stressed due to the fact that they are not promoted despite the long term serving, this will also help reduce stress among the employees.

Management also needs to engage in performance and stress management so as to maintain a standard of quality and general organizational development. This also require effective implementation of performance management tools for it to succeed

5.4 Areas of further research

A large or comprehensive study should be undertaken involving a larger study (involving a large sample) to further ascertain link between occupational stress and employees performance.

REFERENCES

- Armstrong M (1998) Human Resource management, Kogan Page Limited, London.
- Bohlander, Snell and Sherman (2001) Managing Human Resources 12 Edition. S.W college publishing Co. USA
- Aswathappa (2002) Human Resource and Personnel management, 3rd edition, New Delhi India
- Cooper C.L (ED) (1998). Theories of Organizational stress. New York Oxford.
- Garry Dessler (2006) Human Resource management seventh edition Pearson Education, New Jersey
- Ivancevich (2001) Human Resource management 2nd edition, McGraw Hill Co. USA
- Cox. (1992) Occupational Health: Past, present and Future. Work stress, 6, 99-102
- Dunham J. (1992) Stress in Teaching 2nd Edition, London Routledge.
- Hart P.M. (1999), Predicting Employee Life Satisfaction: A Coherent Model of Personality, work and Non-work Experiences and Domain satisfactions, Journal of applied psychology, 84, 564-584,
- Hart P.M., Wearing A.J, Conn, M.Carter N.L, & Dingle RK (2000). Development of the School Organizational Health Questionnaire; a measure for Assessing Teacher morale and School organizational climate. British journal of Educational psychology, 70, 211-228
- Rosen.J. (2001) A Labour Perspective of Workplace Violence prevention.

America Journal of Preventive Medicine, Volume 20, Number 2, 2001

Sabherwal A. B & Elam J. (1995) in Miller R, Griffin, M.A. & Hart P.M. (1999)

Personality And Organizational Health: The Role of Conscientiousness, Work and stress, 13, 7-19.

Williams S., & Cooper C.L. (1998) Measuring Occupational Stress; Development of Pressure Management Indicator. Journal of occupational Health Psychology, 3 306-321

Wright, T.A. & Cropanzano R. (2000) The Role of Organizational Behavior in Occupational Health psychology. Journal of Occupational Health Psychology, 5, 5-10

APPENDICES

APPENDIX A:

TIME FRAME OF THE STUDY

Proposal	July to August
Data Collection	September
Dissertation writing	October to November
Submission	December

APPENDIX B

PROPOSED BUDGET FOR THE STUDY

No	Items	Rate	Amount UGX
1	Transport service	8 weeks 8*10,000	80,000
2	Lunch	5,000*8	40,000
3	Typing and printing	80 pages 500*80	40,000
4	Photocopying	pages 80*100	8,000
5	Stationary		50,000
6	Miscellaneous		34,500
Total			252,500

APPENDIX C:
QUESTIONNAIRE

Dear respondents,

I am Mr. Jibril Mohamed Abdi, A researcher who is pursuing Bachelor Degree in Human Resource Management at Kampala International University. Am conducting a research on stress on employees performance and it's purely for academic purpose. This research will benefit the employees and management of Galcio telecommunication. Please kindly spare your valuable time and respond to the following questions and the information or answers given shall be treated with utmost confidentiality, therefore do not disclose or write your name on the questionnaire.

SECTION A: BIO-DATA

Sex

Male

Female

Job Title

Section/ Department

Do you work full-time? Part time?

YES

NO

How long have you been in this organization?

1 year

2-3years

4-5years

6-7 years

8-9years

Over 10 years.

What is your highest qualification?

Certificate

Diploma

PG Degree

Masters

Others.

Have you received any training since you took up this job?

YES

NO

Please underline and indicate the number that is appropriate on your situation on the following using the rate given below :

Strongly agree

Agree

Disagree

Strongly disagree

1	This organization offers a highly competitive pay to staff			
2	STG management recognizes and reward individual			
3	Performance			
4	There is regular occupational stress counseling strategies			
5	I was trained on job when I was joined STG			
6	Minimizing stress has improved the general staff performance			

SECTION B

WORK STRESS

For each statement circle the appropriate number. Work quickly and do not think too long over each time as your first thought are usually most correct.

	Seldom	Sometime	Always
1. I feel angry at work	1	2	3
2. I feel have to succeed all the time	1	2	3
3. I find myself withdrawing from colleagues	1	2	3
4. I find myself increasing callous/ sensitive to clients	1	2	3
5. I feel that others place excessive demands on me	1	2	3
6. Work has become boring and tedious	1	2	3
7. I feel I am at a standstill in my career	1	2	3
8. I feel negative about work	1	2	3
9. I accomplish less than ever before	1	2	3
10. I have trouble organizing my work and time	1	2	3
11. I am more short tempered than I have ever been	1	2	3
12. I feel inadequate to deal with changes at work	1	2	3
13. I find myself taking out my work frustrations at home	1	2	3
14. I avoid personal contact more than I have ever been	1	2	3
15. I feel I am not in the right job for me	1	2	3
16. I find myself thinking negatively about work	1	2	3
Most of the time			