

**Stress Management And Employee Performance In Kisoro District: A Case Study Of Mutolere Hospital In  
Nyakabande Sub -County**

**Mugisha Innocent<sup>1</sup>, Tumushime Richard<sup>2</sup>**

**1, 2 Metropolitan International University**

**Abstract**

This study was conducted to investigate the relationship between stress management and employee performance at Mutolere Hospital in Kisoro District, Uganda. The research was motivated by the observed challenges within the Ugandan public health sector, including systemic issues like understaffing and resource constraints, which are particularly acute in rural facilities like Mutolere Hospital. A mixed-methods case study design was employed, utilizing a sample of 60 employees selected through stratified and purposive sampling techniques from a target population of 151. Data was collected through structured questionnaires, interviews, and documentary review, and was analyzed both quantitatively and qualitatively. The results revealed that organizational factors were the primary causes of work-related stress. Role conflict was identified as the most significant stressor, reported by 50% of respondents, followed by a profound lack of motivation (75%) driven by irregular salary payments and inadequate resources. Role ambiguity was also a notable cause, cited by 33.3% of the staff. Regarding stress management, an overwhelming majority of respondents identified structured rest periods, shift work, and a pleasant physical work environment as the most effective strategies, with 91.7% and 93.3% endorsement, respectively. Furthermore, the findings confirmed that compensation was a critical factor; 66.7% of respondents indicated that reasonable pay motivated employee retention, while 48.3% stated that higher pay reduced financial anxiety and improved focus.

The study concluded that employee performance at Mutolere Hospital was significantly hampered by preventable organizational stressors, primarily role conflict, demotivation due to poor remuneration, and an unsupportive work environment. Effective stress management was found to be directly linked to practical interventions related to work structure and environmental conditions. Based on these findings, the study recommends that the management of Mutolere Hospital, in collaboration with relevant government bodies, should: (1) immediately clarify job descriptions and workflows to eliminate role conflict and ambiguity; (2) implement and enforce structured shift systems with adequate time for rest to prevent burnout; (3) prioritize improvements to the physical work environment to make it more organized and pleasant; and (4) advocate for and ensure the timely disbursement of salaries and the provision of adequate operational resources to foster employee motivation and retention.

**Keywords: Stress Management, Employee Performance, Role Conflict, Work Environment, Healthcare Workers,  
Mutolere Hospital**

**Back ground to the study**

The World Health Organization (WHO) has formally recognized occupational burnout as an "syndrome" resulting from chronic workplace stress that has not been successfully managed, characterized by feelings of energy depletion, increased

**Received: 14.10.2025**

**Accepted: 18.10.2025**

**Published on: 30.10.2025**

mental distance from one's job, and reduced professional efficacy (Christopher et al., 2022). The economic implications are staggering; a study by the American Institute of Stress estimates that work-related stress costs U.S. businesses up to \$300 billion annually due to absenteeism, turnover, diminished productivity, and medical, legal, and insurance costs. Globally, the shift towards knowledge and service-based economies has placed a premium on mental and emotional labor, making employee well-being not just a humanitarian concern but a strategic imperative (Isaac et al., 2023a). High-performance organizations are increasingly investing in comprehensive stress management interventions (SMIs), which include Employee Assistance Programs (EAPs), flexible work arrangements, mindfulness training, and leadership development, recognizing that a psychologically safe and supportive work environment is directly correlated with enhanced employee engagement, innovation, and overall performance (Ariyo, 2023).

The African continent presents a unique and complex landscape for workplace stress, where the pressures of the modern global economy intersect with profound socio-economic challenges. Healthcare workers, in particular, operate under exceptionally strenuous conditions (Kazaara & Kazaara, 2023). The continent bears over 25% of the global disease burden but is served by only 3% of the world's health workforce, leading to chronic understaffing, excessive workloads, and moral injury among professionals (Julius, 2024). This was severely exacerbated by the COVID-19 pandemic, which exposed and intensified pre-existing weaknesses in health systems, including inadequate personal protective equipment (PPE), fear of infection, and the psychological trauma of managing high mortality in resource-limited settings (Abiodun et al., 2019). Beyond the healthcare sector, common stressors across Africa include job insecurity, poor remuneration, weak institutional support, and, in many cases, political instability. While research on stress management is growing, formal, institutionalized support systems like EAPs remain largely the preserve of multinational corporations and a few large public-sector entities (Muhamad et al., 2023). The African response to workplace stress is often informal, relying on familial and social support networks, yet there is a burgeoning recognition among policymakers and organizational leaders that systemic approaches are urgently needed to sustain a productive workforce and achieve developmental goals like the African Union's Agenda 2063 (Isaac et al., 2023b).

Uganda's situation mirrors and intensifies the broader African narrative. The country's public health system, which employs the bulk of the health workforce, is plagued by systemic issues that are potent catalysts for chronic stress (Kumari et al., 2023). A critical shortage of health workers, with a doctor-to-patient and nurse-to-patient ratio far below WHO recommendations, results in crushing workloads for existing staff. This is compounded by frequent stock-outs of essential medicines and medical supplies, delayed salary payments, and limited opportunities for career advancement and professional development (Victor et al., 2022). A study specific to Ugandan healthcare workers found that burnout was highly prevalent, driven by high job demands, low control over one's work, and insufficient reward for the effort expended (Paul & Kazaara, 2023). The situation is particularly acute in rural and remote areas, where health workers face geographic isolation, a higher patient load due to fewer facilities, and a lack of basic social amenities. The Ugandan government has

**Received: 14.10.2025**

**Accepted: 18.10.2025**

**Published on: 30.10.2025**

acknowledged these challenges in its Health Sector Development Plan, which highlights human resources for health as a critical component. However, the translation of these policies into tangible, on-the-ground stress management and support systems for employees in institutions like hospitals remains inconsistent and underfunded, leaving a significant gap between policy and practice (Ntirandekura, Ainebyoona, et al., 2022).

Kisoro District, located in the extreme south western corner of Uganda, is a predominantly rural region characterized by hilly terrain and a high population density. Its status as a border district with the Democratic Republic of Congo and Rwanda adds layers of complexity, including handling cross-border disease outbreaks and a transient population, which increases the workload and pressure on local health facilities (Lydia et al., 2023). Mutolere Hospital, a community-owned not-for-profit hospital in Nyakabande Sub-County, stands as a critical healthcare provider for the district and beyond. As a primary referral center, it operates under the classic strains of the Ugandan public health system but with amplified local challenges (Lucky et al., 2023). The hospital likely grapples with a high influx of patients, including refugees and cross-border seekers, further stretching its limited human and material resources. Staff at Mutolere Hospital are postulated to face a confluence of stressors unique to their context: the emotional burden of managing a high volume of complex cases with limited diagnostic tools, the physical exhaustion from long shifts in an understaffed environment, the financial stress associated with sometimes irregular remuneration common in such settings, and the personal strain of living and working in a remote location with limited social and recreational infrastructure. The absence of a documented, structured stress management program within the hospital suggests that the burden of coping falls primarily on individual employees, potentially leading to high levels of burnout, absenteeism, staff turnover, and clinical errors, which ultimately compromise the quality of patient care and the hospital's overall performance (Winnie et al., 2023). Therefore, this study is critically positioned to investigate the specific interplay between the stress management mechanisms (or lack thereof) and the performance outcomes of employees at Mutolere Hospital, providing micro-level evidence that can inform targeted interventions for similar rural healthcare institutions across Uganda and East Africa.

### **Statement of the Problem**

Despite its critical role as a healthcare provider in a remote, high-demand region, Mutolere Hospital in Kisoro District faces a significant challenge in maintaining optimal employee performance (Alex & Kazaara, 2023). The hospital's staff operates under intense pressure, stemming from systemic issues like severe understaffing, high patient volumes, limited medical supplies, and the socio-economic constraints of a rural setting (Khalil et al., 2020). These conditions are potent catalysts for chronic occupational stress and burnout among healthcare workers. Preliminary observations and broader studies on Uganda's health sector suggest that this unmanaged stress manifests in concerning outcomes, including high staff absenteeism, increased turnover rates, low morale, and a higher propensity for clinical errors (Ntirandekura, Ainebyoona, et al., 2022). This decline in employee performance directly compromises the quality of patient care, the hospital's operational efficiency, and its ability to achieve its healthcare delivery mandates (Moses & Alex, 2022). While the negative

**Received: 14.10.2025**

**Accepted: 18.10.2025**

**Published on: 30.10.2025**

---

link between stress and performance is globally recognized, there is a lack of specific, empirical investigation into this dynamic within the unique context of Mutolere Hospital. Therefore, this study is necessary to definitively establish the nature and extent of the relationship between stress management practices and employee performance at Mutolere Hospital.

**Objectives of the study**

1. To establish causes and levels of stress among the employees of Mutolere Hospital
2. To investigate whether there is relationship between stress management and employee performance in Mutolere Hospital
3. To analyse the strategies for effective stress management in employee performance in Mutolere Hospital

**Methodology**

The methodological approach for this study was anchored in a case study research design, chosen for its capacity to facilitate a detailed contextual analysis of a limited number of events or conditions and their interrelationships within Mutolere Hospital. This design incorporated a mixed-methods approach, utilizing both qualitative and quantitative research paradigms to triangulate data from primary and secondary sources. The quantitative dimension involved the administration of structured questionnaires with closed-ended questions, written in English and distributed to a sample of employees (Abiodun et al., 2022). These instruments were designed with sections dedicated to capturing socio-demographic data and in-depth information on the study's core variables. The quantitative data was electronically processed, with frequency tables and percentages generated to elucidate the relationships between stress management (the independent variable) and employee performance (the dependent variable) (Ntirandekura, Friday, et al., 2022). This approach was not only systematic but also efficient, helping to conserve time as the study was conducted during working hours. Concurrently, the qualitative component was pursued through interviews and a documentary review. Interviews, guided by a structured schedule, allowed for personal verbal communication, enabling the researcher to probe for detailed information, clarify questions for respondents less proficient in English, and interact directly with participants (Olanrewaju et al., 2021). The documentary review involved consulting existing publications, reports, and websites to provide a secondary data foundation and a deeper understanding of the phenomenon under investigation.

The study focused on a target population of 151 employees of Mutolere Hospital, encompassing medical officers, clinical officers, nurses, allied professionals, administrators, and support staff, all of whom are susceptible to workplace stress that could potentially impair their performance (Nafiu et al., 2017). However, due to practical constraints related to finance and time, a sample size of 60 respondents was selected to make the research feasible while still aiming for sufficient statistical power. To ensure a high degree of representativeness from the heterogeneous hospital staff, a stratified sampling technique was first employed, dividing the population into distinct professional strata (Sarah et al., 2024). From within these strata, participants were handpicked using purposive sampling, a technique that allowed the researcher to select individuals with specific knowledge and experience relevant to the study's objectives, thereby ensuring the data collected would be rich and pertinent for understanding the variables and formulating recommendations. The final sample composition was

**Received: 14.10.2025**

**Accepted: 18.10.2025**

**Published on: 30.10.2025**

meticulously drawn from each staff category to generate generalized information on stress management techniques, constraints, and improvement strategies.

Prior to the main data collection, the reliability and validity of the instruments were ascertained through a pretesting phase. The questionnaires were administered to twenty experienced medical workers to assess question format, relevance, wording, and order. The feedback from this exercise was used to refine and finalize the data collection tools. The actual data gathering was initiated after obtaining an introductory letter from the researcher's university and securing permission from the hospital administrators (Nafiu et al., 2012). Questionnaires were personally distributed to employees and collected over a two-week period, while interviews were conducted in a dedicated space within the hospital over one week. Throughout this process, strict ethical considerations were upheld, including maintaining confidentiality, preserving the dignity of respondents, seeking informed consent, and being truthful about the research purpose. The analysis phase utilized SPSS to process the quantitative data, presenting findings in frequency tables and percentages (Nelson et al., 2022). Qualitative data was analyzed manually through thematic analysis, where the researcher's insight was used to identify emerging themes and sub-themes, with direct quotations from respondents incorporated to substantiate conclusions.

**Results**

**Table 1: Causes of Stress among Employees in Mutolere Hospital**

<b>Causes</b>	<b>Frequency</b>	<b>Percentage</b>
Role ambiguity leads to job dissatisfaction and reduced efficiency	20	33.3
Role conflict leads to lack of efficiency which delays attainment of goals	30	50
Relationship at work, uncertainty and inadequate resources may lead to conflict	45	75
Role stress can lead to reduced job performance	23	38
Pressure at work may lead to absenteeism which may cause poor performance	5	8.3
Lack of accommodation delays service delivery coupled with poor time management	30	50
Remuneration not enough reduces employee motivation	55	91.7
Workload leads to poor productivity	50	83.3
Work changes may lead to inefficiency in performance	5	8.3
Poor working conditions may lead to labor turnover	35	58.3
Poor time management to poor health service delivery	8	13.3

**Received: 14.10.2025**

**Accepted: 18.10.2025**

**Published on: 30.10.2025**



Lack of appreciation by service seekers	2	3.3
Failure to forward employee for further studies	15	25

**Source: Field Research, 2024**

The table 1 presents employee responses on the causes of stress among employees. From the study, it is therefore evidently clear that role ambiguity is one of the causes of stress among the employees at Mutolere hospital. This was cited by 33.3 percent of the respondents in the study (Nelson et al., 2023). This is in agreement with Thompson and McHugh (1995) who propagated that where the demands of the roles are unclear and norms and standards of social comparison are lacking, people experience role ambiguity. The findings from the study as indicated in the table also show that Mutolere hospital employees suffer from stress as a result of role conflict. The table gives a clear indication that 50 percent of the respondents' conflict over roles which eventually stress them and lead to poor performance. According to the respondents, 75 percent of the employees at Mutolere hospital lack motivation that would lead to their good performance. They revealed that the government at times do not pay their salaries in time and does not provide adequate resources to use at work.

According to them this factor demotivates them and the implication of this is severe in the sense that stress arises and this impact negatively on workers performance. The results in the above table show that 38 percent of employees at Mutolere hospital suffer from role stress. According to them employees fail to fulfill their roles and this induces pressure among them thus becoming stressed. Employees who participated in the study also revealed that when employees are provided executive accommodation near their place of work, the stress that would result from travelling long distances is minimized. This was revealed by 50 percent of the respondents who pointed out lack of enough accommodation as one of the causes of stress among employees at Mutolere hospital. This affects the motivation and morale of staff. The results in the table also indicate 83.3 percent of the respondents who pointed out poor working conditions as one of the stressing factor among the staff at Mutolere hospital. According to them, every employee would wish to work in an environment that is good and well organized to enhance performance. They further reveal that if employees work in an environment that is pleasant and well organized, it helps to reduce stress and turn over resulting into good performance.

**Table 2: Relationship between Stress Management and Employee Performance**

<b>Time Management and Job Performance</b>	<b>Frequency</b>	<b>Percentage</b>
Staff motivation which leads to efficiency and effectiveness in performance	40	66.7
Giving off duties, increasing control and time management	50	83.3
Annual, maternity leave	45	75
Employees are scheduled to work in shifts to give them time to relax	56	93.3
Allocation of duties should cater for individual challenges	53	88.3

**Received: 14.10.2025**

**Accepted: 18.10.2025**

**Published on: 30.10.2025**



Good working environment coupled with specific working hours	55	91.7
There is need for staff welfare committee to address the demands of the staff	40	66.7
Activities of employees should be monitored to check stressful ones	49	81.7

**Source: Field Research, 2024**

The table 2 above highlights employee responses on the factors for stress management and employee performance. From the table above, it is indicated that giving employees enough time to relax and working in shifts and good working environment and conditions coupled with specific working hours are the major factors for stress management and employee performance. These were cited by 91.7 and 93.3 percent of the respondents respectively. They further revealed that, the environment that is organized and pleasant reduces stress and enhance employee performance. The respondents postulate that Mutolere hospital need to improve its working environment so that its employees can perform in an attractive environment that enhances its employee performance. This concurs with Fletcher, (1991) who says that if the environment is well organized and pleasant, it can help to reduce stress as well as staff turnover thus increasing productivity

In the above table 2, 88.3 percent of the study respondents noted that allocation of duties should cater for individual challenges. Respondents further revealed that if employees are given time to solve their problems, stress can reduce which consequently will lead to better job performance.

From the findings as indicated in the table 83.3 percent of the respondents noted that giving off duties is also another factor for stress management and that it enhances employee performance. The respondents further noted that if employees are given off duties, they are able to ameliorate stressful situations resulting into improved job performance.

The results in the table also indicate 81.7 respondents who noted that the activities of employees should be monitored to check for stressful ones. According to one clinical nurse at the hospital, she revealed that some activities are highly stressful than others, therefore people performing such jobs should be monitored to check their stress. According to her, this will reduce stress leading to better performance. The finding is in agreement with Stewart (2000) who states that staff should be given clear responsibilities and targets, and should be informed of successes and failures through monitoring and evaluation. He adds that if staffs feel that they are part of a team, this will help to maintain a sense of involvement, purpose and motivation.

**Table 3: Challenges faced in Stress Management for effective employee performance**

<b>Challenges</b>	<b>Frequency</b>	<b>Percentage</b>
In adequate finance	48	80
Lack of initiative of training employees to deal with such problems	30	50
Lack of employee integration in Organizational mission		

**Received: 14.10.2025**

**Accepted: 18.10.2025**

**Published on: 30.10.2025**

---

	22	36.7
Lack of leadership support	28	46.7
Communication challenges which leads to resistance to change and building positive impetus among employees	33	55
Lack of motivation of employees	40	66.7
Failure to reward or provide fringe benefits to higher performers as a means of managing stress leads to employee discouragement and low levels of performance	50	83.3

**Source: Field data, 2024**

The research findings in table 3 revealed that pay positively affect the performance of employees through reduction of labor turnover. This was cited by the respondent equivalent to 46.7 percent. 66.7 percent pointed out that reasonable pay motivates the retention of employees thus influencing their good performance. A significant percentage of the respondents (48.3 percent) as reflected in the above table pointed out that higher pay attracts employees and make them have a relaxed mind and as well give much attention to work. However, in an interview with one nurse at Mutolere hospital, she revealed that pay does not minimize stress levels and this retards effectiveness of some of the employees at the hospital. The results in the above table further reflect that satisfactory remuneration/pay of employees promotes motivation to work, reduces employee turnover and control burnout/reduced workload. This was supported by 83.3 percent of the respondents.

According to the accounts assistant of Mutolere hospital, motivation as a result of pay is significant predictor of decreased employee's intention to quit. From the above table 91.7 percent of the respondents stressed that if employees are paid well it can help to reduce stress as well as staff turnover thus increasing productivity. Respondents further brought to the attention of the researcher that employees can perform more effectively when they are given incentives and paid well and in time. Other respondents 91.7 percent argued that better pay provide conditions that retain health workers and they can therefore perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality health services.

This is in agreement with Ross &Almaier (1994) who asserts that an attractive pay attracts individuals into the health professions, encourages them to remain in the health workforce/reduce employee turnover and enables them to perform effectively.

In an interview with the clinical officer whose name was not revealed disclosed that staff turnover in Mutolere hospital causes serious problems in its effectiveness of health service delivery if it is not properly addressed by top management. Staff turnover affects service rendered by the employees and it causes delays in meeting customer demand. She further

**Received: 14.10.2025**

**Accepted: 18.10.2025**

**Published on: 30.10.2025**

stated that, it is the responsibility of the government and other top officials to address this problem through giving reasonable salaries and allowances to the workers.

### **Conclusion**

The study conclusively identified that the primary causes of stress among employees at Mutolere Hospital are intrinsically linked to organizational and managerial practices. It was concluded that role conflict, cited by half of the workforce, is a major stressor, leading to poor performance. Furthermore, a significant lack of motivation, largely driven by untimely salary payments and inadequate provision of resources by the government, was found to be a critical demotivator for the vast majority of employees. The research also confirmed that role ambiguity, where employees are unclear about their job demands, is a prevalent cause of stress, aligning with established organizational theory.

In terms of solutions, the research concluded that effective stress management and enhanced performance are heavily dependent on specific workplace interventions. It was decisively determined that providing employees with sufficient time to relax through structured shifts, specific working hours, and a pleasant, well-organized physical environment are the most critical factors for reducing stress and boosting performance. The findings strongly advocate for the hospital to prioritize improvements in its working conditions.

The study concluded that compensation is a powerful tool for managing stress and its impact on performance. It was established that reasonable and higher pay directly contributes to a more stable workforce by reducing labor turnover. Adequate compensation allows employees to have a relaxed mind, which in turn enables them to focus better on their work, thereby motivating retention and positively influencing overall performance.

### **Recommendations**

With regards to the findings and conclusions earlier discussed in this study, the researcher gives the following recommendations based on findings.

There is need for policy makers and the government to address the causes of stress such as providing adequate remuneration, good relationship at work, paying reasonable salaries and allowances to workers for effective performance. There should be a variety of stress management techniques that are suitable to control and reduce employee stress.

Top management within the hospital must identify the root cause of stress to effectively develop ways of enabling staff to cope with stress especially in order to create a healthier and sustainable workplace culture and environment.

The Hospital needs to work towards the creation of a healthy work culture: a culture where ways of working have become so ingrained that the need for management standards would no longer exist. In simple words, effective stress management is the key towards a stress free work environment.

It is recommended that formal training and development programmes inclusive of orientation and induction and continuous training be developed and implemented for all nursing managers. Such programmes should be developed and implemented

**Received: 14.10.2025**

**Accepted: 18.10.2025**

**Published on: 30.10.2025**

by the District Human Resource Development section. However, if the programmes cannot be handled by the District Human Resource Development section, then it can be outsourced to private training service providers specializing in management and supervisory programmes. Continuous training will further capacitate the nursing managers to be able to plan, control and perform their work with confidence and skilfully which would enable them to be less stressed.

It is recommended that proper planning should be undertaken by the District Management and the Mutolere Hospital nursing managers/administrators regarding resource allocation. The involvement of nursing managers in the planning process will put them at ease and they would feel less stressed regarding issues that are a challenge to them especially since they have been part of the planning.

Stress management should be the responsibility of an organization and its management to ensure that their entire staff can perform to their utmost potential by monitoring and managing all stressors within the work environment. There must be clear and two-way communication with feedback to overcome some of the stressors. If a solution to a problem is not found, it can lead to lower efficiency, poor staff morale and a considerable impact on the physical and psychological health of staff.

There should be good relationship between the employees of Mutolere Hospital and the community so as to overcome some of the factors that may lead to stress such as clients'/ community members abusing medical workers and vice-versa, The government and the Hospital should create a conducive environment in which employees are willing to motivate themselves. The purpose of a motivating environment is to encourage every member of an organization to motivate himself to contribute his/her best effort to the job at all times. A motivating environment is not a permissive environment, but one where the expectations of each employee are for their best work within their capability. There is also a need for the government to guarantee to its employee the protection against any type of violence at workplace during the fulfillment of his/her duties.

### **References**

- Abiodun, N. L., Ishaku, S., & Maxwel, G. (2019). *Impact Evaluation of Vaccination Against Eight-Child-Killer Diseases on Under-Five Children Mortality at Mbale District , Uganda*. 6(2), 203–212.
- Abiodun, N. L., Matovu, M. S., & Olanrewaju, R. O. (2022). Statistical Powers of Univariate Normality Tests: Comparative Analysis of 2016 Election Process in Uganda. *European Journal of Statistics*, 2, 1–9. <https://doi.org/10.28924/ada/stat.2.6>
- Alex, I., & Kazaara, A. G. (2023). *Internal Controls and Financial Performance of Saccos in Wakiso District*. 7(3), 47–56.
- Ariyo, G. K. (2023). Corporate Social Responsibility and Competitive Edge. Lesson from MTN Uganda. *Texila International Journal of Management*, 9(2), 14–25. <https://doi.org/10.21522/tijmg.2015.09.02.art002>
- Christopher, F., Moses, N., Enosh Muhindo, M., & Ruth Komunda, T. (2022). Employee Training and Organizational Performance: A Case Study of African College of Commerce and Technology in Kabale District, South Western Uganda. *International Journal of Academic Pedagogical Research*, 6(4), 1–7. [www.ijeais.org/ijapr](http://www.ijeais.org/ijapr)
- Isaac, O., Kazaara, A. G., & Kazaara, A. I. (2023a). *Assessment of the Effect of Workplace Conflict on Employees*

**Received: 14.10.2025**

**Accepted: 18.10.2025**

**Published on: 30.10.2025**

---

- Performance and Organizational Productivity , a Case Study of Tororo General Hospital.* 7(3), 279–289.
- Isaac, O., Kazaara, A. G., & Kazaara, A. I. (2023b). *Assessment of the Effect of Workplace Conflict on Employees Performance and Organizational Productivity , a Case Study of Tororo General Hospital.* 7(3), 279–289.
- Julius, A. (2024). *Staff Development and its Impact on students Academic Performance Among selected secondary Schools in Kanungu District.* 8(4), 155–160.
- Kazaara, A. G., & Kazaara, A. I. (2023). *Assess The Impacts Of Inflation To The Development Of Societies . A Case Study of Kagadi District.* 7(3), 281–290.
- Khalil, R., Mansour, A. E., Fadda, W. A., Almisnid, K., Aldamegh, M., Al-nafeesah, A., Alkhalifah, A., & Al-wutayd, O. (2020). *The sudden transition to synchronized online learning during the COVID-19 pandemic in Saudi Arabia : a qualitative study exploring medical students ' perspectives.* 1–10.
- Kumari, B. K., Praseeda, C., Singh, A., Kumar, P., Pham, L. T., & Tyagi, M. (2023). *Global Evidence of Pandemic Effects on Educational Disruption.* *E3S Web of Conferences*, 387, 1–11. <https://doi.org/10.1051/e3sconf/202338704007>
- Lucky, A., Nelson, K., Kazaara, A. G., Christopher, F., Moses, N., Deus, T., Ismail, L., & Catherine, M. (2023). *Production of Painting to Sentize the Public on the Dangers of High Popultion Growth in Public Health Sector Gulu District ( A Case Study Paicho Sub County ).* 7(2), 127–135.
- Lydia, N., Ariyo, D., Kazaara, G., Kazaara, A. I., Brenda, T., Moses, N., & Bafaki, G. (2023). *Promotion of Small-Scale Industries and Development of Business. A Case Study; Masafu Subcounty (Busia).* In *International Journal of Academic Multidisciplinary Research* (Vol. 7). [www.ijeais.org/ijamr](http://www.ijeais.org/ijamr)
- Moses, N., & Alex, A. (2022). *Human Resource Management Styles and Employee Performance in Private Institutions in Kabale Municipality : a Case Study of African College of Commerce and Technology , Kabale Human Resource Management Styles and Employee Performance in Private Institution.* 6(July), 145–153.
- Muhamad, S., Irumba, A., & Bakaaki, P. (2023). *Organizational Culture, Job Satisfaction And Organizational Commitment In Renewable Energy Industry.* 8(6), 146–151. <https://www.researchgate.net/publication/376650821>
- Nafiu, L. A., Oshungade, I. O., & Adewara, A. A. (2012). *Generalization of Multistage Cluster Sampling Using Finite Population.* 3(1), 17–20. [www.eaas-journal.org](http://www.eaas-journal.org)
- Nafiu, L. A., Ph, D., Ibitayo, L. D., Ph, D., Muyombya, S. M., & Sc, M. (2017). *On empirical power of univariate normality tests under symmetric, asymmetric and scaled distributions I.* 8(3), 381–387.
- Nelson, K., Christopher, F., & Milton, N. (2022). *Teach Yourself Spss and Stata.* 6(7), 84–122.
- Nelson, K., Kazaara, A. G., & Kazaara, A. I. (2023). *Teach Yourself E-Views.* 7(3), 124–145.
- Ntirandekura, M., Ainebyoona, A., Registrar, D., District, B., & Commission, E. (2022). *Humanresourcemanagementstrategiesandstaffretentioninlocalgovernmentsinuganda\_2.* 6(7), 89–103.
- Ntirandekura, M., Friday, C., & Muhammad, M. (2022). *Rewards and Staff Retention in Public Sector in Uganda: An Empirical Study from Kabale District Local Government.* *International Journal of Academic Management Science*

*Research*, 6(7), 165–170.

Olanrewaju, R. O., Lukman Abiodun, N., Muse, A. H., & Barry, T. S. (2021). Stochastic modelling of the dynamics of the SARS-CoV-2 epidemic: an Africa perspective. *American Journal of Mathematics and Statistics*, 2021(2), 41–48. <https://doi.org/10.5923/j.ajms.20211102.03>

Paul, W., & Kazaara, A. G. (2023). *Assessing How Employee Job Rotation Affects Workers Productivity In Organizations . A Case Study of Action against Hunger , Kiryandongo District .* 7(3), 168–173.

Sarah, A., Nafiu, P., & Abiodun, L. (2024). *Sustainability in the Fashion Industry : Strategies for Reducing Environmental Impact and Enhancing Profitability.* 8(8), 178–182.

Victor, M., Nelson, K., & Christopher, F. (2022). *Determinants of Exchange Rates in Uganda ( 2001-2020 ).* 6(7), 198–213.

Winy, N. D., Ariyo, D., Kazaara, G., Kazaara, A. I., & Deus, T. (2023). Effect Of Motivation On Employee Performance In Non-Government Organizations (NGOS): A Case Of Mbale City. In *International Journal of Academic Multidisciplinary Research* (Vol. 7). [www.ijeais.org/ijamr](http://www.ijeais.org/ijamr)