
EMPLOYEES' STRESS AND ORGANIZATION PRODUCTIVITY IN UGANDA: A CASE STUDY OF BOMAH HOTEL LTD IN KITGUM MUNICIPALITY**Langoya Timony¹, Asiimwe Isaac Kazaara²****1, 2 Metropolitan International University****ABSTRACT**

In today's competitive global environment, employee productivity is an essential element of a company's success. Employee productivity can be significantly hindered by high levels of stress experienced in the work environment. Stress is a universal element that persons from nearly every walk of life has to face stress. Employers today are critically analyzing the stress management issues that contribute to lower job performance of employees. The main aim of the study was to evaluate effects of employees' stress on organization productivity in Uganda. The study was conducted at Bomah Hotel Limited, Kitgum. Descriptive survey was adopted as the research design. Purposive and simple random sampling techniques were used in selecting a sample size of 30 out of a population of 50 employees. Questionnaires and interviews were used as data collection instrument. From the results obtained, it was evident that there were many stress factors that the respondents endured, and the enquiry proved that stress had an effect on productivity of an organization. Majority of the respondents reported to work under pressure and that they feel uncared for by the organization. The fact that majority of respondents thought of leaving their job, and felt that the organization did not care about them was a reflection of huge dissatisfaction that undoubtedly lowered productivity. It was recommended that Management must conduct an analysis of the organizational mood and climate by assessing the reasons why the employees think Bomah Hotel Ltd does not care about its employees and what they can do to change it. It was also suggested that an Employee Assistance Program be introduced for early identification and intervention on problems so that productivity levels do not decrease.

Key words: Employee, stress and Productivity.**Background To the Study**

Stress has become a global phenomenon in today's world, occurring in various forms in every workplace. In today's working life (Ntirandekura & Samuel, 2022), employees generally worked longer hours as increasing levels of responsibility required them to exert themselves even more to meet rising expectations of work performance (Charles & Charles, 2023). (Charles et al., 2023) described work stress as adverse psychological and physical reactions that occur in an individual as a result of not being able to cope with the demands placed on him (Ntirandekura & Christopher, 2022). According to (Dorothy et al., n.d.), work-related stress is a topic that has received increasing attention in the field of occupational health over the past three decades. These authors argued that the world, especially the world of work and business (Faridah et al., 2023), is increasingly exposed to rapidly changing forces such as increased competition, pressure for quality, innovation and increasing pace. entrepreneurship (Alex & Kazaara, 2023). The demands on the employees also increased dramatically, which caused stress within the employees. In addition to stress arising from the work situation, other sources of stress could be related to personal factors such as relationships with others and use of free time (Dorothy et al., 2023). Thus, stress can be described as adverse psychological and physical reactions. which occur in the individual as a result of his inability to cope with the demands placed on him. It should be noted that stress is not necessarily bad (James & Jacob, 2023a); it

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is an opportunity that offers potential profit (Tasha et al., 2023). But whatever its nature, it usually begins when individuals are placed in a work environment that is incompatible with their work style or temperament. It is exacerbated when individuals perceive that they have or can exercise little control over it (James & Jacob, 2023b). Since its establishment in 2000, the performance of Bomah Hotel Ltd Kitgum branch has been a big question in the minds of many people (Kazaara et al., 2023). The performance of Bomah Hotel employees is often questioned from many aspects and this study will examine them in terms of attendance, time management (Faridah et al., 2023), innovation and fairness and task performance, quality of work, customer care, performance appraisal, teamwork and problem solving. In Uganda, employee stress in the workplace was complete (Bridget & Crispus, 2023; Emmanuel et al., 2023). Since its inception in 2001, the performance of KIU has been a big question in the minds of many Ugandans (Emmanuel et al., 2023). The performance of KIU employees has often been questioned from many aspects and this study examined it in terms of attendance, time management, innovation, fairness and task performance, quality of work, customer care, performance appraisal, teamwork and issues. Solution.

Statement of the Problem

Most organizations in order to achieve higher productivity ended up overloading employees with work to meet a deadline, which could have psychological and physical effects on employees, resulting in something that was contrary to what these organizations wanted to achieve (Paul & Gracious Kazaara, 2023). Although organizations paid more attention than in the past to the consequences of the trauma that their employees go through when extraordinary demands are placed on them, there was still more room for improvement (F. Christopher, Moses, Muhindo, & Muhammad, 2022). Again, generating sufficient revenue to be self-sufficient and to finance the acquisition of modern equipment meant efficient service delivery and optimal use of resources (Charles et al., 2023).

This has put a lot of pressure on staff who are expected to deliver national class service without corresponding increases in resources and training, yet those who fail to deliver face the threat of dismissal and other forms of punishment (Paul & Kazaara, 2023). Since it was very difficult to find work in Uganda these days, many employees were crumbling under the pressure. Therefore, it was imperative that this study identify the effects of employee stress on the productivity of Bomah Hotel Limited, Kitgum District (Irumba & Mugabi, n.d.).

Objectives of the study.

1. To determine how overload work affect productivity on employees of Bomah Hotel Ltd, Kitgum.
2. To find out how leave reduces stress of employees at Bomah Hotel Ltd, Kitgum
3. To find out how employees at Bomah Hotel Ltd, Kitgum handle stress.

Methodology.

This study adopted a cross-sectional survey design, together with a case study design, where quantitative paradigm had been considered. Cross-sectional design was used because it allowed the collection of data at one point in time hence minimized costs and time, putting into consideration the limit of time and resources available. A case study was used because it allowed for intensive investigation and focused on a case or few cases of a phenomenon. The study used quantitative approach because quantitative approach helps to describe nature of relationship between the study variables. The study was carried out at Bomah

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hotel Ltd in Kitgum Municipality Northern Uganda. The hotel is located Opposite Uganda Police Station of Kitgum district and next to Bomah ground Stadium and the target population was the employee's work in various section of the organization setup which include managers, receptionists, housekeepers, cooks, waiters/waitresses and other support staffs. In this study the sample size was 30 employees. The data was collected with help of questionnaires. The content validity of the instrument was determined by the researcher who discussed the items in the instrument with the supervisor. Advice given by the supervisor helped the researcher to determine the validity of the research instruments and in order to test the reliability of the instrument to be use in the study, the test- retest method will be use. The data collected was presented in form of percentages and frequencies at univariate level, cross tabulations were run at bivariate a regression analysis was as well done at multivariate level using SPSS & STATA (Nelson et al., 2022).

RESULTS

Determining stress levels and effect of stress on hotel productivity

Table 1: Showing respondent's perception on whether BOMAH Hotel Ltd cares

Responses	Frequency	Percentage (%)
YES	07	26.0
NO	14	53.8
NO SURE	05	19.2
TOTAL	26	100.0

Source; Primary data, 2022

The majority of respondents 53.8% reported that they do not think that BOMAH Hotel Ltd, Kitgum cares about them. If 53.8% of the respondents think that BOMAH Hotel Ltd, Kitgum does not care for their employees that calls for reason for concern, as dissatisfaction with management leads to reduced loyalty that could lead to acts of sabotage (Racheal et al., 2023).

Determining whether employees like working for BOMAH Hotel Ltd.

Table 2: Exploration of whether respondents like working for BOMAH Hotel Ltd

Responses	Frequency	Percentage (%)
Always	06	23.2
Sometimes	11	42.3
Seldomly	04	15.3
Not At All	05	19.2
TOTAL	26	100.0

Source; Primary data, 2022

From Table 2, it is evident that 42.3% of the respondents reflect doubts on whether they like working for BOMAH Hotel Ltd,

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Kitgum as they indicated that they “sometimes” like working for this organization. There could be a correlation between the response above on Table 4.2.1 and 4.3.1. However, 23.2% is confident about its need to work for BOMAH Hotel Ltd, Kitgum as only 19.2% of respondents are totally unhappy (Mark et al., 2023).

Table 3: Show whether employees have control over their jobs

Responses	Frequency	Percentage (%)
Always	04	15.4
Sometimes	10	38.5
Seldomly	09	34.6
Not At All	03	12.5
TOTAL	26	100.0

Source; Primary data, 2022

On the below table 3, Only 38.5% of the respondents report to sometimes have control over their jobs. However, 12.5% report not to have control at all over their jobs and on the contrary 15.4% confirm to have control over their jobs. The interpretation can be made that lack of control over

one’s job may induce frustration and anxieties due to uncertainty, thus leading to distress (T. Christopher, 2022).

Exploring whether employees participate in decision making

Table 4: Shows whether employees get into conflict with each other

Responses	Frequency	Percentage (%)
Yes	08	30.8
No	13	50.0
No Response	05	19.2
TOTAL	26	100.0

Source; Primary data, 2022

Table 4 reflects that 65.4% of the respondents report not to participate in decision making. Harvey (2001) is of the opinion that lack of participation in decision making is one of the factors leading to stress, gives a clear indication that the majority (50%) of respondents do not get into conflict with each other. However, 30.8% confirm getting into conflict but their open-ended responses reflect employee’s positive regard for good collegial relations. According to Ritchie and Martin (1999) people with the need for relationships work best in stable work teams where they can get to know others well (Isaac et al., 2023).

Enquiry into whether leaves reduce stress

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Responses	Frequency	Percentage (%)
Yes	10	38.5
No	11	42.3
No Response	05	19.2
TOTAL	26	100.0

Source; Primary data, 2022

In Table 5, 42.3% of the respondents reported that leaves do not reduce stress since they even work when on leave. Anderson and Kyprianou (1994) differentiated between quantitative (too much) and qualitative overload. They suggested that both qualitative and quantitative overload may produce at least nine different symptoms of psychological and physical strain such as: Job dissatisfaction, job tension, lower self-esteem, feelings of being under threat, embarrassment, high cholesterol levels, increased heart rate, skin complaints, more smoking (F. Christopher, Komunda, et al., 2022).

The fact that 42.3% of the respondents are not relaxed at work may be an indication of the organizational mood of high-volume delivery expected from employees. However, 38.5% reported that they are relaxed at work. The interpretation can be made that if the majority of the respondents reported not to be relaxed at work that could be linked to the fact that the majority (42.3%) is highly competitive. The majority of the respondents could be seen as the Type A personality. For example, type A personality; people who are workaholics and who feel driven to be always on time and meet deadlines, normally place themselves under greater stress than do others (Lydia et al., 2023).

How employees deal with their problems

Responses	Frequency	Percentage (%)
Consult your supervisor	13	50.0
Seek professional help	05	19.2
Stay away from work	03	12.0
Discuss it with a colleague	03	12.0
Do you do all of the above	1	3.8
Do none of the above	1	4.0
TOTAL	26	100.0

Source; Primary data, 2022

Table 6: When you have a problem at work what do you do

Majority (50%) of the respondents in Table 4.2.9 above indicated supervisory involvement as an option for problem resolution at work. The interpretation could be that the majority of employee's experience problems at work and they do not seek

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professional help but rely on supervisors.

BOMAH Hotel Ltd does not have a Wellness Programmed and this could be one of the factors why the employees do not access professional help as they have never received guidance to that effect. The number of respondents that discuss their problems with their colleagues is low at 11.8 or 12%. Only 3.8% or 4% of the respondents reported to take all the options in Table 6 when confronted with problems at work.

What employees do when they feel tense at work

Table 7: What employees do when they feel tense at work

Responses	Frequency	Percentage (%)
Take a smoke break	04	15.4
Workout with exercise	03	11.5
Take alcohol after work	04	15.4
Confront the problem	09	34.6
Take time out	4	15.4
Take it out on someone	2	7.7
Do none of the above	0	0.0
TOTAL	26	100.0

Source; Primary data, 2022

Table 7 reflects that respondent that take a smoke break when they are tense at work are in the minority, only 15.4%. That may be an indication that the majority of the employees are non-smokers and thus a good investment for the company. Only 11.5% of the total respondents work out with exercise when they feel tense at work (Zowena et al., 2023). This is not an indication of a healthy lifestyle which one associates with less stress. The majority of the respondents in the multiple-choice questions did not choose the option of alcohol utilization as a way of minimizing tension after work, thus it can be interpreted that 75% of the respondents do not use alcohol to release stress. That also adds good value to the organization. However, 15.4% of the respondents use alcohol. The majority of the employees, 34.6% reported to confront the problem, and that is also good for problem resolution. Only 7.7% of the respondents take time out when they feel tense at work. This may be an indication that there is minimal absenteeism on the job (F. Christopher, Moses, Muhindo, & Komunda, 2022).

According to Blumenthal (2003) stress causes agitation, annoyance and aggression, which in turn lead to poor individual relations and conflict between employees. However, that is not the case at BOMAH Hotel Ltd, Kitgum. This table reflects that the majority of the respondents did not choose this multiple question. And no respondents reported to do none of the above.

Exploring employee concentration problems

Table 8: Shows concentration problems of employees when performing work.

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Responses	Frequency	Percentage (%)
Always	04	15.4
Sometimes	06	23.1
Seldomly	03	11.5
Not At All	12	46.2
No Response	01	3.8
TOTAL	26	100.0

Source; Primary data, 2022

Table 8 shows that 23.1% of the respondents reported that they sometimes experience concentration problems when performing duties, while 46.2% reported not to experience concentration problems at all. Only 15.4% of respondents reported to always have concentration problems while 11.5% reported that they seldom have concentration problems (Pdu et al., 2023). Blumenthal (2003) is of the opinion that stress affects out thought process leading to a difficulty or fear of making decisions, forgetfulness, hypersensitivity, mental blocks and difficulty concentrating or thinking clearly. The interpretation could be made that if the majority (46.2%) of the respondents does not have concentration problems, it could be that stress has not affected their concentration.

Summary.

The study, conducted at BOMAH Hotel Ltd, Kitgum, aimed to assess stress levels among employees and their impact on productivity. Findings revealed that 53.8% of respondents believed the company did not care about them, potentially leading to reduced loyalty. Employee satisfaction with working conditions varied, with 42.3% sometimes liking their jobs and 40% expressing dissatisfaction with the working environment. Control over jobs was reported by only 38.5% of respondents, while 65.4% did not participate in decision making, potentially contributing to stress. Moreover, 42.3% felt leaves did not reduce stress, indicating high-volume expectations. Problem resolution largely involved consulting supervisors (50%), and coping strategies included confronting problems directly (34.6%) and refraining from alcohol use (75%). Concentration problems were reported by 23.1%, suggesting a potential link between stress and concentration issues. In summary, the study identified areas of concern, emphasizing the need for improvements in employee satisfaction, organizational care, and stress management at BOMAH Hotel Ltd, Kitgum.

Conclusion.

In conclusion, the study conducted at BOMAH Hotel Ltd, Kitgum, provides valuable insights into the dynamics of employee stress and its implications for workplace productivity. The findings underscore significant concerns, including a notable proportion of employees perceiving a lack of care from the company and expressing dissatisfaction with working conditions. The observed correlation between dissatisfaction, reduced loyalty, and potential acts of sabotage emphasizes the critical need for

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management to address employee concerns to foster a more positive and productive work environment. Additionally, the study highlights areas such as limited control over jobs, low participation in decision-making processes, and the perceived ineffectiveness of leaves in reducing stress. Recommendations for improvement may include enhancing communication channels, implementing wellness programs, and fostering a supportive workplace culture. Addressing these issues is crucial for promoting employee well-being, job satisfaction, and ultimately enhancing overall organizational productivity at BOMAH Hotel Ltd.

RECOMMENDATIONS

Based on the findings of the research, it is recommended that the following measures be put in place to help employees of BOMAH Hotel Ltd, Kitgum manage and reduce stress on their work:

The organization must conduct a needs assessment for an Employee Assistance Programme.

Management must conduct an analysis of the organizational mood and climate by assessing the reasons why the employees think BOMAH Hotel Ltd does not care about its employees and what can they do to change it.

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