
Job Stress And Employee Performance In The Kampala Capital City Authority, Uganda

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Abstract

This study aimed at establishing the relationship between job stress and employee performance in the Kampala Capital City Authority, Uganda, the objectives were; (i) determining the effect of job stress on punctuality of employees in the Kampala Capital City Authority, Uganda, (ii) establishing the effect of job stress on quality of work in the Kampala Capital City Authority, Uganda, and (iii) examining the effect of job stress on feedback among the employees in the Kampala Capital City Authority, Uganda. This research employed descriptive correlation design to describe the relationship between job stress and employee performance. The study population was 140 and sample size was 103 respondents. The findings revealed the following: job stress significantly affects punctuality of employees in the Kampala Capital City Authority, Uganda, job stress has a significant effect on quality of work in the Kampala Capital City Authority, Uganda, and lastly job stress has a significant relationship on feedback among the employees in the Kampala Capital City Authority, Uganda. The researcher concluded that; reducing job stress it increases employee performance in the Kampala Capital City Authority, Uganda, a decrease in job stress increases quality of work in the Kampala Capital City Authority, Uganda, and lastly; a reduction in job stress improves feedback among employees in the Kampala Capital City Authority, Uganda and an increase in job stress among employees it reduces the performance of employees. The researcher recommended that; the Kampala Capital City Authority, Uganda should not put the workers on pressure to do numerous work within a short period of time, the Kampala Capital City Authority, Uganda should make sure that work given to employees should be split to suit their personal strengths, and to the employees should learn how to handle unusual challenges in work.

Keywords: Job stress, employee performance, human resource development, personal strength.

Introduction

Work stress is any work situation that the participant perceives as threatening due to a mismatch between the demands of the situation and the individual's coping abilities (Moses, 2023). Work stress is a major employee problem for organizations and becomes a huge challenge for employers, especially in developing countries, where employers do not pay much attention and weight to employee stress (Emmanuel et al., 2023). Thus, there are many factors that act as work stressors, such as role conflict, role ambiguity, work overload, and work-family conflict, and their consequences are

work inefficiency, absenteeism, and, in extreme cases, turnover. All these factors make it difficult to perform jobs and lead to negative behavior at work, employees involved in dishonesty and aggression (Paul & Kazaara, 2023).

Drawing largely from evolutionary theory (Moses, 2023) is credited with making stress a legitimate scientific phenomenon. Selye (1946) extended Cannon's work to examine the long-term impact of stress. He developed a three-stage theory to explain how organisms respond to noxious stimuli. In phase 1

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(alarm), the body reacts aggressively to a foreign threat. Furthermore, various internal biological systems actively fight the danger and, in case of success, the body gradually returns to normal functioning in the 2nd stage (resistance). However, if the foreign threat continues (stage 3), internal resources are eventually exhausted (depletion) and negative mental and/or physical consequences occur, including death (Tasha et al., 2023).

By placing stress within an evolutionary framework, Cannon and Selye fundamentally shaped our understanding and treatment of occupational stress in three important ways. First, consistent with Darwin's model of organism-environment adaptation and the transactional perspective, occupational stress is perceived as a mismatch between the worker and the work environment. Second, because both men presented evolutionary adaptation as a reactive process, social workers experiencing stress are often portrayed as passive victims rather than active beings. Third, occupational stress is today seen as a person-centered problem with most stress interventions designed to facilitate reactive coping as opposed to proactive adaptation to the work context (Alex & Kazaara, 2023). In developed countries, people are becoming more familiar with what work-related stress is and how to manage it. Work stress is ubiquitous and has become a universal phenomenon in every workplace. Work stress has become a major challenge facing organizations (Christopher, Moses, et al., 2022) and is now becoming a global problem affecting all countries, all categories of employees and societies. Interest in the phenomenon of occupational stress has increased significantly in the past few years as research has indicated an increase in

the level of occupational stress among employees (Musaibah et al., 2023).

Although some research has been conducted in developing countries, especially in sub-Saharan Africa, there are still not enough in-depth studies to fully analyze the cultural differences and behaviors that vary from one country to another when it comes to work stress. Again, the impact of work stress has been widely researched on students (Victoria et al., 2023), academics (Suandi, Ismail, and Othman 2014), bankers (Isaac et al., 2023), the private sector (Jamal 2011), and healthcare (Naqvi, Khat, Khan 2013). However, little research has been conducted on specific areas of work stress among public sector employees in developing countries (Vanishree 2014; Rahman et al 2014).

In Uganda, there are outdated resources of daily life that often increase the stress level of employees. These include poor road networks, unstable internet facilities, water scarcity, high inflation, irregular energy supply and political tensions (Kazaara & Kazaara, 2023). However, in Uganda, there is a lack of awareness of this modern hazard known as “work stress” (Frank et al., 2023). Therefore, it is very necessary to assess the impact of job stress on the work performance of employees in Kampala Capital City Office, Uganda (Ntirandekura et al., 2022).

Employee performance according to Mwita (2000) is an important building block of an organization and the factors that lay the foundation for high performance must be analyzed by the organization because every organization cannot progress by the efforts of one or two individuals, it is a collective effort by all members of the organization (Christopher, Muhindo, et al ., 2022). Performance is a major multidimensional

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construct focused on achieving results and has a strong link to the strategic goals of the organization. Managers at all levels must put in their efforts and make the most

of their abilities, which sometimes arise with or without supervision (Rashid et al., 2023).

Statement Of The Problem

The office of the capital city of Kampala in Uganda shows a low level of employee performance. This is because after gaining independence from the Republic of Uganda in July 2011, Uganda inherited a shortage of unskilled and unskilled manpower (Racheal et al., 2023). As such, most of the people who were employed in the ministry were given a chance not because of academic merit but because of technical know-how, participation in the liberation war, availability and relationship with the top management. This is evidenced by the ministry's 2015 annual report, which states that it is among the worst performing ministries in the country (Kampala Capital City Authority, Uganda, Annual Report, 2015). In the same annual report (2015) of the same ministry, the employee turnover rate increased by 4% in 2014 compared to 1% in 2013 and 3% in 2012 (Anthony et al., 2023). The reasons for this high turnover were poor management, insufficient compensation, insufficient remuneration during the economic crisis, unequal work environment and work overload. High turnover may be the reason why the ministry is performing poorly because the remaining staff are overloaded with work (Wegulo et al., 2023). There have been some workshops within and outside the ministry aimed at improving the performance of ministry staff, but little has been achieved. There are trainings that have been held outside the country for some ministry staff, all aimed at ensuring that staff jobs produce quality outputs, but still few results are achieved (Kazaara & Kazaara, 2023).

A study (Musaibah et al., 2023) revealed that work overload can lead to stress, job dissatisfaction and low employee performance. It is against this background that a study of this nature was undertaken to determine whether stress is the reason for low performance levels of employees in Kampala Capital City Authority, Uganda.

Objective

To establish the relationship between job stress and employee performance at the Kampala Capital City Authority, Uganda.

Hypothesis

There is a significant relationship between job stress and employee performance in the Kampala Capital City Authority, Uganda.

Methodology

The study followed a descriptive correlation research design, descriptive research presented a picture of the specific detail of the situation, social setting, or relationship. The study population comprised of 140 respondents from the Kampala Capital City Authority, Uganda of Juba Uganda; whereby 22 were got from directorate of labor, 24 from Admin & finance, 21 from Record management, 23 from human resource management, 20 from HR development and 30 from Recruitment board. All these people were selected simple randomly whereby each respondent had an equal chance of being selected to participate in the study.

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In view of the nature of the study population of employees in Kampala Capital City Authority, Uganda of Juba Uganda, a sample of 103 respondents was taken, and the Slovene's formula was used to determine the minimum sample size. The Sloven's formula was used to calculate the sample size;

$$n = N / 1 + N (e)^2$$

Table 1: gives the summary of population and sample size of the participants

Table 1: Target Population and Sample Size

Directorate	Population	Sample Size
Support Staff and directors		
Labor	22	16
Admin & finance	24	18
Record management	21	15
HR Management	23	17
HR development	20	15
Recruitment board	30	22
Subtotal	140	103

Data was analyzed in form of tables, frequencies and percentages using SPSS & STATA (Nelson et al., 2022)

RESULTS

Table 2: Job stress

Items on job stress	Mean	Std	Interpretation	Rank
Work overload				
I go for break late due the amount of work to complete	3.05	1.175	High	1
My job leaves me with little time to get things done	2.97	1.142	High	2
I get so much exhausted at work due to tasks urgency in the office	2.82	.988	High	3
I have to do more work than I can do well	2.79	1.135	High	4
I am pressured to do numerous work within a short time	2.48	1.110	Low	5
My work needs to be split to suit my personal strength	2.45	1.064	Low	6
Average mean	2.76	.65959	High	
Role conflict				
I accept whatever tasks given to me by all my superiors and colleagues with no complain	3.30	1.195	Very high	1

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My work needs to be split to suit my personal strength	2.45	1.064	Low	6
I always delegate to my workmate when tasks are conflicting	2.87	.871	High	2
I receive assignments for which I am not adequately trained.	2.83	1.197	High	3
I have to break the Ministry's policy rules in order to carry out an Assignment.	2.82	.926	High	4
I do things that are appropriate to some people and not accepted by others.	2.40	.943	Low	5
Average mean	2.85	.62367	High	
Role ambiguity				
My job has clear descriptions	2.96	1.185	High	1
I know how I relate with customers while on the job	2.92	1.177	High	2
I know how to handle my customers' criticism	2.71	1.134	High	3
I know the actions required in meeting customer needs	2.61	1.031	High	4
I know how to handle non routine activities on the job	2.54	1.027	High	5
I know how to handle unusual challenges in work	2.50	1.009	High	6
Average mean	2.71	.73791	High	
Overall mean	2.78	.45058	High	

Key to interpretation of means

Mean range	Response range	Interpretation
3.26 - 4.00	Strongly agree	Very high
2.51 - 3.25	Agree	High
1.76 - 2.50	Disagree	Low

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1.00 - 1.75 Strongly disagree Very low

Results in table 2 indicated that job stress among workers in the Kampala Capital City Authority, Uganda was rated high and this was indicated by the overall mean of 2.78, implying that the workers in the Kampala Capital City Authority, Uganda always get stressed at their jobs due to work overload, role conflict and role ambiguity. Results further indicated that job stress differ on different perspectives; for example, regarding work overload, the respondents rated this construct as high and this was indicated by the average mean of 2.75 (Godfrey et al., 2023), implying that the workers in the Kampala Capital City Authority, Uganda are always overloaded with a lot of tasks. Still results indicated that the workers always go for break late due the amount of work to complete (mean=3.05), their jobs leave them with little time to get things done (mean=2.97), they get so much exhausted at work due to tasks urgency in the office (mean=2.82), the workers always have to do more work than they can do well (mean=2.79), but to certain extent these workers are not pressured to do numerous work within a short time (mean=2.48) and their work does not need to be split to suit personal strength (mean=2.45) (Winny et al., 2023).

With respect to role conflict, this variable was rated high and this was indicated by the average mean of 2.85, hence implying that the role conflicts also contribute to job stress among workers. The workers accept whatever tasks given to them by all superiors and colleagues with no complain (mean=3.30), some of the workers always delegate to their workmate when tasks are conflicting (mean=2.87), these workers still receive assignments for which they are not adequately trained about (mean=2.83), the workers have to break the Ministry's policy rules in order to carry out an assignment (mean=2.82), and some of these workers don't do things that are appropriate to some people and not accepted by others (mean=2.40) (K. Faridah et al., 2023).

Concerning role ambiguity, six items were used to measure this construct and was rated highly and this was indicated by the average mean of 2.71, results further indicated that the jobs have clear descriptions (mean=2.96), the workers know how they relate with customers while on the job (mean=2.92), they know how to handle customers' criticism (mean=2.71), workers know the actions required in meeting customer needs (mean=2.61), they know how to handle non routine activities on the job (mean=2.54), and they know how to handle unusual challenges in work (mean=2.50) (N. Faridah et al., 2023).

When asked the key respondents to explain among male and female who are the most affected people by job stress they had to respond that; *Job stress affects both men and women, although there are some gender differences in certain aspects. Women with job stress and poor mental health conditions like anxiety, depression, chronic fatigue among women are more compared to men. For working women, caregiving and balancing work/life issues is a significant stressor. Well over half of the caregivers are women who are at the same time employed.*

When asked about the causes of job stress, these responded that;

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low salaries, heavy workloads, lack of opportunity for growth and advancement, unrealistic job expectations and Job insecurity.

Data from the interview guide indicated that the workers in order to cope with stress the work place they; *smoke, play cards and drink alcohol.*

Table 3: Employee performance

Items on employee performance	Mean	Std	Interpretation	Rank
Punctuality				
I submit my assignments to my superiors on time	2.98	1.196	Satisfactory	1
I am more productive when I set a time limit for my work	2.93	1.154	Satisfactory	2
I value time management a lot when it comes to my work	2.84	1.144	Satisfactory	3
I arrive on time for my work	2.81	1.112	Satisfactory	4
I am picked by Ministry van so that I do my job promptly	2.72	1.141	Satisfactory	5
I have my personal means to take me to office on daily basis	2.47	1.155	Unsatisfactory	6
Average mean	2.83	.65268	Satisfactory	
Quality of work				
I have sufficient privilege to question supervisors about change at work	3.10	1.071	Satisfactory	1
I tend to show a commitment to quality and excellence in my work.	2.96	.885	Satisfactory	2
I tend to show attention to detail, accuracy, and thoroughness in my work	2.95	1.115	Satisfactory	3
I tend to look for and make continuous improvements in my work.	2.63	.886	Satisfactory	4
I tend to find the root cause of problems in regard to my work.	2.41	1.061	Unsatisfactory	5
Average mean	2.81	.56525	Satisfactory	
Feed back				
There is performance appraisal for each employee in the Ministry in case of good work	3.67	.600	Very satisfactory	1
I don't get criticized by my supervisor when I perform poorly	3.04	1.075	Satisfactory	2
I always perform well in my job and still receive praise from my supervisor	2.83	1.164	Satisfactory	3
My supervisor gives me feedback even if I perform poorly or well	2.69	.919	Satisfactory	4
My performance always goes acknowledged by my supervisor.	2.64	1.037	Satisfactory	5

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I am picked by Ministry van so that I do my job promptly	2.72	1.141	Satisfactory	5
I have my personal means to take me to office on daily basis	2.47	1.155	Unsatisfactory	6
My supervisor gives me feedback when I perform well	2.48	1.187	Unsatisfactory	6
Average mean	2.89	.65167	Satisfactory	
Overall mean	2.84	.42850	Satisfactory	

Key to interpretation of means

Mean range	Response range	Interpretation
3.26 - 4.00	Strongly agree	Very satisfactory
2.51 - 3.25	Agree	Satisfactory
1.76 - 2.50	Disagree	Unsatisfactory
1.00 - 1.75	Strongly disagree	Very unsatisfactory

Results in table 3 indicated that employee performance was rated satisfactory and this was indicated by the overall mean of 2.84, which implies that employees always perform their duties the way required by their bosses in the Kampala Capital City Authority, Uganda. Punctuality as the first construct on the dependent variable was measured using six items and this was rated satisfactory (mean=2.83), this implied that the workers are always punctual when performing their duties in the Kampala Capital City Authority, Uganda (Akankwasa et al., 2022). The employees always submit the assignments to superiors on time (mean=2.98), the workers are more productive when they set a time limit for work (mean=2.93), the workers value time management a lot when it comes to their work (mean=2.84), they arrive on time for work (mean=2.81), these workers are picked by Ministry van so that they can do their job promptly (mean=2.72). Results indicated that the lowest rated item was (mean=2.47), hence indicating that majority of the workers don't have personal means to take them to office on daily basis (Turyatamba et al., 2022).

With respect to quality of work, results indicated that this was also rated satisfactory and this was indicated by the average mean of 2.81, hence implying that the workers in the Kampala Capital City Authority, Uganda always produce high quality work. Workers have sufficient privilege to question supervisors about change at work (mean=3.10), the workers tend to show a commitment to quality and excellence in work (mean=2.96), they tend to show attention to detail, accuracy, and thoroughness at work (mean=2.95), they also tend to look for and make continuous improvements

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at work (mean=2.63), but these workers in the Kampala Capital City Authority, Uganda always tend to find the root cause of problems in regard to my work (Moses, 2023).

Concerning feedback; this construct was rated satisfactory and this was indicated by the average mean of 2.89, this implies that there is an effective communication between workers and their superiors in the Kampala Capital City Authority, Uganda. There is performance appraisal for each employee in the Ministry in case of good work (mean=3.67), the workers always don't get criticized by their supervisor when they perform poorly (mean=3.04) (Ntirandekura & Christopher, 2022), they always perform well at their jobs and still receive praise from supervisors (mean=3.04), the supervisors give feedback to workers even if they perform poorly or well (mean=2.83), the performance of workers always go acknowledged by supervisors (mean=2.64), however the supervisors don't give feedback when workers perform well (mean=2.48) (Annet et al., 2023).

The key informants still responded that; *job stress affects them through poor job performance due to poor concentration, short temper, job dissatisfaction and low morale. Stressed workers have an elevated risk of mental health problems, ranging from anxiety and substance abuse, and perhaps, the most significant, depression. in fact, stress and clinical depression the two often go hand-in-hand trail family crisis as the second and third most significant problems in the workplace.*

Relationship between job stress and employee performance

Table 4: Pearson correlation between job stress and employee performance

Variables correlated	R-value	Sig	Interpretation	Decision on Ho
Job stress Vs Employee performance	-0.452	.000	Significant correlation	Rejected

The Pearson's Linear correlation Coefficient (PLCC) results in table 4.7 indicated a significant correlation between job stress and employee performance in the Kampala Capital City Authority, Uganda, since the sig. value (0.000) was far less than 0.05 and R-value (-0.452) which is the maximum level of significance required to declare a significant relationship in social sciences. Therefore, this implies that reducing job stress increases employee performance and increased job stress reduces it (Nelson et al., 2023).

Table 5: Regression Analysis between the Dependent and Independent Variables

Variables regressed	Adjusted r ²	F-value	Sig.	Interpretation	Decision on H ₀
Employee performance Vs Job stress	-0.656	18.633	.000	Significant effect	Rejected
Coefficients	Beta	t-value	Sig.		

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(Constant)	1.731	6.851	.000	Significant effect	Rejected
Work overload	.498	5.673	.001	Significant effect	Rejected
Role conflict	.248	1.809	.005	Significant effect	Rejected
Role ambiguity	.159	2.253	.002	Significant effect	Rejected

Regression analysis results in table 5 above indicated that job stress accounted for 65.6% on the employee performance leading to an implication that job stress significantly affects the employee performance. With respect to the coefficients table, results further indicated that of all the aspects of job stress, role conflict accounted for the biggest influence and has a positive change on employee performance ($\beta=0.498$, $\text{Sig}=0.001$).

Discussion Of Findings

The findings indicated that job stress significantly affects punctuality of employees, therefore this implies that reducing job stress it increases employee performance. This finding is in line with Kahn and Byosi (2012) who noted that the role conflict involves incompatible role expectation in organizations, in the context of the differences between co-worker and supervisors according to their job duties. Whenever employees are expected to perform two or more roles that are not feasible or complicated, this creates role expectations that lead to role conflict, which ultimately results in job stress. Ketchum (2014) also noted that employees who regularly arrive late for work or are frequently absent from the office due to stress at the workplace are unlikely to be meeting their performance objectives. The underlying issue needs to be addressed here have they received adequate training? Do they get along with their co-workers and manager? Issues with punctuality mean an employee is not doing their job to their full potential and a negative attitude may also be affecting their colleagues.

Whereas Adler and Golan (2011) for them they indicated that lack of punctuality not only affects the machinery of the workplace but it also affects the people in it and their performances on the jobs. It may lead to resentment, as coworkers who are on time compare themselves to late-comers. Being late throws workers out of the loop, as they may miss important information. This causes a harmful division among employees. Leaders affect the entire workplace. When leaders are late, it sends an irresponsible message to employees, which may lower morale; when leaders are punctual, it exhibits a work ethic to aspire to.

Conclusions

From the findings of the study, job stress significantly affects punctuality, concluding that reducing job stress it increases employee performance in the Kampala Capital City Authority, Uganda. Also, it was indicated that job stress significantly effects the quality of work, hence concluding that a decrease in job stress increases quality of work in the Kampala Capital City Authority, Uganda. Similarly, it was indicated that job stress affects employee feedback, hence concluding that a reduction in job stress improves feedback among employees and an increase in job stress among employees reduces the performance of employees.

Recommendations

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The researcher recommends that Kampala Capital City Authority not to subject the workers on pressure to do numerous work within a short period of time, but to give them just enough work.

The researcher recommends that Kampala Capital City Authority to make sure that work given to employees should be split to suit their personal strengths, and this can be done by indicating each worker's responsibilities while at the job.

The researcher recommends that Kampala Capital City Authority to make sure that the employees have personal means to take them to office on daily basis.

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