

**CONTRIBUTION OF WORK PLACE STRESS MANAGEMENT TO EMPLOYEE
PERFORMANCE AT NATIONAL HOSPITAL INSURANCE FUND, KENYA**

BY

ALPHONSE OUYA

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF SCIENCE IN HUMAN
RESOURCE MANAGEMENT**

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DECLARATION

I declare that this research project has not been presented anywhere for any award and that all sources of information have been acknowledged by means of references

Alphonse Ouya **Sign**..... **Date**.....
(MSC/BE/00046/2017)

Supervisor:

This research project has been submitted with my approval as the university supervisor

Dr. Charles O. Ondoro **Sign**..... **Date**.....
Department of Business Administration
Maseno University

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Sincere gratitude to Dr. Ondoro my supervisor who kept on correcting and was always ready to critique my project and to instill more sense into them than I could.

Lastly a big thank you to all my hardworking lecturers at Maseno University.

DEDICATION

May I take this opportunity to thank Almighty God for the gift of life and to allow me to undertake this noble cause to human existence. To my parents Absalom Ouya and Gladys Ouya who brought me up and taught me to have faith in God, do good to human kind and the great power of education.

ABSTRACT

The National Hospital Insurance Fund (NHIF) is a state corporation through NHIF Act No. 9 of 1998. The Fund's core mandate is to provide social medical insurance cover to all its members and their declared dependents (spouse and children). But according to NHIF Performance Report 2017- 2018, the Fund (NHIF) has continued to implement social health strategies with a view to achieving Universal Health Coverage (UHC) for the benefit of all Kenyans. Revenue has risen to ksh 47.9 billion in 2017/2018 from ksh 37.2 billion in 2016/2017 but operating surplus has dropped to ksh 2.0 billion from 2.4 billion. Administrative and other operating expenses have also gone up. The figures depict inefficiencies within operations which may be attributed to employee performance. There is no investigation which has linked these results to employee performance which is associated with employee stress levels. However, studies in this field of stress and stress management have fallen short of covering organization communication (OC), organization social climate (OSC) and employee consultation (EC) as key constructs of stress management. Information on how the three could affect performance of employees is unknown. The main objective of the study was to investigate contribution of work place stress (WPS) management to employee performance (EP) at national hospital insurance fund (NHIF), Kenya. The specific objectives were to; establish contribution of OC to EP at NHIF, Kenya, determine contribution of OSC to EP at NHIF, Kenya and examine contribution of EC to EP at NHIF, Kenya. The study was guided by descriptive case study design. Population of study is 133 all the administrative staff at various levels in the hospital. Saturated sampling was used to pick all of them. Primary and secondary data was used. The latter from relevant documents, such as records, reports and publications relating to the hospital and other public health institutions and; the former from respondents using structured and semi structured questionnaire. Validity and reliability of questionnaire was tested on pilot data targeting 13 respondents with the former ascertained through expert assessment of instrument and the latter through Cronbachs Alpha analysis at a threshold of 0.7. Reliability coefficients stood at .825, .725 and .777 for OC to EP, OSC to EP and for EC to EP respectively. Results indicate means and standard deviations (SDs) of for OC to EP, OSC to EP and for EC to EP respectively as (M= 3.80, SD=.715), (M=4.02, SD= 1.005) and M=3.73,SD= .931). This means that contributions of OC to EP, OSC to EP and for EC to EP are high. The small SDs implies that the feelings about the contribution of three approaches in stress management above are close to mean. Conclusions are that OC, OSC and EC each has a role to play in employee performance. It is recommended that NHIF continue to improve on its OC, OSC and EC practices. The results may be used by policy makers involved in the hospital and the two levels governments in Kenya. Researchers may also pursue further research from this study.

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ABBREVIATIONS AND ACRONYMS

NHIF	:	National Hospital Insurance Fund
EU	:	European Union
JCQ	:	Job Content Questionnaire
HPLSP:		Health-Promoting Lifestyle Profile
OSI	:	Occupational Stress Inducers
PDO	:	Petroleum Development Oman
KEFRI:		Kenya Forest Research Institute
BPO	:	Business Process Outsourcing
GU	:	Greenwich University
SEM	:	Structural Equation Modelling
OLOH:		Organizational-level occupational health
FWA	:	Flexible work arrangements
HPLSP:		Health-Promoting Lifestyle Profile
ERG	:	Existence, Relatedness and Growth

DEFINITION OF TERMS

Employee Consultation: Involvement of employees in NHIF in areas of decision making and plan/ strategy implementation

Employee Effectiveness: The degrees to which objectives are achieved and the extent to which targeted problems are solved by employees within an organization.

Employee Efficiency: The rate at which resources are utilized by employees of an organization to realize results.

Employee Performance: Ability of an employee to accomplish his or mission based on the expectations of an organization.

Organization Communication: Passage of information to workers and from workers to management in the organization as is practiced in an organization

Organization Social Climate: Internal environment arrangement, provisions and conditions that encourage employees to interact among themselves and between management and employees

Stress Management: Decisions and Actions for minimizing stress situations and handling stress related issues among employees

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CHAPTER ONE

INTRODUCTION

This section presents the background to the study, statement of the problem, research objectives, hypotheses, justification for the study and the conceptual framework. It also highlights the context of the study which is National Hospital Insurance Fund, Kenya.

1.1. Background of the Study

The key to successful business is strategic stress management at work that helps to increase happiness and motivation of employees (Griffin and Moorhead, 2014). Employees and managers have to know the causes of stress at work in order to successfully reduce it and boost morale in the workplace (Pawelski, 2016). Workplace stress management refer to decisions and actions that organizations involve themselves with in order to prevent or minimize stress among workers (Kossek, Thompson, & Lautsch, 2015). At the organizational level, companies that face major declines in productivity and profitability or increased costs related to healthcare and disability might be motivated to reassess organizational factors that might be impinging on employees' health and well-being. After all, without healthy workers, it is not possible to have a healthy organization (Glazer et al., 2012).. Companies may choose to implement practices and policies that are expected to help not only the employees, but also the organization (Kossek, Thompson, & Lautsch, 2015). Example of practices and policies that may be implemented include flexible work arrangements to ensure that employees are not on the streets in the middle of the night for work that can be done from anywhere (such as the home), diversity programs to reduce stress-induced animosity and prejudice toward others, providing only healthy food choices in cafeterias, mandating that all employees have physicals in order to receive reduced prices for insurance, company-wide closures or mandatory paid time off, and changes in organizational visioning.

Masuda et al. (2012) contend that as with job design interventions that are implemented to remediate work characteristics that were a source of unnecessary or excessive stressors, so are organizational-level occupational health (OLOH) interventions. As with many of the interventions, its placement as a primary or tertiary stress management intervention may seem arbitrary, but when considering the goal and target of change, it is clear that the intervention is implemented in response to some ailing organizational issues that need to be

reversed or stopped, and because it brings in the entire organization's workforce to address the problems, it has been placed in this category.

Dewe and Kompier (2008), citing the work of Isles (2005), noted that concern over losing one's job is a reason for why 40% of survey respondents indicated they work more hours than formally required. In an attempt to create balance and perceived fairness in one's compensation for putting in extra work hours, employees will sometimes be legitimately or illegitimately absent. As companies become increasingly global, many people with desk jobs are finding themselves communicating with colleagues who are halfway around the globe and at all hours of the day or night (Glazer et al., 2012). To help minimize the strains associated with these stressors, companies might devise flexible work arrangements (FWA), though the type of FWA needs to be tailored to the cultural environment (Masuda et al., 2012). FWAs give employees some leverage to decide what would be the optimal work arrangement for them (e.g., part-time, flexible work hours, compressed work week, telecommuting). In other words, FWA provides employees with the choice of when to work, where to work (on-site or off-site), and how many hours to work in a day, week, or pay period (Kossek, Thompson, & Lautsch, 2015).

Employees in the workplace might experience strain due to feelings of discrimination or prejudice. Organizational climates that do not promote diversity (in terms of age, religion, physical abilities, ethnicity, nationality, sex, and other characteristics) are breeding grounds for undesirable attitudes toward the workplace, lower performance, and greater turnover intention (Velez, Moradi, & Brewster, 2013). Management is thus advised to implement programs that reinforce the value and importance of diversity, as well as manage diversity to reduce conflict and feelings of prejudice. Over the past few years, organizations have adopted insurance plans that implement wellness programs for the sake of managing the increasing cost of healthcare that is believed to be a result of individuals' not managing their own health, with regular check-ups and treatment. With proper stress management, employees are expected to perform better.

Employee Performance means the efficiency with which an employee applies resources and the effectiveness with which targets are met as a result (Griffin and Moorhead, 2014). Effectiveness is the level of results from the actions of employees and managers. It is a qualitative characteristic that indicates the extent to which targeted problems are addressed

and the degree to which preset goals and objectives are achieved by employees. Efficiency on the other hand is about how well resources are applied. Efficient employees and managers complete tasks in the least amount of time possible with the least amount of resources possible by utilizing certain time-saving strategies. Inefficient employees and managers take the long road. Efficiency increases productivity and saves both time and money (Gross, 2015). A number of studies have been conducted around the subject of stress management and employee performance.

Field results reveal that studies have been conducted around the subject of stress and stress management. For example Murali, Basit and Hassan (2017) on the other hand analysed the impact of job stress on employee performance and found that time pressure and role ambiguity have significant and negative influence on employee performance while workload. Vijayan (2017) purposed to explore the major factors causing job stress and explains how it affects job performance of the employees working in Aavin, Coimbatore. It was found that management control of job stress levels increase job performance but lack of motivation does not have any significant influence on employee performance. Additionally, Hansen, Rasmussen, Morten, Kent and Johan (2012) studied health status and exposure to different work environmental factors among ambulance personnel and the core work force in Denmark and found emotional demands as a psychosocial work factor associated with both poorer mental health and worse sleep quality. The studies do not specifically target stress management and therefore do not reveal contribution of stress management to employee performance. Contribution of organizational communication as an activity of stress management to employee performance is not investigated by these studies. To this extent, knowledge is lacking.

Further, additional studies have also been conducted by more researchers. Ojeleye and Okoro (2016) also examined job stress and its effect on employees' productivity MTN, Globacom, Airtel and Etisalat companies and found that there is negative relationship between job stress and employees productivity. Pepple, Akpan, & Edem (2017) investigated the workplace environment in a health facility and how it affects the health worker with results showing that an unsafe health facility environment such as unsuitable furniture, poorly designed workstations, lack of ventilation, excessive noise, inappropriate lighting, poor supervisor support, poor work space, poor communication, poor fire safety measures for emergencies, and lack of personal protective equipment, can adversely affect the productivity of the

employee. Sikuku, Wamalwa and Katiba (2017) also joined field research in the same direction. They purposed to establish the influence of organizational stress on work performance among employees at KEFRI headquarters, Muguga and Karura Centres and found that stressors and stress varied according to cadre and that stress affected performance of employees productivity and the organization negatively. Rawal and Mhatre(2018) studied work stress and its impacts on employee's productivity with respect to teachers. It is found that maximum number of teachers in self-financing institute face stress related to work in the organization with employees feeling that strategies used in institute/colleges to reduce stress are effective. The studies didn't focus on enhancement or nurturing of organization social climate as an approach for stress management. The studies didn't investigate the contribution of organization social climate to employee performance. This knowledge remains lacking.

More studies have been carried out on the subject of stress Osibanjo, Salau, Falola, & Oyewunmi (2016) who investigated the implications of workplace stress on organizational performance in a Nigerian Public University with results indicating that role congruence, equity, recognition, and distance, have significant influence on organizational performance. Soegoto and Narimawati (2017) examined the contribution of personal stress management to an employee's performance and how such influence may affect a company's success with results revealing that there are many stress factors employees endure though they don't significantly affect performance, but still influence most of their decisions to leave the company due to continuous dissatisfaction. Mansour and Elmorsey (2016) investigated the relevance of different factors of occupational stress such as workload, interpersonal relationships, conflict, and career development to overall employee performance. Findings were that stressors increased tremendously employee performance, but voluminous empirical studies also found reverse. De Silva and Thilakasiri (2014) investigated effect of most significance stressor on employees' productivity and found that over workload, excessive responsibility, poor relationship, deadlines, and harassment are statistically significant factors in predicting the level of stress in Air Force officers. Zafar, Ali, Hameed, Ilyas and Younas (2015) analyzed the impact of job stress on employee's performance in the industrial sector of Pakistan. The finding of this study was that there is positive moderate relationship exists between job stress and employees performance. Harshana (2018) reviewed the idea of work-related stress, work related stress models and demonstrating how it effect on effectiveness and performance of the organization. Ajayi (2018) examined the effect of stress on employee productivity in the Nigerian banking industry and found that workload pressure has

significant effect on employee productivity. These studies did not focus on stress management by organizations. The studies failed to address employee consultation as an approach to stress management and its contribution to employee performance. Knowledge about this is unexposed.

The knowledge on stress management at work place can be used to enhance performance of employees leading to improvement on the bottom line. Organizations facing challenges such as National Hospital Insurance Fund (NHIF) of Kenya can benefit from this. The National Hospital Insurance Fund (NHIF) was established under Cap 255 of the Laws of Kenya in 1966 as a department in the Ministry of Health to provide health insurance exclusively for those in the formal employment. In 1972 an amendment was made to allow for membership for those in the informal employment. The Fund was then transformed into a state corporation through an Act of parliament, NHIF Act No. 9 of 1998. The Fund's core mandate is to provide social medical insurance cover to all its members and their declared dependents (spouse and children). The Fund has registered 7.3 million principal contributors to date which has grown membership to about 22 million members who include contributors' dependants. The Fund's mandate is to register members, collect contributions and pay out benefits, to regulate the contributions payable to the Fund and the benefits and other payments made to NHIF; to enhance and ensure adherence and conformity to international standards in quality service delivery; prudent management of resources; contract service providers and provide access to health services and to protect the interests of contributors to the Fund. According to NHIF Performance Report 2017- 2018(NHIF, 2019), the Fund (NHIF) has continued to implement social health strategies with a view to achieving Universal Health Coverage (UHC) for the benefit of all Kenyans. Subsequently, the Fund has over the last three years developed and rolled out new benefit packages as a means towards expanding access to both the employed and self-employed sectors. According to the report, while revenue has risen to ksh 47.9 billion in 2017/2018 from ksh 37.2 billion in 2016/2017, operating surplus has dropped to ksh 2.0 billion from 2.4 billion. Administrative and other operating expenses have also gone up. The figures depict inefficiencies within operations which may be attributed to employee performance. There is no investigation which has linked these results to employee performance which is associated with employee stress levels.

1.2. Statement of the Problem

The National Hospital Insurance Fund (NHIF) was established under Cap 255 of the Laws of Kenya in 1966. The Fund was then transformed into a state corporation through an Act of parliament, NHIF Act No. 9 of 1998. The Fund's core mandate is to provide social medical insurance cover to all its members and their declared dependents (spouse and children). But according to NHIF Performance Report 2017- 2018, the Fund (NHIF) has continued to implement social health strategies with a view to achieving Universal Health Coverage (UHC) for the benefit of all Kenyans. Revenue has risen to ksh 47.9 billion in 2017/2018 from ksh 37.2 billion in 2016/2017 but operating surplus has dropped to ksh 2.0 billion from 2.4 billion. Administrative and other operating expenses have also gone up. The figures depict inefficiencies within operations which may be attributed to employee performance. There is no investigation which has linked these results to employee performance which is associated with employee stress levels. However, studies in this field of stress and stress management have fallen short of covering organization communication, organization social environment and employee consultation as key constructs of stress management. Information on how the three could affect performance of employees is unknown.

1.3. Objective of the Study

The main objective of the study was to establish contribution of workplace stress management to employee performance at National Hospital Insurance Fund (NHIF), Kenya.

Specific objectives were;

- i. Establish contribution of organizational communication to employee performance at NHIF, Kenya.
- ii. Determine contribution of organizational social climate to employee performance at NHIF, Kenya.
- iii. Examine contribution of employee consultation to employee performance at NHIF, Kenya.

1.4 Research Questions

Research questions that the study sought to address are;

- i. What is the contribution of organizational communication to employee performance at NHIF, Kenya?
- ii. What is the contribution of organizational social climate to employee performance at NHIF, Kenya?
- iii. What is the contribution of employee consultation to employee performance at NHIF, Kenya?

1.5. Justification of the Study

This study provides an opportunity for the government and the Fund practitioners. It is expected that the findings of the study may be beneficial to medical health insurance policy makers at both levels of government and beneficiaries of these insurance policies. The stakeholders concerned may base their argument for or against medical health insurance practices based on these findings. Further, The National and County governments may additionally benefit from the outcome of the study as it may inform it on the direction of regulation. Researchers may also benefit from the study by drawing from knowledge provided by the study and using the study as a foundation for additional research.

1.6. Scope of the Study

The study is in the discipline of human resource management emphasizing stress management at workplace and its contribution to employee performance. The study covers the four objectives above. The investigation was expected to generate in depth data from the institution. It was conducted in NHIF, Kenya. It was concerned with data at a point in time thereby making it cross sectional.

1.7. Conceptual Framework

In the conceptual framework below, workplace stress management is expected to contribute to employee performance in terms of efficiency and effectiveness. It was expected that organization communication, employee consultation and organization social climate contributes to how well employees achieve efficiency and effectiveness in their performances.

Independent Variable

Dependent Variable

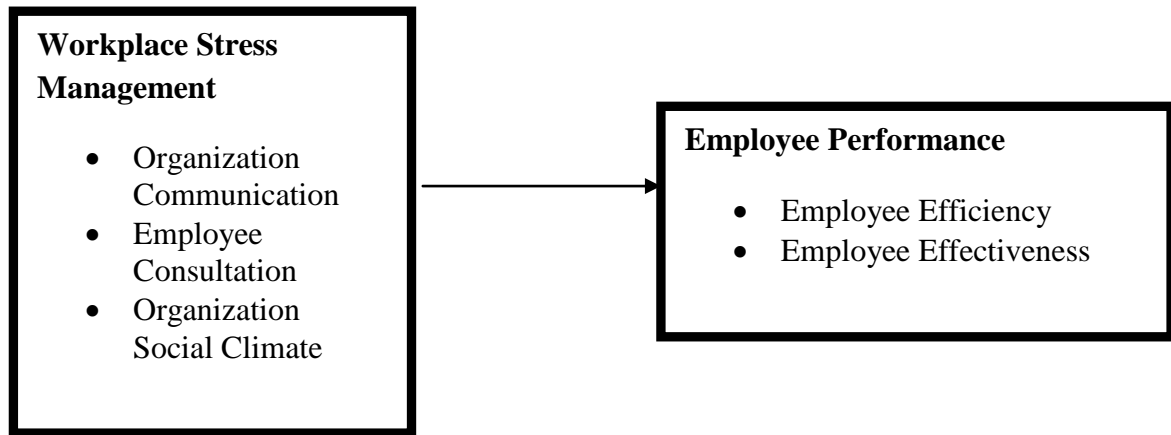


Figure 1.1: Relationship between workplace stress management and employee performance

Source: French and Caplan (1972) and Griffin and Moorhead (2014).

CHAPTER TWO

LITERATURE REVIEW

This section provides literature on the concepts under study. Both theoretical and empirical literature re advanced. Theory on which the study is anchored is presented. The section finally presents analysis of the literature leading to literature gaps.

2.1 Theoretical Review

2.1.1 Theory of the Study

The study was anchored on Environment Fit (PE-Fit) theory by French and Caplan (1972). French Caplan, Kahn and their colleagues subsequently incorporated Lewin's concepts of stress and strain in their Person – Environment Fit (PE-Fit) theory, which is widely accepted as a major conceptual framework for research on occupational stress. In the context of this theoretical orientation, occupational stress is defined in terms of job characteristics that pose a threat to the individual resulting from a poor match between the abilities of the employee and the demands of the job. The workplace stress that occurs as a result of incompatible person environment fit produces psychological strain that may contribute to stress-related physical disorders.

The study is also anchored on Marshall and Cooper's (1979) Model. This is called Stress at Work Model and is similar to PE-Fit theory, but is more specific in identifying five major categories of job pressure and lack of organizational support in the workplace that contribute to occupational stress. These are pressures intrinsic to the job; the employee's role in the organization; Interpersonal relationships at work; limitations in career development; and organizational structure and climate.

2.1.2 The Concept of Workplace Stress Management

Workplace stress is the stress arising from anything that is job or work related, either in the office or factory, or on the street and even on business trips (Griffin and Moorhead, 2014). If it is related to work in office, you may call it office stress. It is the adverse reaction people have to excessive pressures or other types of demand placed on them at work. Stress is not an illness, it is a state. However, if stress becomes too excessive and prolonged, mental and physical illness may develop. Work is generally good for people if it is well designed, but it can also be a great source of pressure. There is a difference between pressure and stress (Addison, Weiten and Lloyd, 2006). Pressure can be positive and a motivating factor, and is

often essential in a job. It can help us achieve our goals and perform better. Stress occurs when this pressure becomes excessive. Stress is a natural reaction to too much pressure.

Stress affects people in different ways and what one person finds stressful can be normal to another. With each new situation a person will decide what the challenge is and whether they have the resources to cope. If they decide they don't have the resources, they will begin to feel stressed (Cooper, Flint-Taylor and Pearn, 2013) How they appraise the situation will depend on various factors, including: their background and culture; their skills and experience; their personality; their personal circumstances; their individual characteristics; their health status; their ethnicity, gender, age or disability; and other demands both in and outside work.

There are many causes for stress at work and you would not believe how many factors can affect your work performance. Perhaps this is the reason that for many people “stress” has become synonymous with “work.” The key to successful business is strategic stress management at work that helps to increase happiness and motivation of employees. Employees and managers have to know the causes of stress at work in order to successfully reduce it and boost morale in the workplace (Griffin and Moorhead, 2014). There are just so many causes of job stress. Some are; common work factors, relationships in workplace, workplace environment and organizational practices.

It's in a manager's best interest to keep stress levels in the workplace to a minimum. Managers can act as positive role models, especially in times of high stress, by following the tips below. If a respected manager can remain calm in stressful work situations, it is much easier for his or her employees to also remain calm. Additionally, there are a number of organizational changes that managers and employers can make to reduce workplace stress (Gross, 2015). These include; improving communication involving sharing information with employees to reduce uncertainty about their jobs and futures, clearly defining employees' roles and responsibilities; and making communication friendly and efficient and not mean-spirited or petty.

The other approach to workplace stress management is consulting employees. Employee consultation entails giving workers opportunities to participate in decisions that affect their jobs, consulting employees about scheduling and work rules, making sure the workload is

suitable to employees' abilities and resources and avoiding unrealistic deadlines. Motivating employees also works to manage stress (Lundberg and Cary, 2011). This entails; showing that individual workers are valued, offering rewards and incentives, praising good work performance, both verbally and officially, through schemes such as employee of the month, provide opportunities for career development, promote an entrepreneurial work climate that gives employees more control over their work. Finally, workplace stress may be managed by cultivating a friendly social climate in the organization. Approaches here include providing opportunities for social interaction among employees, establishing a zero tolerance policy for harassment and making management actions consistent with organizational values.

2.1.3 The Concept of Employee Performance

Employee Performance refers to the level at which an employee applies resources and meets targets. This in other words is about efficiency and effectiveness (Griffin and Moorhead, 2014). Employee effectiveness is a capability of employees to produce a specific, desired effect with minimized costs and in strict compliance with initial requirements. It is when a worker produces a desired outcome in the best possible level. Effectiveness is the level of results from the actions of employees and managers. It is a qualitative characteristic that indicates the extent to which targeted problems are addressed and the degree to which preset goals and objectives are achieved by employees. Labor output acts as a key parameter for measuring employee effectiveness (Quick, Thomas, Joyce, Debra and Jonathan, 2013). For example, a web designer's effectiveness includes the drafted website, which is the labor output of the designer. Higher effectiveness of this employee is reached if the website is designed as close to customer requirements as possible.

Employee effectiveness can be improved through a range of activities that create a better working environment. These activities include training and recertification, better communications, rewarding and remuneration, employee recognition, improved leadership and teamwork, retooling and re-equipment and better corporate culture (Griffin and Moorhead, 2014). Employees and managers who demonstrate effectiveness in the workplace help produce high-quality results. Companies measure effectiveness often by conducting performance reviews. The effectiveness of a workforce has an enormous impact on the quality of a company's product or service, which often dictates a company's reputation and customer satisfaction.

Efficiency in the workplace is the time it takes to do something. Efficient employees and managers complete tasks in the least amount of time possible with the least amount of resources possible by utilizing certain time-saving strategies. Inefficient employees and managers take the long road. For example, suppose a manager is attempting to communicate more efficiently. Efficiency and effectiveness are mutually exclusive. A manager or employee who's efficient isn't always effective and vice versa. Efficiency increases productivity and saves both time and money. Employees and managers are often inefficient because they either don't know how to be efficient or do not have the necessary tools to perform tasks efficiently (Gross, 2015). Ways to improve efficiency include meeting with managers and employees to outline ways to implement efficiency in the workplace and asking for opinions on what the workplace is missing. For example, a small business that lacks an employee email system prevents managers from communicating with employees efficiently.

2.2 Empirical Review

2.2.1 Organizational Communication and Employee Performance

Job stress has become a common term in today's parlance. In every organization, the main cause of low productivity appears to be stress at workplace. Employees need certain kind of motivation and job stress mitigating strategies to overcome the stress. In this respect, Vijayan (2017) purposed to explore the major factors causing job stress and explains how it affects job performance of the employees working in Aavin, Coimbatore. There are different kinds of job stress prevailing in an employee's everyday life like workload, job security, autonomy, role conflicts, low salaries etc. In the present paper, the major factors considered are workload, job security, and shift work related to Aavin Company. The paper investigated the impact of job stress related factors, viz. workload, job security, and shift work on employees' job performance. An attempt was made to bring out the job stress mitigating strategies that can be followed by employees and the employers to overcome their job stress and to improve their performance. The management can take necessary steps to control the job stress levels of employees to increase their job performance. They may provide counselling, meditation programme, incentives etc. which improve the performance of the employees in the long run. Murali, Basit and Hassan (2017) analysed the impact of job stress on employee performance. A causal research design was adopted to carry out the data collection. For this purpose employees from various sectors were chosen. A questionnaire with was developed and tested for its reliability and validity prior to the distribution of questionnaire via social media. 310

respondents were selected from various sectors in Malaysia using convenient sampling technique. The survey questionnaire was sent via Facebook inbox requesting to complete it. The questionnaire includes demographic information's and statements to measure four (4) independent variables of time pressure, workload, lack of motivation, and role ambiguity to measure level of stress. The dependent variable is employee performance. Only 136 completed questionnaires were returned (usable sample). Regression analysis was carried out to examine the impact of stress on employee performance using SPSS21. It was found that time pressure and role ambiguity have significant and negative influence on employee performance. The other two factors of workload and lack of motivation do not have any significant influence on employee performance. Therefore it was concluded that increasing time pressure and role ambiguity would reduce employee performance in all aspects.

Hansen, Rasmussen, Morten, Kent and Johan (2012) studied health status and exposure to different work environmental factors among ambulance personnel and the core work force in Denmark. In addition, to examine the association between physical and psychosocial work environment factors and different measures of health among ambulance personnel. Data was taken from a nationwide sample of ambulance personnel and fire fighters (n = 1,691) and was compared to reference samples of the Danish work force. The questionnaire contained measures of physical and psychosocial work environment as well as measures of musculoskeletal pain, mental health, self-rated health and sleep quality. Ambulance personnel have half the prevalence of poor self-rated health compared to the core work force (5% vs. 10%). Levels of mental health were the same across the two samples whereas a substantially higher proportion of the ambulance personnel reported musculoskeletal pain (42% vs. 29%). The ambulance personnel had higher levels of emotional demands and meaningfulness of and commitment to work, and substantially lower levels of quantitative demands and influence at work. It was found that only one out of ten aspects of physical work environment was consistently associated with higher levels of musculoskeletal pain. Emotional demands was the only psychosocial work factor that was associated with both poorer mental health and worse sleep quality. Ambulance personnel have similar levels of mental health but substantially higher levels of musculoskeletal pain than the work force in general.

Tsai, Y-C., & Liu, C-H.(2012) investigated factors associated with work stress among hospital staff members and to evaluate their health-promoting lifestyle behaviors. The study was cross-sectional and was done from May 1, 2010 to July 30, 2010 and recruited 775

professional staff from two regional hospitals in Taiwan using purposive sampling. Demographic data and self-reported symptoms related to work-related stress were collected. Each subject completed the Chinese versions of the Job Content Questionnaire (C-JCQ) and The Health-Promoting Lifestyle Profile (HPLSP). Linear and binary regression analyses were applied to identify associations between these two measurements and subjects' characteristics, and associations between the two measurements and stress symptoms. Self-reported symptoms of work-related stress included 64.4% of subjects reporting nervousness, 33.7% nightmares, 44.1% irritability, 40.8% headaches, 35.0% insomnia, and 41.4% gastrointestinal upset. C-JCQ scores for psychological demands of the job and discretion to utilize skills had a positive correlation with stress-related symptoms; however, the C-JCQ scores for decision-making authority and social support correlated negatively with stress-related symptoms except for nightmares and irritability. All items on the HPLSP correlated negatively with stress-related symptoms except for irritability, indicating an association between subjects' symptoms and a poor quality of health-promoting lifestyle behaviors. It was found that high demands, little decision-making authority, and low levels of social support were associated with the development of stress-related symptoms. The results also suggested that better performance on or a higher frequency of health-promoting life-style behaviors might reduce the chances of hospital staff developing stress-related symptoms.

Nguru & Gichuhi (2018) sought to determine the influence of work life balance on employee commitment at National Hospital Insurance Fund, Nakuru Branch. The study was guided by the ERG theory, Herzberg's Two Factor Theory, and Segmentation theory. Descriptive research design was used. The target population comprised of the managers and staff of NHIF in Nakuru Branch who number 45 in total. The study used closed ended self-administered questionnaires as data collecting instruments. Since the target population was small, the study adopted the census method. The pilot study was carried out in NHIF Eldoret branch to establish reliability of the research instruments. Data was analyzed quantitatively using the SPSS. The results show there is a strong positive relationship between work life balance and employee commitment at NHIF Nakuru Branch. From the regression results, growth and development opportunities was found to be the most important determinant of employee commitment.

Ratnawat and Jha (2014) reviewed the available literature to understand the phenomenon so as to develop appropriate stress management strategies to not only save the employees from

variety of health problems but to improve their performance and the performance of the organization. 35 Occupational Stress Inducers (OSI) were identified through a comprehensive review of articles and reports published in the literature of management and allied disciplines between 1990 and 2014. A conceptual model is proposed towards the end to study the impact of stress on employee job performance. The possible data analysis techniques are also suggested providing direction for future research.

Muhammad, Khalid, Nadeem, Muhammad.(2018) studied stress related problems of bankers and examine the relationship between stress and performance. Six components of job stress: Lack of administrative support, excessive work demand, problematic customer relations, coworker's relationship, family & work life balance and risky ness of job were examined in this study. And finally the impact of stress on employee performance. For this purpose 150 questionnaires were filled by the bankers from the district Faisalabad. The results show that all the components of stress cause great stress in bankers and then decrease their performance.

Revenio (2017) sought to determine job stress variables that affect employee performance. It also determines the relationship between job stress and employee performance. To achieve this objective, the study was conducted to Petroleum Development Oman (PDO) in Al-Bahja Center to 65 respondents. The study employed the descriptive research design using the survey questionnaires as its instruments and utilized the purposive sampling to obtain the sample. Originally, questionnaires were distributed to 80 respondents but only 65 questionnaires were retrieved and analyzed. Highlights of the findings indicated that, there is significant relationship between job stress and employee performance with $r=0.955$. When analyzed the independent variables individually using regression analysis, results revealed that both independent variables: underutilization of skills and work overload significantly correlates to employee performance with p-values 0.000 ($p=0.0000.05$) and employee performance.

The studies above compare and contrast in various ways. For example Vijayan (2017) purposed to explore the major factors causing job stress and explains how it affects job performance of the employees working in Aavin, Coimbatore. It was found that management control of job stress levels increase job performance. Murali, Basit and Hassan (2017) on the other hand analysed the impact of job stress on employee performance and found that time

pressure and role ambiguity have significant and negative influence on employee performance while workload and lack of motivation do not have any significant influence on employee performance. Quite apart from the works of Vijayan(2017), Murali, Basit and Hassan(2017); Hansen, Rasmussen, Morten, Kent and Johan (2012) studied health status and exposure to different work environmental factors among ambulance personnel and the core work force in Denmark and found emotional demands as a psychosocial work factor associated with both poorer mental health and worse sleep quality. Similarly, Tsai, Y-C., & Liu, C-H.(2012) investigated factors associated with work stress among hospital staff members and evaluated their health-promoting lifestyle behaviors. It was found that high demands, little decision-making authority, and low levels of social support were associated with the development of stress-related symptoms. In a different direction, Nguru & Gichuhi (2018) sought to determine the influence of work life balance on employee commitment at National Hospital Insurance Fund, Nakuru Branch and found growth and development opportunities to be the most important determinant of employee commitment. Moreover, Ratnawat and Jha (2014) merely reviewed the available literature on 35 Occupational Stress Inducers (OSI) and proposed a conceptual model on the impact of stress on employee job performance. Muhammad, Khalid, Nadeem, Muhammad (2018) also added a voice in this subject. They studied stress related problems of bankers and examine the relationship between stress and performance and found that all the components of stress cause great stress in bankers and then decrease their performance. Similarly, Revenio (2017) sought to determine job stress variables that affect employee performance and found that underutilization of skills and work overload significantly correlates with employee performance.

The studies above determined stress variables, investigated underutilization and work overload, work life balance, employee commitment, social support, time pressure, role ambiguity, management control of job situation, emotional demands and interplays of the same with employee commitment, employee health and employee performance. The studies do not specifically target stress management and therefore do not reveal contribution of stress management to employee performance. Contribution of organizational communication as an activity of stress management to employee performance is not investigated by these studies. To this extent, knowledge is lacking.

2.2.2 Organizational Social Climate and Employee Performance

Kyule (2013) carried out a study to highlight the probable determinants of high staff turnover in firms in the hospitality industry and come up with appropriate corrective measures to arrest this situation. The researcher looked into studies and illuminated and attempted to fill the gaps through the research. The researcher used a cross sectional survey of the firms in the hospitality industry with a sample of 70 employees in 7 firms in the whole of Kitui town. The research instruments used included questionnaires and interview. The data thus collected was keyed into the Statistical Package for Social Sciences (SPSS) which was used to derive descriptive and differential statistics such as percentages, modes and median to meet the objectives of the study. The findings of the study revealed stress related issues as having negative effects of staff turnover in the industry

Pepple, Akpan, & Edem (2017) investigated the workplace environment in a health facility and how it affects the health worker. Results showed that an unsafe health facility environment such as unsuitable furniture, poorly designed workstations, lack of ventilation, excessive noise, inappropriate lighting, poor supervisor support, poor work space, poor communication, poor fire safety measures for emergencies, and lack of personal protective equipment, can adversely affect the productivity of the employee. Health workers in such environment are exposed to occupational diseases such as heat stress, deafness, ergonomic disorders and suffocation. Health worker's productivity and performance can decrease due to poorly planned workplace environment as this adversely affects their morale and may give rise to poor motivation and no job satisfaction as a result, it becomes a challenge for the management to provide a safe work environment for the workers to ensure health, efficiency, productivity and good performance. The relationship between the health worker, work and the workplace environment is very crucial and hence it becomes an integral part of work itself. Management effort in ensuring an active workforce should be focused on employee personal motivation and the infrastructure of the work environment.

Kahora (2012) purposed to establish the perceived relationship between occupational stress and employee job performance among the non-teaching staff at the University of Nairobi. The study adopted descriptive research design in which 351 respondents were sampled using stratified random according to their job cadre. The data was collected using questionnaires which were self-administered. The data was analyzed using descriptive statistics such as frequencies, percentages, mean score and standard deviation. The study established that a

good percentage of the respondents were affected by the stress as majority suffer from illness, they feel angry or frustrated because of things related to work, felt stressed due to unrealistic deadlines, received too much pressure from many people and majority felt that they would quit their jobs if given an option among others. However, the study also found that the general performance of the respondents could be described as good. Some respondents indicated that they were able to establish clear objectives and organize duties for self and those supervised to moderate extent. Some respondents are only able to develop workable ideas only to moderate extent. The effect of occupational stress on employees can therefore not be ignored.

Ojeleye and Okoro (2016) examined job stress and its effect on employees' productivity. Five components of job stress: poor working condition, bullying/harassment, increased workload, hostile working environment and downsizing were analyzed using descriptive data analysis, correlation and regression analysis using SPSS version 22. 120 questionnaires were distributed to the staff of MTN, Globacom, Airtel and Etisalat at of which 110 were successfully filled and returned. The finding showed that there is negative relationship between job stress and employees productivity.

Dar, Akmal, Naseem and Khan (2011) studied impact of stress on employees' job performance in Business Sector of Pakistan. In carrying out the study, random sampling technique was used to select 143 employees of different multinational companies, universities and banks, who have worked at least 5 years in them. Relevant data were collected using structured questionnaire. The chi-square test and t-test was used to test the hypothesis. The findings showed that job stress brings about subjective effects such as feeling undervalued and workplace victimization/ bullying, unclear role/errands, work home interface; fear of joblessness, exposure the traumatic incidents at work and economic instability among our target population. The result is poor concentration, mental block and poor decision making skills.

Sikuku, Wamalwa and Katiba (2017) purposed to establish the influence of organizational stress on work performance among employees at KEFRI headquarters, Muguga and Karura Centres. The study was guided by the following objectives; to establish the hierarchy of employees experiencing organizational stress at KEFRI headquarters, Muguga and Karura Centres; to determine the causes of organizational stress among employees at KEFRI

headquarters, Muguga and Karura Centres; to establish the influence of organizational stress on work performance among employees and to find out ways and strategies to use to manage and mitigate organizational stress in order to enhance employees' work performance at KEFRI headquarters, Muguga and Karura Centres. The study adopted a descriptive survey research design and the target population was 607 employees at KEFRI headquarters, Muguga and Karura Centres. The sample size for this study was 191 respondents. Primary data was collected using questionnaires and interview guides that had both structured and unstructured questions. Data was analysed using SPSS and the output was produced into percentages, frequencies and descriptive statistics for closed questions while content analysis was applied for open-ended questions. The study found that stress was a key hindrance that affected the performance of employees. The employees indicated that they performed complex tasks with very strict deadlines due to the delicate nature of work involved in the research institution where any form of laxity would lead to achieving wrong results, hence affecting the decisions made. Further, the results showed that stress affected performance of employees productivity and the organization negatively. Top level employees and support staff were found to have different forms of stress. A strong correlation was found to exist between organisational stress and employees' performance. It can therefore be concluded that organisational stress affects employee performance at KEFRI particularly time pressure and targets.

Rawal and Mhatre (2018) studied work stress and its impacts on employee's productivity with respect to teachers. An attempt was made through this research paper to know the reason of stress among lecturer & the ways/ techniques to cope with stress generated at work place & its impact on them. The study also focused on employees behavior and attitudes towards productivity which gets affected due to stress in organization. The research method used was purely on secondary data analysis by referring various research papers & journals of this nature, findings & suggestions were made based on grounded theory approach. It is found that maximum number of teachers in self-financing institute face stress related to work in the organization. Many of them feels they are overloaded with the work. Many a times employees scarity their domestic function and accept the boss order to achieve the target of the organization. Employees feel stress due to the family related stress. Employee feels that strategies used in institute/colleges to reduce stress are effective. Despite of huge stress in organization they manage to balance their social life.

Kotteeswari & Sharief (2014) did a paper to determine what and how job-related and demographic variables are associated with employee satisfaction of the BPO employees. This paper has made an attempt to find out the job stress factors affecting the performance of the employees. A sample of 100 employees working in various BPOs in Chennai city has been selected and primary data has been collected from those employees. Data has been collected from various secondary sources like journals, newspapers, Books, websites, conferences etc. The collected data had been analyzed by chi-square test. Based on the data collected analysis and interpretations were made to find out the result of the study. Findings were that majority of the employees agree that the job stress factors or job stress is affecting their performance. They cannot able to concentrate on their work properly. Majority of the employees agree that they are experiencing stress in the work place irrespective of the gender. Both the employer and the employee are following some stress coping strategies to overcome the stress.

The studies above also compare and contrast in different ways. Kyule (2013) carried out a study to highlight the probable determinants of high staff turnover in firms in the hospitality industry and revealed stress related issues as having negative effects on staff turnover. On the other hand, Pepple, Akpan, & Edem (2017) investigated the workplace environment in a health facility and how it affects the health worker with results showing that an unsafe health facility environment such as unsuitable furniture, poorly designed workstations, lack of ventilation, excessive noise, inappropriate lighting, poor supervisor support, poor work space, poor communication, poor fire safety measures for emergencies, and lack of personal protective equipment, can adversely affect the productivity of the employee. Similarly, Kahora (2012) sought to establish the perceived relationship between occupational stress and employee job performance among the non-teaching staff at the University of Nairobi and found that a good percentage of the respondents were affected by the stress as majority suffer from illness, they feel angry or frustrated because of things related to work, felt stressed due to unrealistic deadlines, received too much pressure from many people and majority felt that they would quit their jobs if given an option among others. Along the same line, Ojeleye and Okoro (2016) also examined job stress and its effect on employees' productivity MTN, Globacom, Airtel and Etisalat companies and found that there is negative relationship between job stress and employees productivity. Similarly, Dar, Akmal, Naseem and Khan (2011) studied impact of stress on employees job performance in Business Sector of Pakistan and found that job stress brings about poor concentration, mental block and poor decision making skills. Sikuku, Wamalwa and Katiba (2017) also joined field research in the same

direction. They purposed to establish the influence of organizational stress on work performance among employees at KEFRI headquarters, Muguga and Karura Centres and found that stressors and stress varied according to cadre and that stress affected performance of employees productivity and the organization negatively. Quite close, Rawal and Mhatre (2018) studied work stress and its impacts on employee's productivity with respect to teachers. It is found that maximum number of teachers in self-financing institute face stress related to work in the organization with employees feeling that strategies used in institute/colleges to reduce stress are effective. On the other hand Kotteeswari & Sharief (2014) merely did a paper to determine what and how job-related and demographic variables are associated with employee satisfaction of the BPO employees and found that majority of the employees agree that the job stress factors or job stress is affecting their performance

The studies above concentrated on work stress and how this impacted or affected on employee productivity, staff turnover, overall employee performance and work performance. Some of the studies determined specific outcomes of stress to individuals. They also covered ensuing employee satisfaction. The studies failed to address stress management. They didn't focus on specific aspect of stress management as organization social climate. The studies didn't investigate the contribution of enhancement of organization social climate as stress management avenue to employee performance. This knowledge remains lacking.

2.2.3 Employee Consultation and Employee Performance

De Silva and Thilakasiri (2014) purposed to identify most significance stressor and also to analyses its effect on employees' productivity. Descriptive survey was adopted as the research design of the study. This study has been conducted based on Sri Lanka Air Force with reference to three bases. The primary data were collected through a questionnaire survey from 67 Air Force officers. The results of the study indicate that over workload (.332**), excessive responsibility (.495**), poor relationship (.518**), meet deadline (.494**), and harassment (.558**) are statically significant factors in predicting the level of stress in Air Force officers. Educational level and civil status are most significant demographic factors affecting the level of stress. Finding of the study shows that there is a low positive relationship between stress and productivity.

Sattar & Shadab (2016) did a study intended to determine the impact of stress on job performance of the employees. It is based on empirical research conducted on 100 employees

of 10 Textiles of Karachi. The data was collected through questionnaires based on close-ended questions. The results obtained from the data revealed that workload, stress, and inadequate monetary reward are the prime reasons to influence on employee job performance. Thus it is recommended that employer should reduce the level of stress to get maximum output from employee, provide adequate monetary benefits according to their work and educate employees by providing trainings and counseling to achieve goals and objectives and to be satisfied with their job.

Mansour and Elmorsey (2016) investigated the relevance of different factors of occupational stress such as workload, interpersonal relationships, conflict, and career development to overall employee performance. It also examined the impact of stress to the job satisfaction and turnover levels of employee based on reviewed literatures. The specific objectives were to investigate the relevance of different factors of occupational stress to overall employee performance, to examine the impact of stress to the job satisfaction and turnover levels of employee to identify appropriate tools to manage stressors. Studies revealed that stressors increased tremendously, employee performance, but voluminous empirical studies also found reverse. Results also showed that around the globe, organization has posed several issues to practitioners and administrators in today's changing segment in the operation of organization. It was revealed that change in attitude, setting personal priorities and use of flexible work schedule is essential and needed.

Zafar, Ali, Hameed, Ilyas and Younas (2015) analyzed the impact of job stress on employee's performance in the industrial sector of Pakistan. For this purpose previous research literature was critically studied and data were collected through questionnaire survey. 250 questionnaires were distributed among the customers of telecommunication service providers in Pakistan. The self-administered 250 questionnaires were distributed and 200 complete questionnaires were received at a response rate of 80%. Non-probability sampling techniques was used for the selection of sample. To study the impact of customer satisfaction in telecommunication sector Pearson product moment correlation and regression analysis was used. The finding of this study is that there is positive moderate relationship exists between job stress and employees performance.

Harshana (2018) reviewed the idea of work-related stress, work related stress models and demonstrating how it effect on effectiveness and performance of the organization. Be that as it may, since not all the job-related stress had negative effect it may act as a morale booster of

the employees too. These should be taken into consideration by the top-level management in order to increase job performance while reducing the work-related stress. Job stress represents the most complex territories confronting the present manager with regards to dealing with their employees. An expansive effect at job stress on the job performance and job productivity of organization was revealed.

Osibanjo, Salau, Falola, & Oyewunmi (2016) investigated the implications of workplace stress on organizational performance in a Nigerian Public University. The survey method was deployed in sampling one hundred and seventy (170) staff members of the University. The Structural Equation Modelling was adopted using AMOS to establish fitness. Results of the analyses indicate that role congruence, equity, recognition, and distance, have significant influence on organizational performance. This makes it imperative for organizations to invest necessary resources in developing strategies and interventions to reduce workplace stress. If this is achieved, there will be endless opportunities in terms of increased performance and overall sustainability

Ekundayo (2014) investigated sources and consequences of stress. The rise in stress is seen across all spheres of life, especially in the workplace. Stress in manufacturing industry, oil industry and service industry is a widespread trend (occurrence) with far-reaching practical and economic consequences. Employees' productivity can be hindered significantly by high levels of stress experiences in the work environment. Occupational stress is an adaptive response to an external situation that results in physical, psychological and behavioral deviation for the organizational participant. The paper concluded that stress can be managed inspite of the hazards caused by it.

Soegoto and Narimawati (2017) examined the contribution of personal stress management to an employee's performance and how such influence may affect a company's success. The main focus of this study was to evaluate stress management and its effect on employees' performance. This study took place in Bandung at organization X and we applied a descriptive survey method as the most appropriate means of the study. The participants were purposively selected comprising 34 employees. Conclusion: The results revealed that there are many stress factors employees endure though they don't significantly affect performance, but still influence most of their decisions to leave the company due to continuous

dissatisfaction. It is therefore recommended that such a company should establish a most appropriate strategy to prevent stress within its employees.

Divakar (2015) examined factors leading to work stress and its impact on employee performance of Reliance Fresh, India. The study sought to find out the relationship between job satisfactions of employees and how it contributes factors leading to work stress and its impact on employee performance from India is selected as the organization under study. From the total employees, 40 were selected as respondents for the study. Questionnaire method mainly used to gather the primary data. Secondary data from relevant resources have also effectively utilised in this research to reach valid theoretical findings and conclusions. Statistical and non-statistical methods were used to analyse the gathered data. Graphs and pictorial representations were effectively utilized in the data analysis and presentation part. From the data it can be clearly interpreted that all of the respondents believes that the working condition in the firm can make great impact on their job satisfaction level, when the conditions gets poor it negatively influence the satisfaction level and where the conditions are the working conditions are good it can positively contribute to the job satisfaction level of employees. This data proclaims the significance of job satisfaction among employees to get best performance from their part. From the analysis, it can be clearly interpreted that, the level of job satisfaction has a great role in deciding the performance level of employees.

Zafar, Karim & Abbas (2017) studied impact of working environment factors on performance of employees working in Greenwich University (GU), through identifying the variables which include leadership, organizational culture, training and development, rewards and incentives and stress. This study was quantitative in nature and is aimed to find out the relationship between the above mentioned and employee's Performance of Greenwich University (GU) and the sample size variables is of 50 current employees. The purpose of the study is to see the existing literature and theories in order to have a constructed framework of factors affecting employee performance. It was observed through the validity of the results that these environmental factors do have an impact on employee performance.

Naharuddin & Sadegi (2013) investigated the effect of workplace environment's factors towards employees' performance. Data was collected through the survey method; total 139 employees were participated from three main workplace of Miyazu (M) Sdn. Bhd. Based on

the findings, it was found that only supervisor support is not significant towards the employees' performance. Meanwhile, job aid and physical workplace environment has a significant relationship towards the employees' performance.

Nyangahu and Bula (2015) studied the relationship that exists between work stress and performance of employees in the hotel sector in Nairobi. It also aimed to identify the various sources of stress and their effect on employee performance and to investigate the techniques employed by managers of these organizations to help the employees cope with work stress. The study was conducted in Transit Hotel in Ngara Nairobi City, County. It focused on a target population of 5 managerial and 55 non-management staff. The research used descriptive research design and employed simple random sampling and stratified random sampling as the data collection techniques, resulting in a sample of 31 respondents. The data collection tool used was a questionnaire. Descriptive statistics using frequency tables was used to analyze the data while Chi square was used to analyze the inferential statistics. The findings showed a relationship between work stress and employee performance and that work stress significantly affects the performance of an individual and stress management techniques are not highly regarded or utilized by management.

Ajayi (2018) examined the effect of stress on employee productivity in the Nigerian banking industry. Many organizations, especially banks in the world are witnessing an alarming increase in the negative effects of stress on employee productivity and this necessitated the need for this research work. The study reviewed relevant theoretical and empirical literature, and is anchored on Person Environment (PE) Fit Theory. The study adopted survey research method. The population of study constitutes five selected banks in Awka metropolis. Purposive sampling method was used to select a total of 250 employees. The data used in this study were generated using 5-point Likert scale questionnaire. The data generated were analyzed using simple percentage analysis while the hypotheses formulated were tested using chi-square statistical technique. The study revealed that workload pressure has significant effect on employee productivity. Also revealed was that stress hinders effective performance of the employees. It was therefore recommended amongst others that remedial measures need to be taken by management to minimize the effect of job stress on permanent basis

The foregoing studies show variations in context but quite close on concepts. While De Silva and Thilakasiri (2014) investigated effect of most significance stressor on employees'

productivity and found that over workload, excessive responsibility, poor relationship, deadlines, and harassment are statistically significant factors in predicting the level of stress in Air Force officers, Sattar & Shadab (2016) did a study intended to determine the impact of stress on job performance of the employees of 100 employees of 10 Textiles of Karachi with results that workload, stress, and inadequate monetary reward are the prime reasons to influence on employee job performance. On the other hand, Mansour and Elmorsey (2016) investigated the relevance of different factors of occupational stress such as workload, interpersonal relationships, conflict, and career development to overall employee performance. Findings were that stressors increased tremendously employee performance, but voluminous empirical studies also found reverse. Zafar, Ali, Hameed, Ilyas and Younas (2015) joined Sattar & Shadab (2016) by analyzing the impact of job stress on employee's performance in the industrial sector of Pakistan. The finding of this study was that there is positive moderate relationship exists between job stress and employees performance. Similarly, Harshana (2018) reviewed the idea of work-related stress, work related stress models and demonstrating how it effect on effectiveness and performance of the organization. An expansive effect at job stress on the job performance and job productivity of organization was revealed. Also on a similar path was Osibanjo, Salau, Falola, & Oyewunmi (2016) who investigated the implications of workplace stress on organizational performance in a Nigerian Public University with results indicating that role congruence, equity, recognition, and distance, have significant influence on organizational performance. Quite differently, Ekundayo (2014) investigated sources and consequences of stress and found that stress in manufacturing industry, oil industry and service industry is a widespread trend with far-reaching practical and economic consequences. On the other hand, Soegoto and Narimawati (2017) examined the contribution of personal stress management to an employee's performance and how such influence may affect a company's success with results revealing that there are many stress factors employees endure though they don't significantly affect performance, but still influence most of their decisions to leave the company due to continuous dissatisfaction. Similarly, Divakar (2015) examined factors leading to work stress and its impact on employee performance of Reliance Fresh, India and revealed that level of job satisfaction has a great role in deciding the performance level of employees. Further, Zafar, Karim & Abbas (2017) studied impact of working environment factors on performance of employees working in Greenwich University (GU) and observed that the results that workplace environmental factors do have an impact on employee performance. Along the same line, Naharuddin & Sadegi (2013) investigated the effect of workplace

environment's factors towards employees' performance and found that job aid and physical workplace environment has a significant relationship towards the employees' performance. Similarly, Nyangahu and Bula (2015) studied the relationship that exists between work stress and performance of employees in the hotel sector in Nairobi and found a relationship between work stress and employee performance and that work stress significantly affects the performance of an individual and stress management techniques are not highly regarded or utilized by management. The study by Ajayi (2018) was also close to that by Nyangahu and Bula(2015). The study examined the effect of stress on employee productivity in the Nigerian banking industry and found that workload pressure has significant effect on employee productivity.

These studies focused on impact and effect of stress on employee performance and or productivity. They also covered workplace environment, individual stress management, stress factors, relevance of different factors of stress, sources and consequences. The studies did not focus on stress management by organizations. The studies failed to address employee consultation as an approach to stress management and its contribution to employee performance. Knowledge about this is unexposed.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter highlights the methodology to be used to conduct the study. It gives the research design, study area, target population, sample size, sampling technique, data type and source, data collection method, instrument validation and reliability test, data analysis and presentation.

3.1 Research Design

This study adopted a descriptive case study design. This was expected to provide insights into the dynamics of the variables under study. Descriptive case study design provides in-depth analysis (Mugenda & Mugenda 2003). The descriptive approach helped to establish explore and describe extent of stress management and its influence in employee performance.

3.2 Study Area

The study was conducted in National Hospital Insurance Fund (NHIF), Kenya. National Hospital Insurance Fund has its headquarters in Nairobi. It has its regional offices spread all over the country. The Study covered NHIF as an entity.

3.3 Target Population

The study population consisted of 133 senior administrative staff in the institution. The staff was distributed as in table 3.1

Table 3.1: Population Distribution

Category	Distribution
Senior Administrative Staff (Headquarters)	27
Senior Administrative Staff Regions	105
Total	133

Source: NHIF (2018)

3.4 Sampling Method

All the 133 administrative staff was targeted as respondents. There was no need of sampling for the research since the population was relatively small. In other words, it was a census

study or study using saturated sample. This has been used in a number of Studies (Thuku, 2009).

3.5 Data Collection

3.5.1 Data Type and Source

Both primary and secondary data was used. Primary data was obtained from respondents while secondary data was collected from documents about the fund from the fund and related bodies.

3.5.2 Data Collection Instrument

Self-administered structured and semi structured questionnaire was used to collect Primary data. It was constructed to collect data on contribution of organization communication (OC) to employee performance (EP), contribution of organization social climate (OSC) to employee performance (EP) and on contribution of employee consultation (EC) to employee performance (EP). Questionnaire was administered through drop and pick method. To increase the response rate, follow up calls and repeat visits was made.

3.5.3 Validity and Reliability of Data Instrument

Data collection instrument was pre-tested on 10 conveniently chosen respondents. Data obtained from pretesting was subjected to reliability test. Cronbach's Alpha analysis at a threshold coefficient of 0.7 and above was considered adequate.

Validity was ascertained through expert opinion. This involved the researcher's supervisor and experts in the field of professional ethics and the field of health care.. This helped in validity check.

Reliability test results were as in table 3.2. Reliability test confirmed reliability of the three scales of the instrument at 0.825, 0.725 and 0.777 for OC To EP, OSC to EP and for EC to EP respectively;

Table 3.2: Reliability Test for Data Instrument

Construct	Number of Items	Cronbach's Alpha Reliability Coefficient
OC to EP	6	0.825
EC to EP	6	0.755
OSC to EP	6	0.777

Source: Pilot Study Data (2019)

3.6 Data Analysis and Presentation

The study was descriptive. Descriptive statistics was used. Quantitative data was analyzed using means, frequencies, variance, cross tabulations and standard deviation. Results were presented in tables and graphs.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter presents results and discussion. Results are given for objectives one to three i.e contribution of organization communication (OC) to employee performance (EP), contribution of organization social climate (OSC) to employee performance (EP) and on contribution of employee consultation (EC) to employee performance (EP).

4.1 Response Rate

The population was 133 out of which 10 were used for pre testing. A total of 123 questionnaires were distributed with 117 successfully returned. This represents a response rate of 95%

4.2 Organization Communication (OC) and Employee Performance (EP)

Table 4.1 Contribution of Organization Communication to Employee Performance(N=117)

	N	Min	Max	Mean	SD
Sharing information with employees contribute to employee effectiveness	117	1	5	3.76	.493
Clearly defining employees roles and responsibilities contributes to employee effectiveness	117	2	5	4.00	.742
Making communication with employees friendly and efficient contributes to employee effectiveness	117	1	5	3.93	.721
Sharing information with employees contribute to employee efficiency	117	1	5	3.66	.752
Clearly defining employees roles and responsibilities contributes to employee efficiency	117	1	5	3.68	.767
Making communication with employees friendly and efficient contributes to employee efficiency	117	1	5	3.78	.671
Overall Response	117			3.80	.712

Source: Study Data (2019)

Table 4.1 shows that overall mean score was 3.80. This implies the contribution of organization communication to employee performance was high in the organization. The values of the standard deviations (SD) imply spread of responses from the mean response by other responses was minimal. None had SD above 0.767. These results are consistent with the results of Nguru & Gichuhi (2018), Muhammad, Khalid, Nadeem, Muhammad.(2018) and Revenio (2017). However, the results do not agree with those of Tsai, Y-C., & Liu, C-H.(2012).

4.3 Organization Social Climate (OSC) and Employee Performance (EP)

Table 4.2 Contribution of Organization Social Climate to Employee Performance (N=117)

	N	Min	Max	Mean	SD
Providing opportunities for social interaction among employees contributes to employee effectiveness	117	2	5	4.43	.627
Establishment and adherence to zero tolerance policy for harassment contributes to employee effectiveness	117	1	5	3.36	1.001
Show of consistency of management actions with organization values contributes to employee effectiveness	117	1	5	3.75	.988
Providing opportunities for social interaction among employees contributes to employee efficiency	117	2	5	4.07	.951
Establishment and adherence to zero tolerance policy for harassment contributes to employee efficiency	117	2	5	4.05	1.008
Show of consistency of management actions with organization values contributes to employee efficiency	117	2	5	4.50	.999
Overall Response	117			4.02	1.005

Source: Study Data (2019)

Table 4.2 shows the overall mean score was 4.02. This implies contribution of organization social climate to employee performance in the organization was high. Standard deviations (SD) indicate little spread of responses from the mean response by other responses. This means respondents were consistent in their responses. None had SD above 1.008. These results are consistent with the findings of Kyule(2013), Pepple, Akpan, & Edem (2017), Kahora (2012) , Ojeleye and Okoro (2016) , Sikuku, Wamalwa and Katiba (2017) and; Kotteeswari & Sharief (2014). However, the findings are not consistent with those of Rawal and Mhatre(2018)

4.4 Employee Consultation (EC) and Employee Performance (EP)

Table 4.3 Contribution of Employee Consultation to Employee Performance (N=117)

	N	Min	Max	M	SD
Giving employees opportunities to participate in decision making contribute to employee effectiveness	117	1	5	3.63	.892
Consulting employees about scheduling work and rules contributes to employee effectiveness	117	1	5	3.76	.925
Matching employees workload with employee abilities and resources through consultation contributes to employee effectiveness	117	1	5	3.83	.969
Giving employees opportunities to participate decision making contribute to employee efficiency	117	1	5	3.68	.893
Consulting employees about scheduling work and rules contributes to employee efficiency	117	1	5	3.76	.932
Matching employees workload with employee abilities and resources through consultation contributes to employee efficiency	117	1	5	3.74	.920
Overall Response			117	3.73	.931

Source: Study Data (2019)

Table 4.3 shows an overall mean score of 3.73. This implies that contribution of employee consultation to employee performance was high. The standard deviations (SD) imply the spread of responses from mean response was minimal. None had SD above 0.969. The respondents did not vary much in their responses. Sattar & Shadab (2016), Zafar, Ali, Hameed, Ilyas and Younas (2015), Harshana (2018) and; Osibanjo, Salau, Falola, & Oyewunmi (2016). They however differ from those of De Silva and Thilakasiri (2014) and; Mansour and Elmorsey (2016).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS ANDRECOMMENDATIONS

The chapter highlights summary of findings by highlighting how research questions were answered for each objective. The chapter further provides conclusions and recommendations for practice and further research.

5.1 Summary of Findings

The results for objective one confirm that organization communication contributes highly to employee performance with contribution of clearly defining employees roles and responsibilities to employee effectiveness being highest and contribution sharing information with employees to employee efficiency, being lowest. Therefore the research question of what is the contribution of employee communication to employee performance at NHIF Kenya is answered.

The results for objective two attest to the fact that organization social climate has high contribution to employee performance with contribution of show of consistency of management actions with organization values to employee efficiency being highest and contribution of establishment and adherence to zero tolerance policy for harassment to employee effectiveness being lowest. Therefore the research question of what is the contribution of organization social climate to employee performance at NHIF Kenya is answered.

The results for objective three indicate that employee consultation too has high contribution to employee performance with contribution of matching employees workload with employee abilities and resources through consultation to employee effectiveness, being highest and contribution of giving employees opportunities to participate in decision making to employee effectiveness, being lowest. Therefore the research question of what is the contribution of employee consultation to employee performance at NHIF Kenya is answered.

5.2 Conclusions

From the findings, conclusion for objective one is that organization communication play a role in employees' level of effectiveness and efficiency. From the findings of objective two, conclusion is that organization social climate also plays a role in employee performance in terms of effectiveness and efficiency. Likewise, from the findings of objective three, conclusion is that employee consultation contributes to employees' effectiveness and efficiency.

5.3 Recommendations

The study recommends that the organization and other organizations should encourage organization communication, build and develop organization social climate and heighten employee consultation as these have a role to play in employee performance.

The study recommends that future researchers can apply advanced methods of analysis. They could apply regression models on more robust data from a survey rather than a case study.

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APPENDICES

Appendix I: Letter of Introduction

ALPHONSE OUYA

C/O

DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS AND ECONOMICS

MASENO UNIVERSITY

DATE _____

TO WHOM IT MAY CONCERN

Dear Sir/Madam

ACADEMIC RESEARCH

I am a student at Maseno University pursuing a course leading to Master of Science in Human Resource Management. As part of the requirements, I am carrying out this research entitled, “**CONTRIBUTION OF WORK PLACE STRESS MANAGEMENT TO EMPLOYEE PERFORMANCE AT NATIONAL HOSPITAL INSURANCE FUND, KENYA.**” Please assist to answer the questions provided in a questionnaire. Your Identity is not required and the information you provide was treated in strict confidence.

I remain grateful

Yours Sincerely

Alphonse Ouya

(MSC /BE/00044/2017)

Supervisor

Dr Charles Ondoro

Maseno University

Appendix II: Questionnaire

a) General Information

1. Department of Respondent
 Accounting Finance ()
 Human Resource ()
 Supplies and Supplies Management ()
 General Administration ()
 Operations()
 IT and Others ().

2. Designation _____ -

b) Contribution of Organization Communication to Employee Performance						
Tick one box to indicate your extent the following organization communication practices contribute to employee performance in the institution						
		EXTENT				
	Contribution of Organization Communication to Employee Effectiveness	<i>Very High 5</i>	<i>High 4</i>	<i>Moderate 3</i>	<i>Low 2</i>	<i>Very low 1</i>
1	Sharing information with employees contribute to employee effectiveness					
2	Clearly defining employees roles and responsibilities contributes to employee effectiveness					
3	Making communication with employees friendly and efficient contributes to employee effectiveness					
	Contribution of Organization Communication to Employee Efficiency	<i>Very High 5</i>	<i>High 4</i>	<i>Moderate 3</i>	<i>Low 2</i>	<i>Very low 1</i>
4	Sharing information with employees contribute to employee efficiency					
5	Clearly defining employees roles and responsibilities contributes to employee efficiency					
6	Making communication with employees friendly and efficient contributes to employee efficiency					

c) Contribution of Employee Consultation to Employee Performance						
Tick one box to indicate your extent the following Employee Consultation practices contribute to employee performance in the institution						
	Contribution of Employee Consultation to Employee Effectiveness	<i>Very High 5</i>	<i>High 4</i>	<i>Moderate 3</i>	<i>Low 2</i>	<i>Very low 1</i>
7	Giving employees opportunities to participate decision making contribute to employee effectiveness					
8	Consulting employees about scheduling work and rules contributes to employee effectiveness					
9	Matching employees workload with employee abilities and resources through consultation contributes to employee effectiveness					
	Contribution of Employee Consultation to Employee Efficiency	<i>Very High 5</i>	<i>High 4</i>	<i>Moderate 3</i>	<i>Low 2</i>	<i>Very low 1</i>
10	Giving employees opportunities to participate decision making contribute to employee efficiency					
11	Consulting employees about scheduling work and rules contributes to employee efficiency					
12	Matching employees workload with employee abilities and resources through consultation contributes to employee efficiency					
d) Contribution of Organization Social Climate to Employee Performance						
Tick one box to indicate your extent the following Organization Social Climate Provisions contribute to employee performance in the institution						
	Contribution of Organization Social Climate to Employee Effectiveness	<i>Very High 5</i>	<i>High 4</i>	<i>Moderate 3</i>	<i>Low 2</i>	<i>Very low 1</i>
13	Providing opportunities for social interaction among employees contributes to employee effectiveness					
14	Establishment and adherence to zero tolerance policy for harassment contributes to employee effectiveness					
15	Show of consistency of management actions with organization values contributes to employee effectiveness					

	Contribution of Organization Social Climate to Employee Efficiency	<i>Very High 5</i>	<i>High 4</i>	<i>Moderate 3</i>	<i>Low 2</i>	<i>Very low 1</i>
16	Providing opportunities for social interaction among employees contributes to employee efficiency					
17	Establishment and adherence to zero tolerance policy for harassment contributes to employee efficiency					
18	Show of consistency of management actions with organization values contributes to employee efficiency					

Appendix III: Work Schedule

WORK PLAN

PERIOD

2019

Month1Month2Month3Month4Month5

ACTIVITY					
Problem Identification	■				
Review of literature	■	■	■		
Proposal Writing and Presentation		■	■		
Proposal presentation			■		
Data collection and data entry			■	■	
Data Analysis				■	
Presentation of draft				■	
Final draft					■
Submission of project for examination					■

Appendix IV: Budget

<u>ITEM</u>	<u>KSHS</u>
Stationery	8,000
Literature Review and proposal development	10,000
Data collection	16,000
Data analysis	10,000
Secretarial costs	10,000
<u>TOTAL COSTS</u>	<u>54000</u>