

Fatigue, Counterproductive Work Behavior and Work Performance among Nurses at Life link
Hospitals, Staff at Century Cinemax Uganda and Northern Uganda Resilience Initiative

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Declaration

I, Arubaku Paul, hereby declare to the best of my knowledge that this research dissertation submitted to Makerere University, titled fatigue, counterproductive work behavior and work performance is my piece of original work and has never been submitted either in partial or in full to any academic institution of higher learning for academic purposes or any award. Literature from other scholars have been acknowledged and then referenced. This dissertation has been submitted with guidance and approval from my supervisor Dr. Martin Baluku.

Signature: 

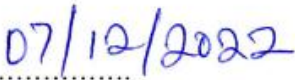
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Approval

I certify that this dissertation of Arubaku Paul has been carried out under the title 'fatigue, counterproductive work behavior and work performance' under my supervision and is ready for submission to school of psychology with my due approval.

Signature.....

Date.....

Dr. Martin Baluku

Supervisor

Dedication

This dissertation is dedicated to my beloved mother Arubaku Grace and Father Arubaku Jimmy, Dr. Matin Baluku. I acknowledge all the support rendered to me to succeed in my academics. May God bless you.

Acknowledgement

First and foremost, I thank the almighty God who gave me strength and has enabled me to come this far, by guiding me throughout this period

Special thanks to my academic supervisor Dr. Martin Baluku for guiding and correction towards during my research. Furthermore, I appreciate the entire Makerere University for according me this opportunity to put my academic work to experience.

Finally, I recognize the efforts of my mother Arubaku Grace and Arubaku Jimmy for their continuous support both financially and emotionally.

May almighty lord reward you abundantly.

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Abstract

The study sought to establish the relationship between fatigue, counterproductive work behavior (CWB) and work performance among employees. The study gave an insight of how employee's fatigue leads to counterproductive work behavior and affecting their work performance. The objectives examined the relationship between fatigue and counterproductive work behavior, the relationship between fatigue and work performance and assessed if fatigue affects the results between Counterproductive work behavior and work performance of employees. A quantitative research approach was used in data collection and analysis. A simple random sampling method was also used targeting a sample size of employees.

The study findings helped organizations to formulate new policies as well as modify existing ones to conclusively support the need of good sleep-in order to enhance better performance. To achieve these objectives, correlation research was conducted and 87 from respondents were used as a sample population among nurses at life link referral hospital located at kyaliwajala wakiso, staff from century cinemas in Kampala, then Northern Uganda resilience initiative. Pearson correlation was used and the findings show that fatigue has a negative non-significant relationship with counterproductive work behavior. ($r = -.178, p > .05$). The result also shows that there is no significant relationship between Fatigue and work performance ($r = .125$ and $p > .05$) results show that there is no significant relationship between fatigue and task performance ($r = .095$ and $p > .05$), also found that there is no significant relationship between fatigue and contextual performance. And also there was a positive significant relationship between fatigue and contextual performance. ($r = .946$ and $p < 0.01$) therefore it was confirmed and retained.

Employers should know how to overcome fatigue in order to prevent counterproductive work behaviors from happening among their employees and also improve on their work performance.

Managers or employers can deal with this kind of behavior through hiring carefully, this implies that they should set clear policies, questions or interviews to see whether the candidate is eligible for entry, then employers or managers should communicate clearly about consequences of such behaviors.

Chapter One Introduction

Background

Fatigue is typically defined as a reduction of one's functional capacity due to extreme tiredness (Frone and Tidwell, 2015) and has long been recognized as a precursor of a wide variety of undesirable outcomes for the organization (e.g., higher levels of turnover intentions; Cai et al., 2018) and the employee; (Frone and Blais, 2019). Frone and Tidwell (2015) showed that employees presenting high levels of fatigue displayed psychological health, physical health, and organizational commitment, coupled with accrued turnover intentions and difficulties to relax after work. Fatigue is damaging both psychologically and physically, leading to less efficient work recovery, negative work attitudes, and health-related difficulties (Hobfoll, 1989; Shirom and Melamed, 2006).

Extreme fatigue while at work can result from the interplay of many factors, including shift patterns, physical workload, monotonous and unstimulating work, poor sleep hygiene and other lifestyle factors, medical conditions and/or associated therapies and personal life challenges. (Sprigg et al,2007). Many workers currently experience both temporary and dangerous fatigue as a result of: working long and/or poorly scheduled hours doing several jobs; carrying out tedious, difficult and physically demanding tasks; having challenging caring responsibilities, poor quality and inadequate sleep or travel-to-work difficulties; or experiencing harmful stress associated with domestic and workplace factors. (Hallowell, 2010)

Fatigue can affect a person's performance in a variety of ways. People who are fatigued are more easily distracted, are less able to concentrate, tend to forget things more easily, take longer to solve problems, make more mistakes, have slower reaction times, and take more risks than they might otherwise. So, fatigue has negative ramifications on both individuals and organizations, to the individuals, it may lead to, alcohol and drug abuse, depression, suicide, and

generally poor quality of life which reduces individual capability in work performance. (Duley Branson 2006). To the organization fatigue in nursing for example leads to reduced quality of care, less satisfaction resulting in lateness, absenteeism, and nurses quitting the organization and possibly the nursing profession. (Lindy luven, jacks Wilber 217) A recent report in Uganda suggests that more than 80% of health professionals want to quit which is evidence suggestive of fatigue. The performance of individuals in other roles, for example managers who schedule work and oversee operations, traffic control officers, mechanics, technicians, baggage handlers, and those providing customer service, can also negatively impact safety if it is impaired by fatigue. Being tired can also make a person feel angry or irritable, which can affect the performance of those around them and to the organization. (12 March 2015 Missy Rudin-Brown)

The relationship between fatigue and work performance identifies the productivity levels of work performance, when fatigue is high there is very low performance and when fatigue is low there is high performance. This occurs if there are risks in the workplace such as monotony, workload level and long hours of work which can take a toll physically and mentally (James Regan, Lim and Chia 2019) said fatigue can decrease a person's alertness and compromise motor skills, reflexes, judgment, and decision-making abilities. Mental fatigue can lead to overactivation in brain activity, which is related to reduced cognitive performance Severe fatigue over an extended period can lead to workers taking sick leave and disability leave. (Pentha Mayasari 2017).

The intriguing relationship between Fatigue and counterproductive work behavior (CWB) has been explored in various occupational groups, and deferent explanations for the relationship were advanced. For example, Mulki, Jaramillo, and Locander (2006) found that emotionally exhausted employees become less satisfied with their jobs and become less devoted to the organization, which leads to counterproductive work behaviors among employees.

Problem Statement

Fatigue is a major problem in the productivity of the organization. It affects people's moods and behaviors. Employees may become impulsive, often resulting in misunderstandings and conflicts. And a workplace filled with overtired employees also has less empathy, awareness and ethical behavior, which can negatively affect the organization's performance and safety. For example, if workers don't care about their colleagues, they're less likely to result into counterproductive work behaviors such as absenteeism. Violence, revenge therefore will harm the organization

Purpose

To examine fatigue, counterproductive work behavior and work performance among nurses in life link referral hospitals, the staff at Century Cinemax and NURI Organization

Objectives

1. To examine the relationship between fatigue and counterproductive work behavior
2. To examine the relationship between fatigue and work performance
3. To examine the relationship between counterproductive work behavior work performance

Conceptual Scope

The study is mainly about fatigue being a positive contributor to counterproductive work behavior among employees and how it results to poor work performance.

Fatigue is defined as extreme tiredness that can manifest physical weakness or mental exhaustion. It is characterized by decreased energy, motivation and difficulty concentration. (Paula postigo 2020)

Counterproductive work behavior is any intention unacceptable behavior that has the potential to have negative consequences on an organization and the staff members within the

organization. These behaviors include acts such as theft, calling in sick when you're not sick, fraud, sexual harassment, violence etc. (k Istone2017)

Work performance is considered as a dependent variable of great interest because the goals and objectives of the organization are measured in terms of performance (Campbell et.al.1993)

Geographical Scope

The study is going to be carried out at life link referral hospital, staff at century cinema in Naalya and staff in NURI Organization.

Significances

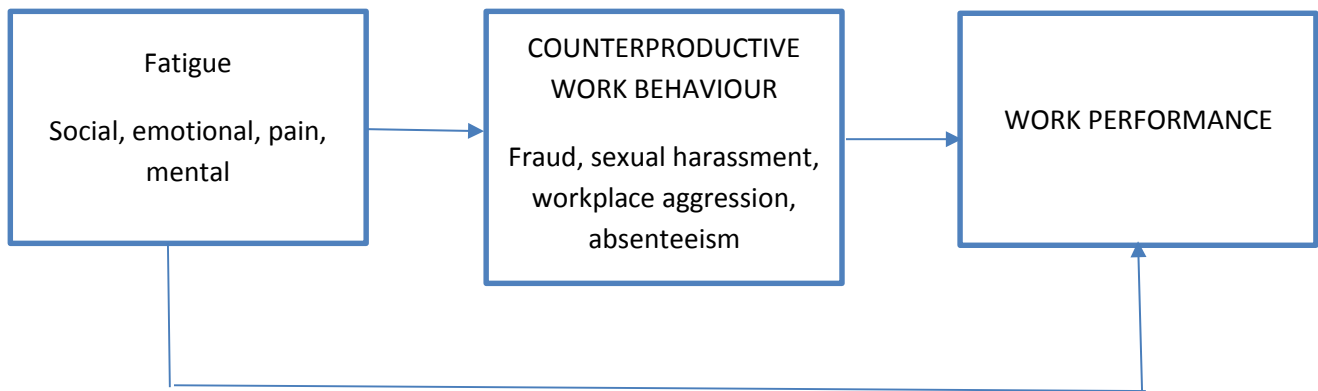
The research will be important to all employers in different organizations as they will be able to understand the negative aspects of fatigue which leads to counterproductive work behaviors of employees which will decrease their work performance.

The study will also help employers know how to overcome fatigue in order to prevent counterproductive work behaviors from happening among their employees and also improve on their work performance

The research will also be important for the future researcher who will wish to carry out research in the same field and come up with more better ideas on how to overcome fatigue and counter productive work behavior to improve work performance

The research will be important to the government to understand the loopholes in the work performance of employees in the nursing sector and find ways on how to improve on the working conditions in order to bring about good work performance.

Conceptual Framework



The conceptual framework illustrates the expected relationship between;

Fatigue and work performance, fatigue can have crippling effect on productivity if left unchecked and reduces, motivation, lessens creativity and lowers your mood this results to poor work performance in the organization, also fatigue such as tiredness, pain, muscle cramps, and mental health leads to counterproductive work behavior such as absenteeism, fraud, sexual harassment, aggression which lowers the productivity of work among employees at work.

Counterproductive work behavior negatively affects the work performance in the organization.

counter productive work behaviors such as intentions to absenteeism, sexual harassment violence, revenge employee aggression etc. results to poor work performance.

Chapter Two

Literature Review

Introduction

This chapter encompasses a review of the literature that has been carefully explored by a number of researchers basing on fatigue, counterproductive work behavior and work performance.

Fatigue and work Performance

Fatigue can slow down reaction times, reduce attention or concentration, limit short-term memory and impair judgement. High levels of fatigue can affect any worker in any occupation or industry with serious consequences for worker safety and health. Adams (2008).

Fatigue isn't just feeling tired or sleepy. The term also encompasses a lack of energy, and mental and physical exhaustion. And while fatigue feels like a common condition, it shouldn't be treated as an unavoidable fact of life. Tiredness dramatically increases the number of everyday errors and safety incidents that occur in workplaces due to impaired mental and physical performance and reduction in coordination. (Safe start 2020.).

Fatigue affects people's moods and behaviors. Employees may become impulsive, often resulting in misunderstandings and conflicts. And a workplace filled with overtired employees also has less empathy, awareness and ethical behavior, which can negatively affect the organization's performance and safety. For example, if workers don't care about their colleagues, they're less likely to voluntarily bring up safety issues they might notice. (Timothy Wells 2012).

According to the researchers, the rate of lost productivity for all health-related reasons also was much higher for workers with fatigue: 66 percent, compared with 26 percent for workers without fatigue. (Ruvelta 2003).

Nine percent of workers with fatigue reported lost productive work time. According to the researchers, fatigue reduced work performance mainly by interfering with concentration and increasing the time needed to accomplish tasks.

With adjustment for other factors, fatigue was more common in women than men, in workers less than 50 years old and in white workers compared with African-Americans. Workers with "high-control" jobs – relatively well-paid jobs with decision-making responsibility – also reported higher rates of fatigue. (Jan, 11 2017, Josh Cable)

Counterproductive Work Behavior and Work Performance

A counterproductive work behavior, or CWB, is any employee behavior that undermines the goals and interests of a business. Counterproductive work behaviors come in many different forms, but can include tardiness, theft, fraud, sexual harassment, workplace bullying, absenteeism, substance abuse, workplace aggression, or sabotage. These types of behavior not only impact the quality of work produced by the employee engaging in CWBs but also can negatively affect the productivity of other employees in the company and create undesirable risks for the employer. (Joven trigger, 2000)

Performance of an employee is an individual thing because each employee has different levels of ability in doing the job task. A person's performance depends on a combination of ability, effort and opportunity. Thus, performance is not defined by the act itself but with the assessment and evaluative process (Sabine and Michael Frese, 2001) Dimensions in assessing employee performance (Ruky 2012), in measuring employee performance used a list of questions that contain several dimensions of criteria about the work. There are six dimensions in assessing employee performance, namely: Quality, Quantity, Timeliness, Cost Effectiveness, Need for Supervision, Interpersonal Impact Special dimension Interpersonal Impact, With the employee who has a high sense of self-esteem of his work then the employee strives to achieve the best results in his job is

a level of state of the employees can create a comfortable atmosphere in work, confident, clean work and diligent work in completing his work and even in having thoughts and actions that benefit the organizations (John Wilber, 2006)

Within organizations today counterproductive behavior at work is a huge issue which can have severe consequences. At least 30% of all businesses are believed to fail due to counterproductive work behaviors. (Olwen Henry, 2011) The issue of subprime loans, which involves lending to people with poor credit histories, led to the collapse of many finance institutions a few years ago. All it takes is one employee engaging in serious counterproductive work behavior to have detrimental effects on an organization. The actions of one person led to the collapse of Enron. Up to 89% of employees have engaged in counterproductive at work. (Spec jade, 2018) Studies have shown that between 35% and 75% of employees have admitted to stealing from their employer,^{2,3} which resulted in over \$50 billion of losses to organizations in the USA each year. This figure is believed to be increasing every year. Due to the large potential losses to an organization from counterproductive behavior, it is important that counterproductive behaviors in the workplace are not over looked. Steps need to be taken to reduce the risk of potential loss due to counterproductive behaviors occurring within the workplace.

Fatigue and Counterproductive Work Behavior

Taking longer breaks than permitted (Jones, 1981b; Maslach & Pines, 1977). Although these behaviors can be averse to the organization, COR theory would suggest that these 'passive' CWBs can be effective for protecting one's remaining resources by ultimately behaviorally distancing oneself from job demands (e.g., purposely withholding effort by working slowly is a defensive strategy for individuals who lack sufficient resources). However, the aforementioned behaviors may not be fully representative of the behavioral responses following emotional exhaustion. If individuals do not have sufficient resources to deal with emotional exhaustion via

direct avoidance (i.e. they are unable to avoid particular situations), they may cope with emotional exhaustion in more 'active' ways that match their available resources and opportunities. For instance, an emotionally exhausted office clerk may purposely misplace a critical document to temporarily avoid completing a demanding task. As another example, an assembly line worker may install a part incorrectly to receive a short break due to line stoppage. Although plausible in providing some temporary relief, these active CWBs may be a misguided attempt to rebuild resources by investing energy into 'Lashing out' against the organization as a way to gain a sense of control over the source of resource loss. Although there have been numerous antecedents linked to CWBs (Martinko, Gundlach, & Douglas, 2002), research examining CWBs as a result of emotional exhaustion has been greatly neglected. Those few studies investigating such a relationship have found supporting (Stress Health (2011) © 2011

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Evidence (e.g., Jones, 1981a; Maslach & Jackson, 1981). For example, Jones (1980) discovered that burnout was related to the number of times a police officer shouted at, pushed or shoved suspects. Likewise, Shinan-Altman and Cohen (2009) found that burnout was associated with nursing aides' attitudes toward elder abuse. Nonetheless, research by Liang and Hsieh (2007) suggested that there is not a direct relationship between emotional exhaustion and CWBs but rather an indirect one via depersonalization. Depersonalization can serve as a means of psychological withdrawal by creating an emotional buffer between an individual and demanding situation (Leiter, 1993; Taris, Schreurs, & VanIerselVanSilfhout, 2001). That is, distancing oneself from others by creating an 'us' versus 'them' perspective (Maslach, 1982, p. 17) allows individuals to cope more easily with demands because flower perceived investment. Because depersonalization is characteristic of having an indifferent outlook, it is likely to predict more

passive types of CWBs (e.g., abusing restroom privileges) but not necessarily behaviors that are more active or harmful (e.g., damaging a piece of equipment).

In order to legitimize all types of CWBs, including active ones, an individual would likely need to take a pronounced anti-organizational perspective that provides the needed motivation and justification for harming the organization. There is currently no research regarding the effects of organizational disidentification on CWBs. However, the negative associations between organizational identification and CWBs (Bolton & Harvey, 2006) and the positive associations between depersonalization and CWBs (Liang & Hsieh, 2007) suggest a relationship. Most notable is Elsbach and Bhattacharya's (2001) finding that disidentification provides the means for individuals to justify engaging in counter-organizational measures (e.g., voicing negative opinions, boycotting products) against the National Rifle Association.

Hypotheses

1. Fatigue and work performance are significantly related
2. Fatigue and counterproductive work behavior are significantly related
3. Counterproductive work behavior is significantly related to work performance

Chapter Three

Methodology

Introduction

The chapter entails the methods that were used during the study that is the research design, population, sample size, instruments and measures, procedures, quality control, data management, data analysis, budget and questionnaires.

Research Design

The study employed quantitative approach research design where a cross sectional study is a type of observational study that analyses data from a population or a representative subject at a specific point in time while a correlation study shall be used since the researcher seeks to understand the kind of relationship naturally occurring between the study variables

Population

The target population of this study was 120 permanent employees. Nurses at life link referral hospital, staff at century Cinemax Uganda, and staff at NURI

Sample Size

The study consisted of 87 respondents both male and female, only employees.

A simple random technique was used to select respondents for participation, where a subset of individuals from a large population is chosen randomly and entirely by chance so that the probability of being chosen at any stage of the sampling process is the same for each individual

Instrument and Measurement

The study employed a closed ended questionnaire comprising of standardized measures for each variable to collect data. The instrument contained three sections that is: fatigue, Counterproductive work behavior and work performance.

The type of questionnaire items is closed ended questions. By closed ended questions we prescribe the range of responses from which respondents choose. The responses will be measured on a six-point Likert scale in which 1 indicates all of the time, 2 indicates most of the time, 4 indicates some time, 5 indicates a little of the time and 6 none of the time.

Procedure

On approval of the research proposal and questionnaire by the supervisor, the researcher was told to seek an introductory letter from the Department of education, organizational and social psychology. The letter was then be presented to the director administration and human resource at life link referral hospital where the researcher administered the questionnaire to the respondents to participate in the sturdy. Before participating, respondents were introduced to the topic and objectives of the sturdy and their consent to participate will be sought. After exhausting the required number of participants, the questionnaire will be collected and analyzed to test the hypothesis.

Data Management

Data was coded into different categories. This enabled the researcher to turn qualitative data into numerical data. The coded data was then entered into **SPSS version 20**.

Entered data was then polished by removing invalid data points from the data set, this involved reviewing data for consistency and removing outliers, incomplete data and duplicate data entries. The data was be analyzed by performing various statistical operations such as Pearson's correlation.

Data Analysis

Data from the respondents was coded and analyzed using Statistical Package for Social Scientists (SPSS). Frequency tables was also generated to further analyze the respondents 'bio data and other information about the variables. Pearson's product correlation coefficient will be used to establish the relationship between variables.

Ethical Consideration

The researcher ensured the respondents of confidentiality about the information provided. Therefore, the data was kept anonymous and the respondent were not asked to reveal their identity. In addition, the data collected was used for sturdy purpose. The researcher also obtained concept of the participants this involve giving them brief factual information about research which they will be required to agree or not take part in the research. Respondents were assured of anonymity; the identity of the participants remained unknown and will not be required to give their names or address or any other personal information that may reveal their identity.

Anticipated Problems

Making appointments with reliable informants was difficult since most of them may be running hesitant especially the fact that there was a pandemic and everything was locked down

The researchers also encountered problems of limited funds to carry out the study. These costly expenses during the sturdy affected the research since expenses, including transport, requires money

Some of the respondents were unwilling to participate in the research and may also demand money in exchange for the information they provide

The biggest limitation was the covid 19 pandemic that will make many places close thus it will be difficult to get respondents especially due to the social distancing practiced

Chapter Four

Results and Interpretation

This chapter covers the results of the data collected and the interpretation of the findings in relation to hypotheses. Pearson product Moment Correlation Coefficient was used to examine the relationship between fatigue, counterproductive work behavior and work performance.

Respondents Background Information

The background information of the sample population of responded was presented in terms of gender, age, years spent in organization, position organization, and education level of education as presented in the table below.

Table 1: Showing the response level on the background information of the respondents

Bio-Data	Frequency	percentage
Gender		
Male	51	45.9
Female	60	54.0
Total	111	100.0
Age		
20 - 29	37	33.6
30 - 39	56	50.9
40 - 49	13	11.8
50 - 59	2	1.8
60 – 69	2	1.8
Total	110	100.0
Years spent in the organization		
1 - 4	22	19.8
5 - 8	6	10.8
9 - 12	6	5.4
13-16	80	27.9
Total		100.0
Positions in organizations		
Owner of company	3	2.7
Top level management	13	11.7
Middle level management	33	29.7
lower-level management	22	19.8
Front-line supervisor job	11	9.9
Has no supervisory job task	24	21.6
Total	106	100.0
Education		
Certificate	2	1.8
Diploma	11	9.9
Bachelor's Degree	69	62.2
Post Graduate Diploma	3	2.7
Master's Degree	24	21.6
Total	109	100.0

The findings in table 1 above show the background information of respondents. The results show that the respondents were both male and female. However, the female respondents participated more in than the male in the study. This could however mean that the female

respondents were more cooperative than the male respondents at the time of study. The results also show that the respondents were of different age groups and majority of the respondent were between 30 – 39 years old. This age group was followed by 20 – 29 years old, 40 – 49 years old, 50 – 59 years old and lastly 60 – 69 years old.

Additionally, the table also presents the years that the respondents spent in the organization. The data shows that most of the respondents, 46 of them (41.4%) had spent 1 – 4 years in the organization. 22 respondents (19.8%) had spent 5-8 years in the organization, 6 respondents (10.8%) had spent 9 -12 years in the organization and 6 respondents (5.4%) had spent 13-16. Years in the organization in the study.

The table goes on to show information obtained on the positions owned by respondents in the organization whereby majority of the respondents (33) were in the middle level management (29.7%), followed by the respondents (24) who have no supervisory job task (21.6%), then (22) respondents in the lower-level management (19.8%), 13 of the top level management (11.7%), respondents (11) of them were in the front line supervisor jobs (9.9%) and lastly only 3 respondents who were owners of the company which makes it (2.7%).

The table also shows the qualification of respondents. The findings show that most of the respondents, 69 of them (62.2%) were bachelor's degree holders, 11 respondents (9.9%) were diploma holders, 24 respondents (21.6%) were master Degree holders, then 3 respondents (2.7%) were post graduate Diploma holders and lastly 2 respondents (1.8%) with a certificate

Hypothesis Testing

Table 2: Correlations among Study Variables

	1	2	3	4	5
1. Fatigue	1				
2. Counterproductive work behavior	-.178	1			
3. Work performance	.125	-.143	1		
4. Task performance	.095	-.112	.884**	1	
5. Contextual performance	.128	-.143	.946**	.684**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Hypothesis 1 states that there is a significant relationship between Fatigue and counterproductive work behavior. To determine the significance of the relationship, Pearson correlation was used. The findings in table 2 above show that fatigue has a negative non-significant relationship with counterproductive work behavior. ($r = -.178$, $p > .05$). The result also shows that there is no significant relationship between Fatigue and work performance ($r = .125$ and $p > .05$) results show that there is no significant relationship between fatigue and task performance ($r = .095$ and $p > .05$)

Hypothesis 2 states that there is a significant relationship between counterproductive work behavior and work performance. The results in table 2 above show that there is a negative non-significant relationship between fatigue with work performance ($r = -.143$ and $p > .05$). The finding also shows that there is a negative non-significant relationship between task performance and counterproductive work behavior ($r = -.112$ and $p > .05$) and there is also a negative non-significant relationship between contextual performance and work performance ($r = -.143$ and $p > .05$)

Hypothesis 3 states that there is no significant relationship between fatigue and contextual performance. The results in table 2 above show there is indeed a positive significant relationship between fatigue and contextual performance. ($r = .946$ and $p < 0.01$) therefore the hypothesis is confirmed and retained

Chapter Five

Discussion, Conclusion and Recommendations.

Introduction

This chapter consists of discussion of the results from sturdy, conclusions drawn from the study and recommendations suggested according to the findings of the sturdy. Discussions are from the findings made from the data presented and interpreted in chapter 4. The conclusion and recommendations made are for future research.

Fatigue and Counterproductive Work Behavior

As shown in the results, fatigue negatively influence counterproductive work behavior. This implies that when employees are faced with fatigue such as tiredness, long hours of work, they tend to involve in counterproductive work behaviors such as absenteeism, theft, fraud and so on. In agreement with the current study, Nantsupawat, Thienthog 2017, the nurses usually suffer from fatigue due to physical and emotional demands of the place of work. It has been found that high level of work can increase fatigue faster. Laschinger, Finnegan, and Wilk, (2011).

Consistent with the current studies the only withdrawal, abuse and sabotage were studied as the outcome of fatigue because strong theoretical links have been found in literature for the relationship of fatigue and these types of CWB. Martinko, Gundlach, and Douglas (2002). It suggests that the locus of causality shapes an employee's affective reactions which in turn, lead to the decision of committing CWB. They suggest that when negative events are attributed towards internal reasons, they often lead to negative feelings towards self, and reduced personal accomplishment). Similarly, anger arises when negative events are externally attributed, moreover both types of attributions accompanied by less control over events (which results in increased fatigue) stimulate the employees to direct their anger either towards themselves (e.g., absenteeism and other withdrawal behaviors) or towards the external environment (e.g., abuse & sabotage).

Counterproductive Work behavior and Work Performance

As indicated in the results, counterproductive work behavior and work performance have a negative significance relationship and the relationship between task performance and contextual performance are not significant. This entails that employee encountering counterproductive work behavior affect their work performance individually and to the organization. In agreement with the current study, within organizations today counterproductive behavior at work is a huge issue which can have severe consequences. At least 30% of all businesses are believed to fail due to counterproductive work behaviors. (Olwen Henry, 2011). The issue of subprime loans, which involves lending to people with poor credit histories, led to the collapse of many finance institutions a few years ago. All it takes is one employee engaging in serious counterproductive work behavior to have detrimental effects on an organization. (Garden Lowy, 2016).

Consistent with the current study Nataki J and Wilson G, 2017 Found that 35% and 75% of employees have admitted to stealing from their employer, which resulted in over \$50 billion of losses to organizations in the USA each year. This figure is believed to be increasing every year. Due to the large potential losses to an organization from counterproductive behavior, it is important that counterproductive behaviors in the workplace are not over looked. Steps need to be taken to reduce the risk of potential loss due to counterproductive behaviors occurring within the workplace.

Fatigue and work performance

The study findings show that fatigue and work performance, contextual performance have a positive significant relationship. This implies that employees who experience fatigue at work such as long hours of work, tiredness are affected individually and to the organization and in the way they perform at the workplace. In agreement with the current study Fatigue affects people's moods and behaviors. Employees may become impulsive, often resulting in misunderstandings and conflicts. And a workplace filled with overtired employees also has less empathy, awareness and

ethical behavior, which can negatively affect the organization's performance and safety. For example, if workers don't care about their colleagues, they're less likely to voluntarily bring up safety issues they might notice. (Timothy Wells 2012).

Consistent with the current study, according to the researchers, the rate of lost productivity for all health-related reasons also was much higher for workers with fatigue: 66 percent, compared with 26 percent for workers without fatigue. (Ruvelta 2003).

Still in agreement with the current study, 9% of workers with fatigue reported lost productive work time. According to the researchers, fatigue reduced work performance mainly by interfering with concentration and increasing the time needed to accomplish tasks. With adjustment for other factors, fatigue was more common in women than men, in workers less than 50 years old and in white workers compared with African-Americans. Workers with "high-control" jobs – relatively well-paid jobs with decision-making responsibility – also reported higher rates of fatigue. (Jan, 11 2017, Josh Cable)

Conclusion

The findings of this report show that fatigue negatively influence counterproductive work behavior whereby employees are faced with fatigue such as tiredness, long hours of work, they tend to involve in counterproductive work behaviors such as absenteeism, theft, fraud, etc. which affects their work performance and also counterproductive work behavior and work performance were found significant, fatigue and work performance and also employees may become impulsive, often resulting in misunderstandings and conflicts. And a workplace filled with overtired employees also has less empathy, awareness and ethical behavior, which can negatively affect the organization's performance and safety. For example, if workers don't care about their colleagues, they're less likely to voluntarily bring up safety issues they might notice. therefore, government should understand the loopholes in the work performance of employees in the nursing sector and find ways

on how to improve on the working conditions in order to bring about good work performance, educate and sensitize employers on the prevention of fatigue, how to handle counter productive work behaviors among employees and how to increase work performance in an organization

Recommendations

The research was important to all employers in different organizations as they were able to understand the negative aspects of fatigue which leads to counterproductive work behaviors of employees which will decrease their work performance. Employers can't control workers sleep habits, but can provide a work atmosphere conducive to reducing fatigue such as good lighting and comfortable temperature are especially important and support workers getting enough rest between shifts, establishing regular eating time for workers, offer training and education., and providing employee support such as fostering a work place culture where workers feel comfortable

The study helped employers know how to overcome fatigue in order to prevent counterproductive work behaviors from happening among their employees and also improve on their work performance. Managers or employers can deal with this kind of behavior through hiring carefully, this implies that they should set clear policies, questions or interviews to see whether the candidate is eligible for entry, then employers or managers should communicate clearly about consequences of such behaviors.

The research was important to the government to understand the loopholes in the work performance of employees in the nursing sector and find ways on how to improve on the working conditions in order to bring about good work performance. The government needs to educate and sensitize employers on the prevention of fatigue, how to handle counter productive work behaviors among employees and how to increase work performance in an organization

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Appendices

Appendix I: Questionnaire

Makerere University School of Psychology

A study on the Effects of Physical Activity and Fatigue on Work Outcomes

Dear Participant,

You are invited to participate in this study focuses on the effects of physical activity and fatigue on work outcomes of employees. Your participation will involve completing the survey questionnaire below. The questionnaire takes 10 - 20 minutes. Your responses will be kept anonymous and confidential. Work through the items below quickly. You should often go with your first instinctive response that comes to your mind when you read the item.

Fatigue

On a scale of 1-6 where 1= All of the time; 2=Most of the time; 3=A good bit of the time; 4=Some of the time; 5=A little of the time; 6=None of the time; indicate how you feel and how things have been with you during the past few weeks/ months. For each question, please give the one answer that is closest to the way you have been feeling

How much of the time during the past few weeks/ months...		1	2	3	4	5	6
F1	... did you feel tired?						
F2	... did you feel worn out?						
F3	... did you feel satisfied with your sleep						
F4	... did you feel low energy levels						
F5	... did you feel like you						

Physical Activity

The questions in this section concern the time you spend doing different types of physical activity in a typical week. Please answer these questions even if you do not consider yourself to be a physically active person.

Think first about the time you spend doing work. Think of work as the things that you have to do such as paid or unpaid work, study/training, household chores, harvesting food/crops, fishing or hunting for food, seeking employment. In answering the following questions ‘vigorous-intensity activities’ are activities that require hard physical effort and cause large increases in breathing or heart rate, ‘moderate-intensity activities’ are activities that require moderate physical effort and cause small increases in breathing or heart rate.

SN	Question	Response
Physical activity at work		
P1	Does your work involve vigorous-intensity activity that causes large increases in breathing or heart rate like [e.g. carrying or lifting heavy loads, digging or construction work] for at least 10 minutes continuously?	Yes _____ No _____ If No, go to P4
P2	In a typical week, on how many days do you do vigorous-intensity activities as part of your work?	Number of days _____
P3	How much time do you spend doing vigorousintensity activities at work on a typical day?	_____ Hours _____ minutes

P4	Does your work involve moderate-intensity activity, that causes small increases in breathing or heart rate such as brisk walking [or carrying light loads] for at least 10 minutes continuously?	Yes _____ No _____ If No, go to P7
P5	In a typical week, on how many days do you do moderate-intensity activities as part of your work?	Number of days _____
P6	How much time do you spend doing moderateintensity activities at work on a typical day?	_____ Hours _____ minutes
Physical activity during travel to and from places		
P7	Do you walk or use a bicycle (pedal cycle) for at least 10 minutes continuously to get to and from places?	Yes ____ No _____ If No, go to P10
P8	In a typical week, on how many days do you walk or bicycle for at least 10 minutes continuously to get to and from places?	Number of days _____
P9	How much time do you spend walking or bicycling for travel on a typical day?	_____Hours _____ minutes
Recreational/ Leisure activities		

P10	Do you do any vigorous-intensity sports, fitness or recreational (leisure) activities that cause large increases in breathing or heart rate like [running, football, or other game] for at least 10 minutes continuously?	Yes ____ No _____ If No, go to P13
P11	In a typical week, on how many days do you do vigorous-intensity sports, fitness or recreational (leisure) activities?	Number of days _____
P12	How much time do you spend doing vigorous-intensity sports fitness or recreational activities on a typical day?	_____ Hours _____ minutes
P13	Do you do any moderate-intensity sports, fitness or recreational (leisure) activities that cause a small increase in breathing or heart rate such as brisk walking, [cycling, swimming, volleyball, etc.] for at least 10 minutes continuously?	Yes ____ No _____ If No, go to P16
P14	In a typical week, on how many days do you do moderate-intensity sports, fitness or recreational (leisure) activities?	Number of days _____
P15	How much time do you spend doing moderateintensity sports,fitness or recreational (leisure) activities on a typical day?	_____ Hours _____ minutes

Sedentary behavior		
P16	How much time do you usually spend sitting or reclining/ resting on a typical day? (me spent sitting at a desk, sitting with friends, traveling in car, bus, train, reading, playing cards or watching television, but do not include time spent sleeping)	_____ Hours _____ minutes
P17	How much time do you usually spend sleeping on a typical day?	_____ Hours _____ minutes

Mindfulness,

On a scale of 1-6 where 1= ‘Strongly Disagree and 6 = ‘Strongly Agree’, indicate your level of agreement or disagreement with the following statements							
		1	2	3	4	5	6
MIN1	I’m good at finding words to describe my feelings						
MIN2	I can easily put my beliefs, opinions, and expectations into words						
MIN3	I watch my feelings without getting carried away by them						
MIN4	I tell myself I shouldn’t be feeling the way I’m feeling						
MIN5	It’s hard for me to find the words to describe what I’m thinking						

MIN6	I pay attention to physical experiences, such as the wind in my hair or sun on my face						
MIN7	I make judgments about whether my thoughts are good or bad						
MIN8	I find it difficult to stay focused on what's happening in the present moment						
MIN9	When I have distressing thoughts or images, I don't let myself be carried away by them						
MIN10	Generally, I pay attention to sounds, such as clocks ticking, birds chirping, or cars passing						
MIN11	When I feel something in my body, it's hard for me to find the right words to describe it						
MIN12	It seems I am "running on automatic" without much awareness of what I'm doing						
MIN13	When I have distressing thoughts or images, I feel calm soon after						
MIN14	I tell myself that I shouldn't be thinking the way I'm thinking						
MIN15	I notice the smells and aromas of things						
MIN16	Even when I'm feeling terribly upset, I can find a way to put it into words						
MIN17	I rush through activities without being really attentive to them						
MIN18	Usually when I have distressing thoughts or images I can just notice them without reacting						

MIN19	I think some of my emotions are bad or inappropriate and I shouldn't feel them						
MIN20	I notice visual elements in art or nature, such as colors, shapes, textures, or patterns of light and shadow						
MIN21	When I have distressing thoughts or images, I just notice them and let them go						
MIN22	I do jobs or tasks automatically without being aware of what I'm doing						
MIN23	I find myself doing things without paying attention						
MIN24	I disapprove of myself when I have illogical ideas						

General Mental health

On a scale of 1-6 where 1= 'Never' and 6 = 'Very Often', Since the outbreak of COVID-19 pandemic, how often have you...

		1	2	3	4	5	6
MH1	been getting any pains in your head?						
MH2	been feeling perfectly well and in good health?						
MH3	been feeling in need of a good energizer?						
MH4	been feeling run down and out of sorts?						
MH5	felt that you are ill?						
MH6	been getting a feeling of tightness or pressure in your head?						
MH7	been having hot or cold spells?						
MH8	lost much over worry?						
MH9	had difficulty in staying asleep once you are off?						
MH10	felt constantly under strain?						
MH11	been getting edgy and bad-tempered?						
MH12	been getting scared or panicky for no good reason?						
MH13	found everything getting on top of you?						
MH14	been feeling nervous and strung-up all the time?						
MH15	been managing to keep yourself busy and occupied?						
MH16	been taking longer on things that you do?						
MH17	felt on the whole you were doing things well?						
MH18	been satisfied with the way you have carried out your task?						
MH19	felt that you are playing a useful part in things?						
MH20	felt capable of making decisions about things						
MH21	been able to enjoy your normal day-to-day activities						
MH22	been thinking of yourself as a worthless person?						
MH23	felt that life is entirely hopeless?						
MH24	felt that life isn't worth living?						
MH25	thought of the possibility that you might make away with yourself?						
MH26	found at times you couldn't do anything because your nerves were too bad?						
MH27	found yourself wishing you were dead and away from it all?						
MH28	found that the idea of taking your own life kept coming to your mind?						

Job Satisfaction

On a scale of 1-6 where 1= 'Strongly Disagree and 6 = 'Strongly Agree', indicate your level of agreement or disagreement with the following statements

		1	2	3	4	5	6
JS1	I feel fairly satisfied with my present job						
JS2	Most days I am enthusiastic about my work						
JS3	Each day at work seems like it will never end (R)						
JS4	I find real enjoyment in my work						
JS5	I consider my job to be rather unpleasant (R)						

Work Engagement

On a scale of 1-6 where 1= 'Strongly Disagree' and 6 = 'Strongly Agree', indicate your level of agreement or disagreement with the following statements

No	Statements	1	2	3	4	5	6
WE1	I focus hard on my work						
WE2	I concentrate on my work						
WE3	I pay a lot of attention to my work						
WE4	I share the same work values as my colleagues						
WE5	I share the same work goals as my colleagues						
WE6	I share the same work attitudes as my colleagues						
WE7	I feel positive about my work						
WE8	I feel energetic in my work						
WE9	I am enthusiastic in my work						

Work Performance

Task performance		1	2	3	4	5	6
<i>On a scale of 1-6 where 1= 'Seldom' and 6 = 'Always', indicate your level of engagement in the following</i>							
<i>In the past 3 months,</i>							
TP1	I managed to plan my work so that it was done on time						
TP2	My planning was optimal						
TP3	I kept in mind the results that I had to achieve in my work						
TP4	I was able to separate main issues from side issues at work						
TP5	I was able to perform my work well with minimal time and effort						
TP6	Collaboration with others was very productive						
Contextual performance		1	2	3	4	5	6
<i>On a scale of 1-6 where 1= 'Seldom' and 6 = 'Always', indicate your level of engagement in the following</i>							
<i>In the past 3 months,</i>							
CP1	I took on extra responsibilities						
CP2	I started new tasks myself, when my old ones were finished						
CP3	I took on challenging work tasks, when available						
CP4	I worked at keeping my job knowledge up-to-date						
CP5	I worked at keeping my job skills up-to-date						
CP6	I came up with creative solutions to new problems						
CP7	I kept looking for new challenges in my job						
CP8	I actively participated in work meetings						
Counterproductive work behaviors		1	2	3	4	5	6
<i>On a scale of 1-6 where 1= 'Never' and 6 = 'Always', indicate your level of engagement in the following</i>							
<i>In the past 3 months,</i>							
CWB1	I complained about unimportant matters at work						
CWB2	I made problems greater than they were at work						
CWB3	I focused on the negative aspects of a work situation, instead of on the positive aspects						
CWB4	I spoke with colleagues about the negative aspects of my work						
CWB5	I spoke with people from outside the organization about the negative aspects of my work						

Personal Information

1. Your age (in years): _____
2. Your gender: Male Female
3. Years spent in your job: _____
4. Years spent in this organization: _____
5. Industry sector: what's the main business of the company (tick only one that is most appropriate)
 - a. _____ Academic or educational
 - b. _____ Health related
 - c. _____ Business or trade
 - d. _____ ICT
 - e. _____ Banking/ financial services
 - f. _____ Legal
 - g. _____ Hotel or foods
 - h. _____ Transport
 - i. _____ Tourism
 - j. _____ Engineering
 - k. _____ Development consultancy
 - l. _____ Government work
 - m. _____ Politics
 - n. _____ Community/ social service
 - o. _____ NGO
 - p. _____ Other

Job title _____

6. Which of the following best describes your position in the organization? (tick the appropriate option)
 - a. _____ Owner of the company
 - b. _____ Top level management
 - c. _____ Middle level management
 - d. _____ Lower level management
 - e. _____ Front-line supervisory job
 - f. _____ Has no supervisory tasks
- level of education/ qualification:
- Teaching Certificate Diploma Bachelor's Degree PGDE
- Master's Degree Ph.D.

The End

Thank you for participating

Appendix II: Krejcie and Morgan Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Source: Krejcie & Morgan, determining sample size for research activities NOTE:

N is Population size

S is Sample size