

**Job Stress, Job Satisfaction and Job Performance among Midwives at Itojo Hospital, Ntungamo
District**

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**A Research Dissertation Submitted to the School of Psychology, in Partial Fulfillment of the
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of Makerere University**

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Declaration


I **Aturinda Blessing**, declare that this research dissertation is my own work and has never been submitted before for any kind of academic qualification in any institution.

Signature: 

Date: 25th October, 2022

Approval

I certify that this research dissertation titled 'Job Stress, Job Satisfaction and Job Performance among Midwives at Itojo Hospital has been submitted with my approval as the university supervisor in partial fulfillment of the degree of Bachelor of Industrial and Organizational Psychology, Makerere University.

Signature: 

Date: 

Dr. Anne Ampaire

Dedication

I dedicate my research dissertation work to my family and many friends. A special feeling of gratitude to my loving parents Mr. and Mrs. Nuwamanya Bannex who supported me throughout my education and whose words of encouragement push for tenacity ring in my ears.

I also dedicate this research proposal to my siblings Julius, Bernard, Brenda, Sandra, Dottbill and Clinton who have supported me throughout this period of time. I will always appreciate all they have done.

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Abstract

The purpose of this study which aimed at assessing the relationship between Job stress, job satisfaction and job performance among midwives. To achieve this objective correlational research was conducted and 26 respondents were used as a sample population from Itojo Hospital in Ntungamo District. Data was collected using self-administered questionnaire and was analyzed using Statistical Package for Social Sciences (SPSS). Pearson's Correlation Coefficient (r) was used to determine the level of significance of the hypotheses. Study findings found positive relationships between job stress and job satisfaction, job stress and job performance and also a significantly positive relationship between job satisfaction and job performance. It was recommended that government and non-government institutions can employ several measures to influence work being done and being able to provide high quality care in context with prerequisites for professional development and recognition

Chapter One: Introduction

Background of the Study

The COVID-19 pandemic resulted not only in the increased morbidity and mortality due to the virus but also in significant health, lifestyle, economic and societal changes (Jiskrova, 2022). According to WHO, Covid-19 is an infectious disease caused by the SARS-CoV-2 virus. The working environment has also significantly changed following the COVID-19 pandemic and continues to change even now in the aftermath of the pandemic for example, longer working hours due to a decrease in the number of staff members, frequent changes in policies and structures to adjust to the new 'norm' which in turn causes a certain level of job stress to workers (Bassi et al., 2021). The accelerating changes in the workforce may often lead to job stress which may affect the job satisfaction and job performance of employees (Joshua et al., 2021).

According to Sauter et al (1999) job stress is defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. An individual may perceive an inappropriate level of stress or burden when their own adjustment capacity is constantly in conflict with the events that surround them (Tsui, 2021). There are a number of factors that could lead to job stress, such as interpersonal relationships, organizational management approaches, work overload, long working hours, or repetitive work tasks (Tsui, 2021). Job stress is vital factor to job satisfaction in that, when it acts as a motivator, job stress results into creativity and satisfaction but when it functions as a negative factor, it leads to aggression and low satisfaction (Naser et al., 2017). Naser et al (2017) further revealed that; job stressors are predictive for job dissatisfaction and a greater propensity to leave the organization. The study by Naser et al (2017) revealed that, job stress influences individual and organizational issues including job satisfaction, and

commitment. A similar study done by Mullen et al (2018) revealed that higher levels of job stress are associated with greater job dissatisfaction.

Job satisfaction has been defined in so many ways by different researchers. According to Locke (1969), job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. Diaz & Cabral (2005) revealed that job satisfaction is considered a strong predictor of overall well-being and job performance of an individual. When an employee feels satisfied about a job, he or she is motivated to put greater effort in the performance which will increase the overall performance in the organization (Onyebuchi et al., 2019). Job satisfaction is essential for producing optimal performance in an organization, when employees feel satisfied at work, they will undoubtedly try all their abilities to complete their work tasks as well as possible (Siahaan, 2017). A study by Mira et al (2019) revealed a positive relationship between employee job satisfaction and job performance.

Job performance plays an important role in any business for its survival and therefore it is important for every organization to take the employee's working conditions into account and make major efforts so that employees perform best at their work (Khan, 2012). Campbell (1999) defines job performance as a means to reach a goal or set of goals within a job, role, or organization but not the actual consequences of the acts performed within a job. Campbell's study showed various predictors of good job performance as the best for instance volunteering, putting in extra effort, cooperating, following rules and procedures and endorsing organizational goals. Job performance determines whether a person is promoted, rewarded with pay raises, given additional responsibilities, or fired from the job. Job performance is a great determinant of the success of an organization (Carpenter et al., 2012).

Many organizations, including those in Uganda have been faced with issues of job stress and job dissatisfaction which have greatly affected the performance of workers. Research on the relationship between job stress, job satisfaction and job performance are of great importance for these organizations. According to a study conducted on Graduate Midwifery Education in Uganda by Kumakech E, Anathan J and Udho S, 2020, the midwife to patient ratio of 6: 100,000 exemplifies the general shortage of health workers in Uganda which is low compared to World Health Organization (WHO) OF 2.5:1000. This shortage in midwives has increased on the amount of pressure mounted on the services they provide. Rose .C. Nabirye, Florence Beinempaka and Sara Groves, (2014) on their study on Improving Midwifery Care in Ugandan Public Hospitals showed that over 80% of the midwives working in public hospitals were found to have job stress and only 17% satisfied on the job. The study further indicated that stress and lack of job satisfaction affect the quality of midwifery care in Ugandan public hospitals. Moekijat (2008) states that workload can result in an uncomfortable working atmosphere as midwives feel that the workload is too excessive and an un proportionate workload will produce dissatisfaction, meaning that the midwives' performance will not be optimal.

Problem Statement

Most Midwives working in public hospitals have constantly experienced a number of difficulties in the execution of their work. These include long working hours with inadequate pay, lack of supervision, role ambiguity, being over burdened with other people's work like record keeping and the feeling that the satisfaction derived from work is not equal to the amount of stress involved. This consequently points them in direction of deterioration of mental and physical well being. This has led to counterproductive behaviors like absenteeism and strikes which lead to decline in performance among midwives. So, there was need for research to find out whether the decline in job performance among these midwives can be attributed to job stress and job dissatisfaction.

Purpose of the Study

The purpose of the study was to investigate the relationship between job stress, job satisfaction and job performance among midwives at Itojo Hospital, Ntungamo District.

Objectives

The Objectives of the Study were;

1. To examine the relationship between job stress and job performance
2. To establish the relationship between job stress and job satisfaction
3. To identify the relationship between job satisfaction and job performance

Scope of the Study

Geographical Scope

The research was conducted at Itojo Hospital. The hospital is located on the Mbarara-Kabale Highway approximately 52km by road SouthWest of Mbarara and northeast of Ntungamo town in Itojo, Ntungamo District , South West Uganda.

The area was selected because it is easily accessible and has a number of midwives to enable the success of the study.

Contextual Scope

Job stress is defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker (Sauter et al.; 1999). Job stress in this study will be conceptualized as role expectation conflict, work life balance, co-worker support. Role expectation conflict is understood as the simultaneous occurrence of two (or more) role outputs or requirements, in such a way that the performance of one of them makes the performance of the other

more difficult (Katz & Kahn, 1970). Work life balance is the ability of the individual regardless of age or gender, to find a balance that enables them to combine the responsibilities at work and non-work domains in line with the aspirations attached to these domains (Reiter, 2007). Co-worker support refers to co-workers assisting one another in their tasks when needed by sharing knowledge and expertise as well as providing encouragement.

Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. In this study, job satisfaction will be conceptualized as; intrinsic satisfaction, extrinsic satisfaction and general satisfaction. Lee, (2017) defines intrinsic satisfaction as satisfaction related to factors satisfying the individual derives from the individual her/himself. (Lee, 2017) defines extrinsic job satisfaction as satisfaction whose are produced by external sources. Rai (2013) defines general satisfaction as “gratification, pleasure or fulfilment of desire.

Chockalingam (2011) defines Job performance as assessing individual performance, individual records or subjective evaluation. Job performance in this study will be conceptualized as; task performance, contextual performance and counterproductive work behavior. Task performance refers to those required outcomes and behaviors that directly serve the goals of the organization (Motowidlo & Van Scotter, 1994). Contextual performance can be defined as “behavior that contributes to the goals of the organization by contributing to its social and psychological environment” (Rotundo & Sackett, 2002). Counterproductive work behavior is defined as “voluntary behavior that harms the wellbeing of the organization” (Rotundo & Sackett, 2002).

Significance of the Study

This research was made with aim to provide crucial information and knowledge regarding the topic from respondents, recent studies or theses and related sites needed for the expected importance as follows;

The study was to contribute to the existing knowledge and other researchers may use the findings as their literature review.

The study would enable the various stakeholders like the hospital management, Ministry of Health to come up with meaningful policies that will help in reducing job stress among midwives so as to increase their job satisfaction which will in turn boost their performance.

The research would help other students to understand the relationship between job stress, job satisfaction and job performance better and could be a reference or guideline for other researchers who are interested in studying the relationship between job stress, job satisfaction and job performance in other organizations.

This study could help midwives understand how and to what extent job stress and job satisfaction could affect job performance. This enables them to know best how to monitor the job stressors.

This study would help the patients to get better service provision since the management of the hospital is getting support on how to improve performance of the midwives in the future.

Conceptual Framework

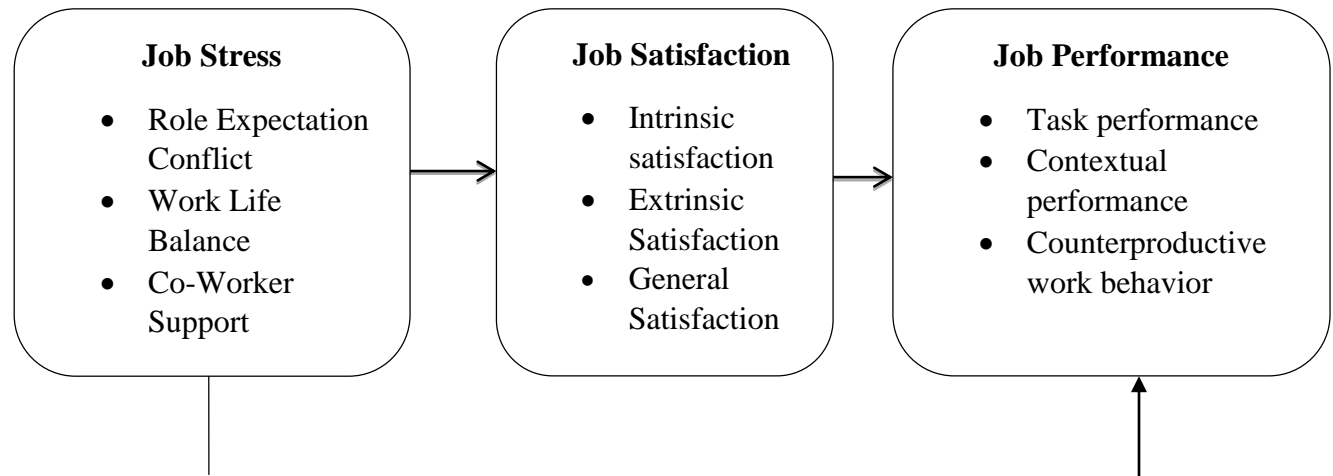


Figure 1: Conceptual framework of job stress, job satisfaction and job performance

The Conceptual framework shows that job stress is an independent variable, job satisfaction is the mediating variable and job performance is the dependent variable. Figure 1 shows that, job stress directly influences job satisfaction which directly influences job performance. Furthermore, the conceptual framework enlightens that job stress influences job performance through job satisfaction. The arrows in Figure 1 explain the relationship above.

Chapter Two: Literature Review

Introduction

This chapter reviews related literature on the study topic, examining the relationship between job stress and job satisfaction, job stress and job performance and job satisfaction and job performance among midwives.

Job Stress and Job Performance

The relationship between job stress and job performance has drawn the attention of several researchers (Dehghani et al., 2020; Deng et al., 2019; Fokeng, 2018) and their studies revealed stress can be either helpful or harmful to job performance, depending on its level and when stress is absent, it limits job challenges and performance is reduced. Job Stress is a great factor in determining the employee's performance in that, job stress makes employees more prone to error, poor work performance, mental health issues, burnout, and conflict in the workplace. Depending on its level, job stress can either be helpful or harmful to job performance (Fokeng, 2018). When it's absent, job challenge is limited, and performance becomes low. But as stress gradually increases, job performance tends to increase because stress helps the employee to gather and use resources to meet the job requirements (Fokeng, 2018).

Job stress contributes to decreased organizational performance, decreased employee overall performance, high error rate and poor quality of work, high staff turnover and absenteeism due to health problems such as anxiety, emotional disorder, work life imbalance; depression and other forms of ailments such as frequent headache; obesity and cardiac arrests (Ajayi, 2018). Job stress can affect employee performance when stress is not handled well, absenteeism, turnover and medical compensation increase and productivity decreases. To achieve a peak of performance, stress should be managed effectively, with the negative effects of stress minimized (Ogohi, 2019). A study on the relationship between job stress and job performance revealed that, the productivity is considered to be

at the peak with moderate level of work stress, but as it goes beyond that certain level, the productivity starts decreasing with increasing rate (Tina et al., 2012).

A study by Ogohi (2019) revealed that the performance of employees remain poor at very low level of stress as well as at very high level of stress, because at low level of stress employees may not be sufficiently energized and may not be whole-heartedly dedicated to their job, resulting in low productivity. And at the peak of stress, employees want to get out of that stressful situation, result in no concentration on work. Another study done in Cameroon on the effects of job stress on employee performance revealed that, the participants who endured excessive amount of stress had their performance negatively impacted as many of them opine that management exerts pressure on them to increase their output. Some of the employees affirm that a stress-free program goes a long way to boost their productivity and that of the institution, while others do not see the possibility of this program reducing stress (Fonkeng, 2018). Another study revealed that, higher stress levels are related to lower performance (Rashmi, 2008). However, a similar study done in the private universities of Karachi revealed that, there is no significant relationship between Job Stress and Job Performance (Masood et al., 2020).

Generally, there has been so much research done on the associations between job stress and performance of which many researches revealed that job stress is significantly related to job satisfaction (Dehghani et al., 2020; Deng et al., 2019; Fokeng, 2018) and other researches revealed that there is no significant relationship between job stress and job performance (Hassan et al., 2020; Mukhtar et al., 2018). However, most of these studies were not conducted in the Ugandan context, therefore there is need conduct the research for generalization purposes.

Job Stress and Job Satisfaction

Various studies have been carried out to determine the associations between job stress and job satisfaction and found that higher levels of job stress are associated with greater job dissatisfaction (An et al., 2020; Singh et al., 2019; Mullen et al., 2018). A study by Bagheri et al (2018) revealed that, annually, about 1.1 million people lose their lives due to job stress and job-related diseases. When the needs of employees are not met, they are very likely to experience a variant level of job stress which may negatively impact their job performance and may also lead to job dissatisfaction (Bagheri et al., 2018). Stress disrupts psychological balance and has different consequences. One of the consequences of job stress is a decrease in job satisfaction that results into quitting and quitting of jobs and reduces one's commitment to the organization (Singh et al., 2019).

Job stress is a vital factor to job satisfaction in that, when functioning as a motivator, job stress results in creativity and satisfaction and consequently removes boredom and mundanity. Stress leads to aggression and low job satisfaction when it functions as negative factor (Naser et al., 2017). A study by Naser et al (2017) revealed that job stress usually influences job satisfaction in that, high levels of job stress are associated with low levels of job satisfaction thus job stressors are predictive for job dissatisfaction. In Nigeria, a study carried out to determine the impact of job stress on nurses' job satisfaction in the University of Calabar Teaching Hospital reported a significant relationship between job stress and job satisfaction among nurses. Work hazards, work load and conflicting multiple role demands emerged as stressful factors that contributed significantly to nurses' job satisfaction (Ella et al., 2016).

A study designed to investigate job satisfaction and its relation to perceive job stress among hospital nurses in Babol County, Iran, found that the dimensions of job stress explained 42% of changes in the variance of job satisfaction (Hosseinabadi et al., 2018). Another study by Vasan (2018) revealed that high level of stress is associated with high level of satisfaction. In the contrary, Shen et al (2018)

revealed negative correlation between job stress and job satisfaction. A recent study done among bank employees to determine the alternative external influence and job stress on employee satisfaction reported that stress had no significant effect on job satisfaction (Ramlawati et al., 2021).

To sum it up, the literature on job stress and job satisfaction shows that there's a relationship between the variables. Employees who experience high level of stress are likely to experience high level of job dissatisfaction. However, most of the research was done before the Covid-19 outbreak.

Job Satisfaction and Job Performance

The relationship between job satisfaction and job performance has attracted considerable attention and discussion and most of them revealed that job satisfaction positively influences job performance. (Hwang et al., 2022; Yang et al., 2021; Murtza et al., 2021; An et al., 2020). With the rapid increase in competition among organizations in the world today, organizations feel there is need to optimize their performance as much as possible thus the desire to improve job satisfaction and job performance. One of the fundamental factors that are closely related to performance is job satisfaction (Pancasila et al., 2020). When organizations review its performances; it uses job satisfaction as one of the measures. An employee who has a positive attitude toward his or her job will have job satisfaction and a willingness to commit to his or her organization, thus increasing organizational performance.

According to ENME, high job satisfaction is also linked to performance, which in turn is linked to higher profits. Those employees who feel happy and content in their roles are much more likely to approach the tasks that they need to carry out with enthusiasm and dedication. Under reasonable conditions, managers will meet employees' needs to enhance their job satisfaction so that employees will increase their efforts to attain a good organizational performance. Dessler and Varrkey (2005) suggest that employees who get job satisfaction have better attendance and regulation records, and have better job performance than employees who do not get job satisfaction. Job satisfaction has an essential meaning for

both employees and companies. The highly satisfied workers are considered to make extra efforts to do work and more effectively and efficiently, which in turn increases overall work productivity. Job satisfaction positively influences job performance (Kishen et al., 2020).

Several other studies revealed that there's a positive relationship between job satisfaction and job performance (Ertekin & Avunduk, 2021; Masood et al, 2020; Pancasila et al, 2020; Shaju & Subhashini, 2017;). A study by Mukhtaret al (2018) revealed that job satisfaction has a positive and significant impact on job performance. However, other researchers like Organ and Near (1985), argue that job satisfaction fails to predict job performance because extant job satisfaction measures reflect more cognitive evaluation than affective ones. People sometimes see that job satisfaction and job performance as mutually exclusive goals. However, research suggests that these two tend to come together, even though the exact relationship between them is still unclear(Todd). Another study by Huang (2019) found that job satisfaction was not meaningfully associated with job performance.

In conclusion therefore, in the reviewed literature, the researcher has found out that most of the information about the relationships between job stress, job satisfaction and job performance has been researched in a western context; hence more research is needed in the Ugandan context.

Research Hypotheses

In line with the literature review, the following hypotheses were put forward.

1. There is a significant relationship between job stress and job performance
2. There is a significant relationship between job stress and job satisfaction
3. There is a significant relationship between job satisfaction and job performance

Chapter Three: Methodology

Introduction

This chapter included methods and approaches which were used in conducting the research and analyzing the data. It spelled out the research design, population, sample size determination, sample strategy, data collection instruments, validity and reliability of the instruments, data collection procedure, data analysis and ethical consideration.

Research Design

A correlation research design was used to establish the relationship that exists between job stress, job satisfaction and job performance among midwives.

Study Population

The population of this study included all the 26 midwives and only those willing to participate in the study were targeted for selection.

Sample Size and Sampling Strategy

The study included all the 26 midwives.

Data Collection Instruments

A closed ended self-administered questionnaire was used to collect data from respondents. This questionnaire was structured into four sections. Section A was on respondent's bio data, Section B was on job stress, Section C was on Job Satisfaction and Section D was on job performance. Section A on respondents' biodata had 5 variables measuring sex, age group, marital status, education level and hours spent at work (daily). Section B on Job Stress had eight items measured on a 5-point Likert scale ranging from Never = 1, Rarely = 2, Sometimes = 3, Often = 4, and Very Often = 5. Section C on Job Satisfaction had 20-items measured on a 5-Point Likert Scale ranging from Very Dissatisfied = 1, Dissatisfied = 2

Neutral = 3 , Satisfied= 4 and Very Satisfied = 5. Section D on Job Performance had 18 items measured on a 5–Point Likert Scale where Seldom = 0, Sometimes =1, Regularly = 2, Often = 3 and Always = 4.

Quality Control

The study used standardized scales to measure job stress, job satisfaction and job performance. Job stress was measured using The Workplace Stress Scale by the Merlin Company and the American Institute of Stress, job satisfaction was measured using the Minnesota Satisfaction Questionnaire (1967) by Weiss, Dawis, England and Lofquist and job performance was measured using the Individual Work Performance (IWPQ) by Koopmans et al (2014).

Research Procedure

The researcher obtained a letter of introduction from Makerere University School of Psychology which she presented to Itojo Hospital to grant permission to conduct a research study in their area. After the permission being granted, the researcher requested for permission from the people before they were interviewed. The researcher introduced herself to the respondent; introduce the topic, the purpose and significance of the study then after the permission being granted. The researcher described to the respondent the instructions needed to be followed while answering the question. Before the filling of the questionnaires the researcher explained to the respondents how the items were to be answered for purposes for clarity. Confidentiality was assured to the respondent.

Data Management

The collected data was coded and entered into the Statistical Package for Social Sciences (SPSS) for cleaning and editing. The data was coded as follows; Section A on respondents Biodata for Sex: Male will coded as 1 and Female as 2, for Age: 20-30years was coded as 1, 31-40 years as 2, 41-50 years as 3 and 51years and above as 4. For Marital Status; Single was coded as 1, Married as 2, Divorced as 3 Widowed as 4. For Academic qualification; Certificate was coded as 1, Diploma as 2, Bachelor as 3,

Masters as 4 and PhD as 5. For Time spent; Less than 5 hours was coded as 1, 5-9 hours as 2 and 10 hours and above as 3. Section B on Job Stress, coding was according to the Scale of; Very Often = 1, Often = 2, Sometimes = 3, Rarely = 4, and Never = 5. Section B on Job Satisfaction, coding was according to the scale of; Very Dissatisfied = 1, Dissatisfied = 2, Neutral = 3, Satisfied = 4, and Very Satisfied = 5. Section D on Job Performance coding was according to the Scale of; Seldom = 0, Sometimes = 1, Regularly as 2, Often as 3 and Always as 4.

Data Analysis

For data analysis respondents' biodata was analyzed using descriptive statistics by generating tables of frequencies and percentages. Hypothesis 1 was analyzed using Pearson's Product Moment Correlation Coefficient. Hypothesis 2 was analyzed using Pearson's Product Moment Correlation Coefficient. Hypothesis 3 was analyzed using Pearson's Product Moment Correlation Coefficient.

Ethical Considerations

The researcher ensured that the respondents participated voluntarily. And the participants had the rights to withdraw from the study at any stage if they wished to do so.

Respondents participated on the basis of informed consent. The principle of informed consent involved the researcher providing sufficient information and assurances about taking part and allowing individuals to understand the implications of participation and to reach a fully informed, considered and freely given decision about whether or not to do so, without the exercise of any pressure or coercion (Dudovskiy, January 2002). More so, the researcher by all means avoided the use of offensive, discriminatory, or other unacceptable language in the formulation of questions. The researcher ensured privacy and anonymity of respondents. The researcher acknowledged the works of other authors used in any part of the part of the research with the use of APA referencing system. Lastly, the researcher maintained of the highest level of objectivity in discussions and analysis throughout the research.

Chapter Four: Results and Interpretation of Data

Introduction

This chapter consists of results and interpretation of the findings in line with the objectives and hypotheses. Data is presented in form of frequencies and percentages followed by correlation between Job stress, Job satisfaction and Job performance among midwives at Itojo Hospital, Ntungamo District.

Descriptive Statistics

The researcher set out to establish the demographic setup of the sample size by seeking to find out the respondents' gender, age, marital status, education level, and the time spent at the workplace in a day.

Findings are laid in the table below.

Table 1: Personal data for respondents

Variable	Response	Frequency (N)	Percentage (%)
Gender	Male	0	0
	Female	26	100
Age	20-30 years	4	15.4
	31-40 years	8	30.8
	41-50 years	12	46.1
	51 and above	2	7.7
Marital Status	Single	3	11.5
	Married	18	69.3
	Divorced	3	11.5
	Widowed	2	7.7
Education Level	Certificate	6	23.1
	Diploma	13	50
	Bachelor	6	23.1
	Master's	1	3.8
	PHD	0	0
Time spent at the workplace in a day	Less than 5 hours	2	7.7
	5-9 hours	20	76.9
	10 hours and above	4	15.4

Results in table 1 show that majority of the respondents were female (100 %). This shows that the female gender dominates midwifery at Itojo Hospital in Ntungamo District. The results show that majority of the midwives are between 41-50 years (46%), implying that Itojo Hospital consists of mature midwives. In addition, most of the respondents at Itojo Hospital are married (69%), which showed that they have family duties to attend to. Results also show that most of the midwives have diplomas (50%). Lastly, 77 % of the midwives work for 5-9 hours a day though they work in shifts that is to say, day and night shifts

Inferential Statistics

In this section, the respondent's personal data results are presented in form of frequencies and percentages as shown below;

Job Stress

Assessment of the independent variable (job stress) was based on the indicators including role expectation conflict, work life balance and coworker support as portrayed among midwives at Itojo Hospital. The table below illustrates the level of agreement based on the 5-point Likert scale on responses about job stress among midwives at Itojo Hospital, Ntungamo District.

Table 2: Responses on Job stress

Statements	Percentages (%)				
	Very often	Often	Sometimes	Rarely	Never
Conditions at work at pleasant	3.8	15.4	38.5	23.1	19.2
I feel that my job is positively affecting my physical or emotional well being	26.9	57.7	11.6	3.8	0
I have less work to do	0	7.7	19.3	50	23
I find it easy to express my opinions or feelings about my job conditions to my superiors	3.8	3.8	11.6	53.8	26.9
I feel that job pressures do not interfere with my family or personal life	7.7	11.5	23	42.3	11.5
I have adequate control or input over my work duties	7.7	0	30.7	34.6	26.9
I receive appropriate recognition for good performance	19.2	26.9	11.5	38.4	3.8
I am able to utilize my skills and talents to the fullest extent at work	38.5	34.6	15.4	3.8	3.8

Results in the table show that majority of the midwives were stressed by the fact that they don't find it easy to express their opinions or feelings about their job conditions to their superiors (53.8 %).

Secondly, majority of the respondents felt they rarely had less work to do which was also a stressor of to them (50 %). In addition, the midwives felt that the job pressures interfere with their family and

personal life which is also a cause of stress (42.3%). However, majority of the respondents felt that their job was positively affecting their physical and emotional well-being (57.7%). Lastly, majority of the respondent felt that they were able to utilize their skills and talents to the fullest extent at work.

Job Satisfaction

This section presents responses on job satisfaction as provided by respondents in the table below.

Table 3: Responses on Job Satisfaction

Statements	Percentages (%)				
	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
Being able to keep busy all the time	3.8	11.5	0	34.6	50
The chance to work alone on the job	15.4	19.2	23	15.4	26.9
Chance to do different things every time	0	3.8	26.9	38.5	30.8
Chance to be somebody in the community	3.8	11.5	0	34.6	46.2
The way my boss handles his/her workers	0	3.8	0	34.6	61.5
The competence of my supervisor in making decisions	15.4	26.9	15.4	30.8	26.9
Being able to do things that don't go against my conscience	76.9	11.5	7.7	0	0
The way my job provides for steady employment	7.7	7.7	0	23.1	65.1
Chance to do things for other people	11.5	15.4	3.8	38.5	30.8
The chance to tell people what to do	15.4	11.5	7.7	46.2	19.2
The chance to do things that make use of my abilities	15.4	3.8	3.8	26.9	53.8
The way company policies are put into practice	61.5	23	11.5	3.8	0
My pay and the amount of work I do	76.9	15.4	7.7	0	0
The chances of advancement on this job	30.8	46.2	11.5	3.8	7.7
The freedom to use my own judgement	84.6	3.8	3.8	3.8	4
The chance to try my own methods doing the job	65.4	7.7	0	19.2	7.7
The working conditions	57.7	11.5	11.5	19.2	0
The way my co-workers get along	3.8	30.8	46.2	15.4	3.8
The praise I get for doing a good job	38.5	34.6	7.7	11.5	7.7
The feeling of accomplishment I get from the job	19.2	23.1	26.9	23.1	7.7

According to the results in the table, most of the respondents are very satisfied with the way their Job provides for steady employment (65.1%) as well as the chance to do things that make use of their abilities (53.8%) which shows that they are satisfied with the way their bosses handle them and thus they get to do different things every time and for other people and the chance to tell people what to do. However, some of the respondents were very dissatisfied by the way company policies are put into practice (61.5%), with the pay and amount of work they do (76.9%), and with the lack of freedom to use their own judgement (84.6%). In general, the Job satisfaction in Itojo Hospital, Ntungamo District is poor.

Job Performance

The assessment of the variable was based on indicators that included task performance, contextual performance and counterproductive work behavior among midwives at Itojo Hospital, Ntungamo

District as shown in the table below;

Table 4: Responses on Job Performance

Statements	Percentages (%)				
	Seldom	Sometimes	Regularly	Often	Always
I managed to plan my work so that I finish on time	11.5	19.2	7.7	15.4	46.2
I kept in mind the work results I need to achieve	7.7	15.4	38.5	23.1	15.4
I was able to set priorities	15.4	23.1	42.3	19.2	0
I was able to carry out my work efficiently	3.8	38.5	15.4	26.9	15.4
I managed my time well	11.5	26.9	23.1	11.5	26.9
On my own initiative, I started a new task when my old tasks were completed	15.4	15.4	30.8	19.2	19.2
I took on challenging tasks when my old tasks were completed	50	19.2	19.2	11.5	0
I worked on keeping my job-related knowledge up-to date	0	23.1	11.5	3.8	61.5
I worked on keeping my job skills up-to date	3.8	15.5	0	3.8	76.9
I came up with creative solutions for new problems	15.4	0	0	69.2	15.4
I took on extra responsibilities	65.4	11.5	3.8	7.7	11.5
I continually sought new challenges in work	80.8	0	7.7	0	11.5
I actively participated in meetings	15.4	23.1	11.5	19.2	30.8
I complained about minor work-related issues	69.2	15.4	3.8	3.8	7.7
I made problems at work bigger than they are	61.5	7.7	15.4	7.7	7.7
I focused on the negative aspects of my work	46.2	34.6	0	0	19.2
I talked to colleagues about the negative aspects of my work	0	15.4	26.9	0	57.7
I talked to people outside the organization about the negative aspects of my work	53.8	11.5	11.5	0	23.2

According to the results in the table, most of the respondents were always able to work on keeping their skills up-to date (76.9%) as well as working on keeping their job-related knowledge up-to date

(61.5%) which ensures good job performance as they able to come up with creative solutions for new problems at their work places (69.2%), and managed to plan their work so that they finish on time. However, most of the midwives seldom took on extra responsibilities (65.4%). In general, job performance in Itojo Hospital, Ntungamo District is good.

Hypothesis Testing

Hypothesis One: Relationship between Job Stress and Job Performance

The first hypothesis stated that “there is a significant relationship between job stress and job performance”. Pearson Product Moment Correlation Coefficient(r) was used to test the hypothesis as shown in table 5 below.

Table 5: Correlation of Job Stress and Job Performance

		Job Stress	Job performance
Job Stress	Pearson’s correlation	1	0.611
	Sig. (2 tailed)		0.001
	N	26	26
Job Performance	Pearson’s correlation	0.611	1
	Sig. (2 tailed)	0.001	
	N	26	26

- Correlation is significant at the 0.001 level (2-tailed)

The first hypothesis stated that job performance is significantly related to stress levels. Results in table 6, show that there is a statistically significant positive correlation of job performance and stress levels ($r=0.611$, $p<0.01$). This implies that as the Job stress levels reduce, job performance increases since the midwives often feel that their job positively affects their physical and emotional well-being. On the

other hand, as the employment status worsens, the stress levels increase due to related issues to unemployment. Since the value of p is lower in magnitude than the level of significance, we retain the hypothesis and conclude that employment status and stress levels are significantly and positively related.

Hypothesis Two: relationship between Job Stress and Job Satisfaction

The second hypothesis stated that “there is a significant relationship between job stress and job satisfaction”. Pearson Product Moment Correlation Coefficient(r) was used to test the hypothesis as shown in table 6 below.

Table 6: Correlation of Job Stress and Job Satisfaction

		Job Stress	Job Satisfaction
Job Stress	Pearson’s correlation	1	0.184
	Sig. (2 tailed)		0.0001
	N	26	26
Job Satisfaction	Pearson’s correlation	0.184	1
	Sig. (2 tailed)	0.0001	
	N	26	26

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

The second hypothesis stated that Job stress is significantly related to Job satisfaction. Findings in table 5 show that there is a statistically significant positive correlation of job stress scores with job satisfaction scores ($r = 0.184$, $p < 0.01$). Since p value is below 0.001, this implies that midwives who have high job stress levels have significantly low job satisfaction. The hypothesis is retained and it is concluded that there is a significant positive relationship between Job stress and satisfaction. This implies that with low job stress, the job satisfaction is good and vice versa.

Hypothesis Three: Relationship between job satisfaction and job performance

The third hypothesis stated that “there is a significant relationship between job satisfaction and job performance”. Pearson Product Moment Correlation Coefficient(r) was used to test the hypothesis as shown in table 7 below.

Table 7: Correlation of Job Satisfaction and Job Performance

		Job Satisfaction	Job Performance
Job Satisfaction	Pearson’s correlation	1	0.288
	Sig. (2 tailed)		0.001
	N	26	26
Job Performance	Pearson’s correlation	0.288	1
	Sig. (2 tailed)	0.001	
	N	26	26

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

The third hypothesis stated that Job satisfaction and job performance are significantly related. Findings in table 7 show that there is a statistically significant positive correlation of quality of life and stress levels ($r = 0.288$, $p < 0.01$). This implies that as job satisfaction increases, job performance increases too. This is because the job satisfaction which stems from the way the bosses handle the midwives enables them to keep busy all the time increasing their job performance. Since the value of p is lower in magnitude than the level of significance ($p < 0.01$), the hypothesis is retained and it is concluded that there is a significant positive relationship between the job satisfaction and performance. As the job satisfaction increases, the job performance increases as a result of the bosses handling the midwives well.

Table 8: Multiple Regression Analysis

Independent variable	Unstandardized coefficients		Standardized coefficients	T	Sig.	R square	Adjusted square	F	Sig.
	β	Std. error	Beta						
Constant	35.7	4.67		4.90	0.00	0.284	0.2875	23.84	0.00
Job Satisfaction	0.288	0.132	0.046	0.272	0.001				
Job Stress	0.611	0.065	0.550	4.76	0.001				

a. Dependent Variable: Job Performance

The results from table 8 indicate that 28.75% of the variation in the Job performance could be attributed to independent attributes of Job satisfaction ($p = 0.001$, Beta = 0.46, $t = 0.272$) and to Job stress ($p = 0.001$, Beta = 0.55, $t = 4.76$). Both Job satisfaction and Job stress were significantly predictions of Job performance meaning that generally, midwives who are well satisfied at their job and have low stress levels are more likely to have better Job performance.

Chapter Five: Discussion, Conclusion and Recommendations

Introduction

This chapter involves the discussions, conclusions, and recommendations. This is based on the findings of the study objectives and the recommendations are based on the discussions of the findings and analysis of the data as well as interpretation of the findings addressing the research questions that the study aimed to identify and explain.

Job Stress and Job Performance

Study participants' results indicated a statistically significant positive correlation of job performance and stress levels ($r = 0.611$, $p < 0.01$). 65.4% of the study participants seldom took extra responsibilities and 80.4% of them seldom took new challenges at work. This was due to shortage of midwives and a huge workload with which they cannot find extra time to participate in new tasks. This implies that as job stress levels increase, then performance of the midwives reduces since their emotional and physical wellbeing is drained. These study findings agree with a study by Naser et al (2017) revealed that job stress usually influences job satisfaction in that, high levels of job stress are associated with low levels of job satisfaction thus job stressors are predictive for job dissatisfaction.

Job Stress and Job Satisfaction

There is a significant relationship between job stress and job satisfaction among midwives at Itojo Hospital, Ntungamo District. The correlation between the variables shows that there is a statistically significant positive correlation of job stress scores with job satisfaction scores ($r = 0.184$, $p < 0.01$). This implies that midwives who have high job stress levels have significantly low job satisfaction. This study agrees with Rose .C. Nabirye, Florence Beinempaka and Sara Groves, (2014) on their study on Improving Midwifery Care in Ugandan Public Hospitals showed that over 80% of the midwives working in public hospitals were found to have job stress and only 17% satisfied on the job. The study

further indicated that stress and lack of job satisfaction affect the quality of midwifery care in Ugandan public hospitals. This implies that with low job stress, the job satisfaction is high unlike midwives experiencing high job stress levels.

Job Satisfaction and Job Performance

There is a significant relationship between job satisfaction and job performance among midwives at Itojo Hospital, Ntungamo District. The data from field respondents shows that the correlation between job satisfaction and job performance among midwives at Itojo Hospital is $r = 0.288$, $p < 0.01$. This presents a positive relationship between the two variables therefore as job satisfaction increases, job performance increases too. This is because the job satisfaction which stems from the way the bosses handle the midwives which enables them to keep busy all the time and interacting with the bosses which increases their job performance. On a negative side, as job satisfaction decreases, job performance decreases too as the study findings report. 61.5% of the midwives are very dissatisfied with the way company policies are put into practice and 76.9% are very dissatisfied with the pay according to the amount of work they do. Many of them even claimed delayed pay and yet the job demands them to report regardless and this reduces their morale hence reduced job performance.

Conclusions

The findings of this report underscore the need for better protection of midwives at the job if they are to perform effectively through motivation, supervision and favorable working conditions. These midwives are very essential on a daily basis and if their physical and emotional wellbeing is miserable, their daily duties will be disrupted. Therefore, they need quality support to provide quality care as continuous neglect of midwives' serious concerns will lead to more shortages as more dissatisfied midwives will leave service.

Recommendations

Based on the identified findings, government and non-government institutions can employ several measures to influence work being done and being able to provide high quality care in context with prerequisites for professional development and recognition.

The Hospital administration should put in place policies to ensure positive work relationships, the ability to develop relationships with autonomy and full use of midwifery skills.

There is an urgent need for the government and hospital Administration to plan for sustainable pay of the midwives since there is shortage and still a lump sum of work to do. This can be through functional job analysis and improved objective work performance appraisals.

It was found to give midwives an opportunity to take part in decision making especially on issues pertaining to their jobs and departments. This would help in devising strategies to reduce stress as exhibited among them.

Limitations to the Study

Some respondents failed to cooperate via being negative towards the questionnaire provided by the researcher, while others might have not provided genuine answers to items provided in the questionnaire. Time consumed, and some respondents misplaced their questionnaires thus leading to reprinting them, hence making the study so costly.

Areas for Further Research

This study has a limitation of the sample size used. A sample size of 26 is not considered large at all to generalize the findings of the study and to reach on some definite conclusions about the relationship between the variables studied. Further research should be conducted with a larger sample size which may facilitate in validating the findings.

There is need to conduct similar studies in other hospitals across the country rather than the only Itojo Hospital in order to observe whether similar results or different results will be obtained.

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Appendices

Appendix A: Questionnaire

Makerere University School of Psychology

Introduction

Dear respondent, this questionnaire has been designed to examine, assess, and ascertain the relationship between Job Stress, Job Satisfaction and Job Performances. The information gathered will be used purely for the purpose of academic research and your response will be treated with strict confidentiality. Please read the questions and respond as honestly as possible. Thank you

SECTION A: Respondent's Biodata

S/N	Categories of Biodata	Coding Category	Response (tick or fill)
1.	Sex	Male	
		Female	
2.	Age group of respondent	20-30 years	
		31-40	
		41-50	
		51 and above	
3	Marital status	Single	
		Married	
		Divorced	
		Widowed	
4	Education level	Certificate	
		Diploma	
		Bachelor	
		Masters	
		PhD	
5	Time spent at the work place in a day	Less than 5 hours	
		5-9 hours	
		10 hours and above	

Section B: Job Stress

Using the scale below, please circle or tick the number of each statement that best represents the extent to which you agree with the given statements.

Very Often (VO)	Often (O)	Sometimes (S)	Rarely (R)	Never (N)
1	2	3	4	5

S/N	Statements	VO	O	S	R	N
1	Conditions at work are pleasant	1	2	3	4	5
2	I feel that my job is positively affecting my physical or emotional well-being.	1	2	3	4	5
3	I have less work to do	1	2	3	4	5
4	I find it easy to express my opinions or feelings about my job conditions to my superiors.	1	2	3	4	5
5	I feel that job pressures do not interfere with my family or personal life.	1	2	3	4	5
6	I have adequate control or input over my work duties.	1	2	3	4	5
7	I receive appropriate recognition or rewards for good performance.	1	2	3	4	5
8	I am able to utilize my skills and talents to the fullest extent at work.	1	2	3	4	5

Section C: Job Satisfaction

Using the scale below, please circle or tick the number of each statement that best represents the extent to which you agree with the given statements.

Very Dissatisfied (VD)	Dissatisfied (D)	Neutral (N)	Satisfied (S)	Very Satisfied (VS)
1	2	3	4	5

S/N	Statements	VD	D	N	S	VS
1	Being able to keep busy all the time	1	2	3	4	5
2	The chance to work alone on the job	1	2	3	4	5
3	The chance to do different things from time to time.	1	2	3	4	5
4	The chance to be "somebody" in the community	1	2	3	4	5
5	The way my boss handles his/her workers	1	2	3	4	5
6	The competence of my supervisor in making decisions	1	2	3	4	5
7	Being able to do things that don't go against my conscience	1	2	3	4	5
8	The way my job provides for steady employment	1	2	3	4	5
9	The chance to do things for other people	1	2	3	4	5
10	The chance to tell people what to do	1	2	3	4	5
11	The chance to do something that makes use of my abilities	1	2	3	4	5
12	The way company policies are put into practice	1	2	3	4	5
13	My pay and the amount of work I do	1	2	3	4	5
14	The chances for advancement on this job	1	2	3	4	5
15	The freedom to use my own judgment	1	2	3	4	5
16	The chance to try my own methods of doing the job	1	2	3	4	5
17	The working conditions	1	2	3	4	5
18	The way my co-workers get along with each other	1	2	3	4	5
19	The praise I get for doing a good job	1	2	3	4	5
20	The feeling of accomplishment I get from the job	1	2	3	4	5

Section D: Job Performance

Using the scale below, please circle or tick the number of each statement that best represents the extent to which you agree with the given statements.

Seldom (S)	Sometimes (ST)	Regularly (R)	Often (O)	Always (A)
0	1	2	3	4

S/N	Statements	S	ST	R	O	A
1	I managed to plan my work so that I finished it on time	0	1	2	3	4
2	I kept in mind the work result I needed to achieve	0	1	2	3	4
3	I was able to set priorities	0	1	2	3	4
4	I was able to carry out my work efficiently	0	1	2	3	4
5	I managed my time well	0	1	2	3	4
6	On my own initiative, I started a new task when my old tasks were completed	0	1	2	3	4
7	I took on challenging tasks when they when they were available	0	1	2	3	4
8	I worked on keeping my work job-related knowledge up-to-date	0	1	2	3	4
9	I worked on keeping my job skills up-to-date	0	1	2	3	4
10	I came up with creative solutions for new problems	0	1	2	3	4
11	I took extra responsibilities	0	1	2	3	4
12	I continually sought new challenges in my work	0	1	2	3	4
13	I actively participated in meetings and/or consultations	0	1	2	3	4
14	I complained about minor work-related issues at work	0	1	2	3	4
15	I made problems at work bigger than they were	0	1	2	3	4
16	I focused on the negative aspects of situation at work instead of the positive aspects	0	1	2	3	4
17	I talked to colleagues about the negative aspects of my work	0	1	2	3	4
18	I talked to people outside the organization about the negative aspects of my work	0	1	2	3	4

Appendix B: Time frame

DETAILS		2022					
		JUNE	JULY	AUG	SEPT	OCT	NOV
1	Developing a Topic						
2	Proposal writing						
3	Submission of proposal						
4	Data Collection						
5	Data Analysis and interpretation of results						
6	Drafting Dissertation						
7	Submission of draft Dissertation						
8	Submission of final Dissertation						

Appendix C: Budget

budget for the entire research process.

DETAILS	COST (UGX)
Transport	25,000
Stationary	35,000
Communication	10,000
Internet	50,000
Food & Accommodation	100,000
Research Assistant	15,000
Miscellaneous	300,000
TOTAL	535,000

Appendix D: Table for Sample Size Determination for a Finite Population (Krejcie & Morgan, 1970)

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

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970