

**Job Stress, Motivation and Work Performance Among Employees of Kampala Capital
City Authority.**

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Declaration

I Obbo Mac Allister hereby declare to the best of my knowledge that this work is original and genuinely mine and has never been submitted to any tertiary institution or university for any academic award, where information has been used , it has been acknowledged.

Signed.....

Date.....

Obbo Mac Allister

19/U/11150/PS

Approval

I hereby certify that this dissertation by Obbo Mac Allister has been prepared under my supervision and it meets the minimum requirements for examination.

Signature.....

Date.....

Dr. Wandera Roberts Otyola (Supervisor)

Dedication

This study is wholeheartedly dedicated to my beloved parents, who have been my source of inspiration and gave me strength when I thought of giving up, who continually provided their moral, spiritual, emotional and financial support. To my brothers, sisters, relatives, mentor, friends and classmates who shared their words of advice and encouragement to finish this study. And lastly, I dedicate this study to the almighty God for the guidance strength, power of mind, protection and giving me a healthy life.

Acknowledgment

First and foremost, I thank the Almighty God who has always given me wisdom and strength through this proposal. My warm appreciation goes to the family for the support and love. In a special way, I also acknowledge my supervisor Dr. Wandera Roberts Otyola for the guidance and encouragement rendered to me.

Table of Contents

Declaration	i
Approval	ii
Table of Contents	v
List of Tables	viii
List of Figures	ix
Abstract	x
CHAPTER ONE	x
INTRODUCTION	1
Background	1
Statement of the Problem	2
Purpose of the Study	2
Objectives of the Study	2
Scope of the Study	3
Geographical scope	3
Content Scope	3
Time Scope	3
Significance of the study	3
Conceptual Framework	4
CHAPTER TWO	5
LITERATURE REVIEW	5
Introduction	5
Job stress	5
Motivation	6
Job Stress and Work Performance	12

Hypothesis	15
CHAPTER THREE	16
METHODOLOGY	16
Introduction	16
Research Design	16
Area of Study	16
Population.....	16
Sample Size Determination and Sampling Strategy	16
Research Instruments and Measures	17
Procedure.....	17
Data Management	17
Data quality Control	18
Validity of the Research Instruments	18
Data Analysis	18
Anticipated problems/ limitations and Solutions	18
Ethical Consideration	19
CHAPTER FOUR.....	20
RESULTS	20
DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS	28
Introduction	28
Discussion	28
Conclusion.....	30
Recommendations	30
Areas for Further Research	30
REFERENCES	31

APPENDICES	34
APPENDIX I: QUESTIONNAIRE	34
Introduction	34

List of Tables

<i>Table 1: sex of respondents.....</i>	<i>20</i>
<i>Table 2: age range of respondents.....</i>	<i>21</i>
<i>Table 3: job status of respondents</i>	<i>21</i>
<i>Table 4: level of education.....</i>	<i>22</i>
<i>Table 5: time spent in organization</i>	<i>22</i>
<i>Table 6: level of job stress</i>	<i>23</i>
<i>Table 7: work performance.....</i>	<i>24</i>
<i>Table 8: motivation</i>	<i>26</i>
<i>Table 9: relationship between job stress, motivation and work performance</i>	<i>27</i>

List of Figures

Figure 1: Conceptual framework showing the relationship between job stress, motivation and work performance	vi
Figure 2: Herzberg two factor theory table.....	vii

Abstract

This study aimed to develop a deeper understanding the relationship between job stress, motivation and work performance of employees at Kampala Capital City Authority. Therefore this paper seeks to identify the influence job stress has on work performance and to see the role motivation has on mediating the two variables. The study adopted a quantitative approach and correlation research design with a population of 100 employees. Simple Random Sampling technique was used to draw a sample of 50 respondents from the population. Data was collected from respondents using self-administered standard questionnaire and entered in the computer for analysis through Statistical Package for Social Science (SPSS) software version 23. Descriptive statistics showed that there were female students (70.0%) than males (30.0%), majority were between 18-25 years (51.3%). Therefore, the present study provides a basis and implications for further investigation on the levels of job stress, motivation and employee work performance and relationship between job stress, motivation and work performance among employees in different organizations in other parts of Uganda. It was recommended that basing on the findings, the management of Kampala Capital City Authority should design policies that can help employees deal with job stress, motivate them and improve their work performance.

CHAPTER ONE

INTRODUCTION

Background

Job stress is estimated to be the largest occupational health problem (Donat, 2010). Similarly in Africa, occupational stress has become a major concern of employees has demonstrated that as workload and work-associated stress increase, turnover rates of workers are also noted to increase. Beheshtifar and Nazarian (2013) submit that stress is much more common in employees at lower levels of workplace hierarchies because they have less control over their work situation.

According to Usman and Ismail (2010), one of the affected outcomes of stress is on job performance.”so it needs to be studied. In addition, Selye, (2013) shows how stress is a risk factor for various health problems and diseases, which he labeled maladaptation. The health-related issues contribute to lower employee performance and high staff turnover, and absences due to mental health problems such as anxiety, depression, other emotional disorders, and minor physical illnesses such as headaches, heart disease, and stomach problems. Stress causes workers' performance to decline and affects rewards (Ahmed & Ramzan, 2013).

Employee performance is the result of work achieved by employees in carrying out the tasks assigned to them based on experience skills and seriousness of time. Employee performance is very important in the company to achieve its goals, so various efforts are made to improve it (Ahmad et al. 2018). An employee is said to have achievements in work, if the workload set is achieved or if the realization of results is higher than that set by the company. This condition is called the best category employee achievement. Demands that are not able to be controlled by each employee will cause tension within the employee and if it cannot be overcome then the employee will experience stress (Iskamto, Karim, Sukono, et al. 2020). Work stress experienced by employees can harm the company because of the imbalance between productivity and the costs incurred to pay salaries, benefits, and other facilities (Iskamto 2020). Job stress is a phenomenon that affects employees differently, in different work contexts.

The danger of stress is caused by physical, emotional and mental conditions caused by prolonged involvement with emotionally demanding situations. The process takes place gradually, accumulatively, and over time it becomes progressively worse (Iskamto et al. 2019).

Work stress appears, among others, unstable emotions of salesmen, feeling uneasy, being alone, having trouble sleeping, smoking excessively, not being able to relax, increasing blood pressure, and experiencing digestive disorders (Iskamto et al. 2021).

Statement of the Problem

Job stress has been a major concern for employees and employers because of the influence on employee performance. In today's world, stress has become a worldwide phenomenon and a major concern among employees in every workplace (Brony, 2008). Many employees are suffering from job stress as a result of working under tensions, working for longer hours and other ~work rerated demand (Chandan, 2012). Most employees who experience job stress always have constant fatigue, absenteeism, burn out, constant sickness, mood swings, rudeness and late coming, constant mistakes and errors, delay in submission of reports among others, which has increased poor performance of employees in different organizations. There is still scanty information in Uganda, particularly Kampala on the influence of job stress on work performance. Therefore, this study aims at filling this gap.

Purpose of the Study

This study aims to fill the gaps in understanding the relationship between job stress, motivation and work performance among employees of Kampala Capital City Authority.

Objectives of the Study

This study shall be guided by the following objectives;

- i) To determine the levels of job related stress and motivation among the employees of Kampala Capital City Authority.
- ii) To determine the levels of work performance among the employees of Kampala Capital City Authority.
- iii) To examine the relationship between job stress, motivation and work performance among employees of Kampala Capital City Authority.

Scope of the Study

Geographical scope

The study shall be carried out at Kampala Capital City Authority offices located at City Hall, Nakasero, Kampala, Uganda.

Content Scope

According to Mangkunegara (2011) job stress is a feeling of pressure experienced by employees in dealing with work. This job stress can be seen from the symptoms, including unstable emotions, feelings of restlessness, like being alone, having trouble sleeping, smoking excessively, not being able to relax, being anxious, tense, nervous, increasing blood pressure, and experiencing indigestion. However, work performance is described as the attainment of result by workers in some specific situations (Prasetya & Kato, 2011). In addition, work performance includes components like team working and employee participation.

Time Scope

The study shall cover a period of four days. A total of 20 participants shall be interviewed each day or until the total sample size (80) is met.

Significance of the study

The findings of this study may help the stakeholders and the human resource department of ministry of KCCA to find the most efficient way of enhancing employee work performance.

The findings of this study may benefit the policy makers in formulation of policies and regulations at the national level regarding employee work performance.

The findings of this study may help the administrators of ministry of public service to identify better ways of reducing job stress and improve their work performance.

The findings of this study may help administrator of ministry of public service to adopt regulations to maintain a highly motivated work force to increase their work performance.

Conceptual Framework

The diagram below shows the relationship between study variables. For instance, the relationship between job stress, motivation and work performance.

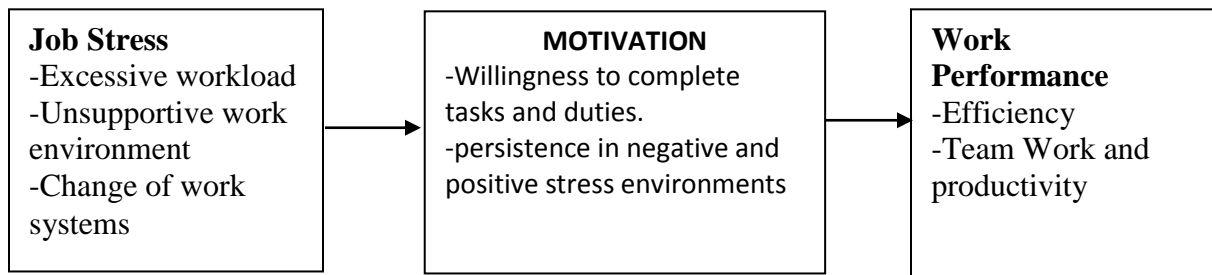


Figure 2: Conceptual framework showing the relationship between job stress, motivation and employee work performance

Figure 1 above shows that job stress affects employee motivation that also affects work performance. Therefore, job stress is taken as an independent variable, motivation is taken as the mediating variable and work performance is a dependent variable. Job stress includes; excessive workload, unsupportive work environment and change of work systems. Motivation includes; willingness to complete tasks and duties, persistence to perform in negative stress and positive stress environments. On the other hand, job performance included efficiency, team work and productivity. Therefore, employees who are negatively stressed on the job may be less motivated and may perform poorly at work (Iskamto et al. 2021), and those who are less stressed or experience positive stress are motivated and have high chances of performing well at work.

CHAPTER TWO

LITERATURE REVIEW

Introduction

The literature is reviewed according to study objectives that include; job stress and work performance. This section contains information and data obtained from published materials in relation to the selected study.

Job stress

According to Anoraga (2011), stress is actually a form of a person's response, both physically and mentally to a change in the environment that is felt to be disturbing and causes him to be threatened. An expert calls this response the 'fight or flight response'. So actually stress is something that is very natural. According to Robbins (2009) as one might imagine stress affects emotions and moods. The level of stress and tension that builds up in the workplace can worsen the mood of employees, causing them to experience more negative emotions. Based on the description above, it can be concluded that work stress is a condition of tension that affects a person's emotions, thought processes, and physical condition. Work stress appears to include unstable emotions, feeling uneasy, being alone, having trouble sleeping, smoking excessively, not being able to relax, being anxious, tense, nervous, increasing blood pressure, and experiencing digestive disorders.

According to Mangkunegara (2011) the causes of work stress: The workload is too heavy, Urgent working time, Low quality of work supervision, Unhealthy work climate, inadequate work authority related to responsibilities, Work conflict and The difference in value between employees and leaders who are frustrated at work. According to Anoraga (2011) there are two factors main directly related to stress, namely changes in environment and the man himself. When changes in the environment have become so fast and vicious, so that a person feels overwhelmed to face or adapt himself to these changes.

Stress is caused by an existing stress-causing factor or “stressor”. job stress is a chronic disease caused by conditions in the workplace that indirectly affect an individual's performance and overall his or her healthy body. In fact employee stress is negatively correlated to work performance. Further, the more the level of stress, the lower the employee performance in an

organization. Today it is believed that even a little bit of stress will slowdown employees' work performance (Singh & Jain, 2013).

Job stress is "a situation in which some characteristics of the work situation are thought to cause poor psychological or physical health, or to cause risk factors making poor health more likely." Job stress arises when demands exceed abilities, while job-related strains are reactions or outcomes resulting from the experience of stress (Amigun & Von, 2010). Job stress is a chronic disease caused by conditions in the workplace that negatively cause an individual's performance and or overall well-being of his body and mind. In some cases, work stress can be disabling. In chronic cases a psychiatric consultation is usually required to validate the reason and degree of work related stress.

Motivation

Motivation has been extensively researched. In the mid twentieth century the foremost significant motivational theories came up, namely Maslow's hierarchy of needs (1943), Herzberg's two-factor theory(1959) and Vroom's expectancy theory (1964). Those researches centered on motivation in general and employee motivation more particularly. In the preceding years different definitions of motivation were defined, eg. Herzberg (1959) defined employee motivation as performing a work related action because you want to.

Normally it is agreed that employee motivation can be distinguished in intrinsic and extrinsic motivation (Staw 1976, 49-52). Staw indicates that one of the first efforts to make that distinction was in Herzberg's Two-Factor Theory. Nevertheless, the discourse on intrinsic and extrinsic motivation is more from latter years (e.g. Amabile, 1993 and Deci & Ryan 2000). The discourse on how intrinsic and extrinsic motivation can enhance employee performance (Ramlall 2008, 128). The relationship among employee motivation and job performance has been studied in the past(Vroom, 1964). But high statistical relationship between the two were not instituted. Notwithstanding, later on research resolved that employee motivation and job performance are indeed mutually related. This correlation is studied in this thesis and the objective is to render useful information to managers on how employees' performance can be increased by intrinsically or extrinsically motivating them. Diversity at workplace has provided managers with substantial magnitude of problems, the big difference between employees in every organization means that there is no best way to deal with such problem. What motivates some employee to

perform very well may be discouraging to other employee, therefore it poses a big challenge to present day managers. In this thesis, culture in human resource management is discussed as well as performance management and different type of reward system.

Many factors like environment, capital and human resources influences how organization performs. Though human resources is seen as having the most influence on the performance of organization, legitimate thus to debate that an organization needs to motivate its employees in order to accomplish its stated goals and objectives. In this chapter motivation is well explained. It is obvious that motivation has been perceived in numerous ways. Many researchers have tried to come up with a concise theory to formulate motivation but all bring in different ideas. Research has been conducted about this subject and many theories were designed which greatly influence organizational behavior. For example Herzberg's theory of motivation (1959) is still used nowadays. According to Staw (1976) Herzberg was one of the first persons who distinguished between intrinsic and extrinsic motivation. That distinction has clarified and also helped in motivating employees at workplace (Staw 1976, 49-52).

Motivation can be specified as a management process, which encourages people to work better for the overall benefit of the organization, by providing them motives, which are based on their unfulfilled needs. The matters arising are: "why managers need to motivate employees?" (Herzberg, 1959). According to Smith (1994) it is because of the survival of the company. Amabile (1993) contributed to this statement by arguing that it is necessary for managers and leaders of organization to learn to understand and effectively deal with their employee's motivation; since motivated employees' are the pillars of successful organization in present and future century. She also indicates that unmotivated employees may probably contribute little effort in their jobs, stay away from workplace as much as possible, go out of the organization and make low quality of work. When employees are well motivated, they help the organization to grow and survive in a fast changing workplaces (Lindner 1998, 36). Lindner also indicates that the most difficult role of managers is to motivate employee, because what motivates employees changes always (Bowen and Radhakrishna 1991, 16-22). The term motivation was developed in the early 1880's, prior to that time, the term "will" was used by well-known philosophers as well as notable social theorists when talking motivated human behaviours (Forgas, Williams and Laham 2005, 86). According to them motivation is believed to be; an

entity that compelled one to action. Recently, many researchers has offered unique definitions of motivation.

It has been defined as; the psychological process that gives behaviour purpose and direction (Kreitner1995, 168); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian & Lindner 1995, 31-34); an internal drive to satisfy an unsatisfied need (Higgins1994, 114). It is apparent that managers need to motivate employees if they want to get the necessary results for the organization. It can also be said that there is an agreement about the facts that motivation is an individual development, it is depicted as being deliberate, it has several sides and the aim of motivational theories is to predict behaviours. It appears that Herzberg and Maslow theories are still been used today because they were among the first researchers at this topic.

Herzberg and Maslow

Herzberg (1959) introduced a well-known motivation theory, which is the two-Factor Theory, he described in his theory between motivators and hygiene factors. He emphasized that the factors can either be motivators or hygiene factors, but can never be both at the same time. (TABLE 1.) Intrinsic motivational factors are challenging work, recognition and responsibilities. Hygiene motivators are extrinsic motivational factors such as status, job security and salary. Motivating factors can, when present, leads to satisfaction and Hygiene factors can, when not present leads to dissatisfaction, but the two factors can never be treated as opposites from each other (Saiyadain 2009, 158.)

HERZBERG TWO-FACTORS THEORY (NET MBA 2016)

MOTIVATORS (leading to satisfaction)	HYGINE (leading to dissatisfaction)
<ul style="list-style-type: none">- Achievement- Recognition- Work its self- Responsibility- Advancement- Growth	<ul style="list-style-type: none">- Company policy- Supervision- Relationship with boss- Working conditions.- Salary/wages- Relationship with peers- Security

Figure 2: Herzberg two factor theory table

The two-Factor Theory of Herzberg (1959) is related to Maslow's (1943) theory of motivation; Maslow in his book outlined his theory of motivation. In his need hierarchy Maslow states that there are at least five set of goals which are called the basic needs.

Physiological needs: These needs are directly related to survival of individual or species. These are typically concrete needs such as eating, dressing and sleeping. The lack of these needs can cause bodily or make the human not to function up to capacity, physiological needs are thought to be the most important and must be met first.

Security needs: This type of need is to protect against various threats, if a person's security needs are relatively satisfied, their safety needs take precedence and dominate behavior. In the absence of physical safety due to war, natural disaster, family violence, childhood abuse, people may experience post traumatic stress disorder. The absence of economic safety due to safety due to economic crises and lack of work opportunities, these safety needs will manifest itself in ways such as preference for job security.

Social need of belonging to group: It discloses the need of social dimension of the individual who needs to feel accepted by groups in his family, work, intimacy, friendship and associates. According to Maslow, human needs to feel and have the sense of belonging and been

accepted among social groups in life they choose to belong or finds themselves in. these group maybe large or small, some large groups may include, religion group, co-workers, professional organizations, sports team or gangs, while small groups may include love relationship, members of the family, mentor, colleagues and confidants.

The esteem needs, respect and trust: Human have a need to feel respected, this includes the need to have self-esteem and self-respect. Esteem presents the typical human desire to be accepted and valued by others. People usually involve themselves in a profession or hobby to gain recognition. These activities give the person a sense of recognition or value.

Personal development: According to Maslow, this need aims to get out of condition purely material to reach fulfillment. This level of needs is the desire to accomplish everything that one can and to become the most that one can be (Srivastava 2005, 69.)

In 1943, Maslow argued that human beings have an internal needs compelling them in the direction of self-fulfillment and personal superiority. He then came up with a opinion that there are five unique position of needs and once we to satisfy a need at one position of the hierarchy it will have an influence on our attitude. At such stage our attitude starts to decrease, we now put more powerful influence for the need at the next stage up the hierarchy. Firstly, individuals are motivated by Psychological needs, this psychological needs builds the fundamental need for survival, it may include warmth, clothing, food and shelter. When people are thirsty and don't have clothing or shelter, they are more motivated to accomplish these needs because these needs turns to be a great influence on their behavior. But then again, when individuals have surpluses in those basic needs (psychological needs), they tend to move to the second level where it was seen by Maslow as the higher order of needs. The second level is the security needs: it is the most important need to people at this level. This is seen and conveyed in the safety of the employee's health and family. The social needs came third. When an employee feel secured and safe at work, he will then take the rule and regulations of the organization serious and stick to the guidelines, also a good friendship, love and intimacy will be formed. Going up the hierarchy is the self-esteem needs. It is the fourth level of needs by Maslow and it introduce the recognition to be accepted and valued by others. The fifth level of Maslow needs is the self actualization needs. The self actualization was developed into what an individual is to become or what he is competent to become. (Srivastava 2005, 69).

Work Performance

Employee performance is referred to as the work result of an individual's achievement in performing one's job, yet the definition varies among various researchers. Job performance is perceived as an activity where an individual is able to complete the assigned task successfully (Ali et al., 2014). Pradhan and Jena (2016) asserted that employee performance is the quantity and quality of tasks that are accomplished by an individual or group of employees. Good employee performance is necessary for the organization since the Success of the organization is dependent upon the employee's creativity, innovation, and commitment (Fonkeng, 2018).

Employee's performance has received wide attention in literature and research due to its importance since every organization aims to achieve high performance (Ojo, 2012). Employees are people who are hired, working on the basis of part time or full time under an employment arrangement, whether it is in written or oral expression. It also includes agreement on the remuneration and the kind of duties expected of the employee within a time frame (Manjunatha & Renukamunthi, 2017). Employee performance is influenced by a number of internal and external factors which include personal issues, job suitability, motivation to succeed, working conditions, job training and performance feedback (Woods, 2014). Poor performance can result from unfulfilled external or internal factors.

The secret to fixing poor performance is to understand its root cause and thus organizations should provide managers with trainings that can enable them diagnose correctly the cause of poor performance and find the right solutions. Performance is the achievement of a set of assigned tasks that are anchored to time, with a result indicator that would measure the accomplishment level of the task assigned, which can be measured only when a performance standard has been put in place (Dhankar, 2015). Employee's performance thus refers to the observable behaviors and actions which explain how a job is done (Manjunatha & Renukamunthi, 2017). Thus employees' performance can be defined as the way to perform job tasks according to the prescribed description.

There is a general understanding among researchers that performance is an important variable in work organization (Suliman, 2001) and has become a significant indicators in measuring organizational performance in many studies (Wall et al., 2004). Employee performance can also be measured through the combination of expected behavior and task-

related aspects (Motowidlo, 2003), even though performance is often determined by financial figures. In reality, performance that is based on an absolute value or relative judgment may reflect overall organizational performance (Wall et al., 2004). However, Wiedower (2001) asserted that performance measure that is based on the performance appraisal items offers higher reliability in evaluating performance.

High performance employees pursue higher level of individual and organizational performance which involve quality, productive, innovation rate and cycle time of performance (Bharadwaj, 2005) and therefore they will be able to assist organization to achieve its strategic aims and sustaining the organization competitive advantage (Dessler, 2011). Thus, in order to attract and sustain higher employee satisfaction and performance, employer need to treat their workers as the most important internal resources and gratify them (Jin, 2007) because committed and satisfied employees are normally high performers that contribute towards organizational productivity (Samad, 2007). In addition, desired performance can only be achieved efficiently and effectively, if employee gets a sense of mutual gain of organization as well as of himself, with the attainment of that defined target or goal (Aktar, Kamruzzaman & Emran, 2012).

Job Stress and Work Performance

According to Davis and Newstrom (2008) stress can help or damage work performance, depending on how big the stress level is. If there is no stress, there is also no work challenge and work performance tends to decrease. In line with increasing stress, work performance tends to increase, because stress helps employees to direct all resources in meeting work needs. If a healthy stimulus prompts employees to respond to job challenges, stress eventually reaches a steady point that roughly matches the employee's performance abilities. At this point the additional stress will be less likely to result in improved work performance. Furthermore, according to Davis and Newstrom (2008) explains that if the stress becomes too great, work performance will begin to decline, because stress interferes with the implementation of work. Employees lose the ability to control them, become incapable of making decisions, and their behavior becomes erratic. The most extreme consequences are zero work performance, employees experience disturbances, become sick and can no longer work, despair, leave or refuse to work to avoid stress (Davis & Newstrom 2008).

The frequently cited implications of workplace stress include low job performance and high turnover intention (Arshadi & Damiri, 2013), lack of motivation and ill health (Farler & Broady Preston, 2012) as well as burnout (Ahmad et al., 2012). Keshavarz and Mohammadi (2011) added low morale, poor product quality, low output, increased overtime payment, and organizational disruption to the list of negative effects of workplace stress. Additionally, Krausman, Crowell and Wilson (2002) reported the finding of physiological arousal measures that corresponded to a decrease in both the perception of exertion and cognitive performance.

Sipos and Spokane (1987) as cited in Prasad, Vaidya and Kumar (2015) described six work roles that they felt were stressful irrespective of an individual's actual occupational choice. Role overload (RO) measures the extent to which job demand exceeds resources (personal and workplace) and the extent to which an individual is able to accomplish workloads (Osipow and Spokane 1987 as cited in Prasad, Vaidya and Kumar 2015). Role overload can result in an employee experiencing anger and frustration toward persons believed to be responsible for the overload in work (Marini et al; 1995 as cited in Prasad, Vaidya and Kumar 2015). Additionally, Menze (2006) revealed that job stress has become a challenge for the employer as it results in low productivity, absenteeism, alcoholism, drug abuse, hypertension and a host of cardiovascular problems. In Great Britain, job related stress has resulted in an annual loss of 28 million work days, while in the USA, it has resulted in absenteeism and turnover with the monetary cost surpassing a billion US Dollars per year (Devonish et al., 2012).

Jafri (2011) reported that in Bhutan, bank employees are found to experience a moderate level of stress. Similarly, employees in the teaching profession experienced moderate levels of stress (Tashi, 2014). Wangmo et al. (2019) reported that in recent years, physicians leaving the healthcare system have created stress in the workplace to deliver quality health care services. Stressful events are considered the second contributor to the increasing suicide cases in Bhutan (Tshedup, 2021). However, this does not specify the nature of stress in terms of whether it comes from the job or other sources.

It is essential to understand employee stress and its link to performance. Civil servants in Bhutan play a critical role in delivering public goods and services to the people. The general public looks upon civil servants as role models in society. Their obligation to society emanates from the fact that they are the servants of the state. In the process of discharging such an important responsibility, many would experience job stress. However, not many

studies have been undertaken in Bhutan to understand the level of job stress, its main causes, consequences and its link to employee performance. It is also uncertain whether civil service organizations have proper systems and policies in place to manage job stress. This paper aims to analyse the relationship between job stress and employee performance besides assessing the effects of job stressors associated with job performance among the Bhutanese civil servants taking the case of employees working under the Ministry of Health (MoH), Bhutan.

A study by Yozgat et al. (2013) verified a significant negative correlation between job stress and job performance while Awadh et al. (2015) confirmed a strong positive correlation between job stress and employee performance. Equally, Muda et al. (2014) found that job stress has a partial effect on an employee's performance such that if the job stress was ignored then the employee performance would have a value of 9.355. Later, Shaikh et al. (2017) replicated the study and obtained the same results although the employee performance value changed to 1.890. Thus, both the findings concluded that job stress has an influence on employee's performance. Several studies conducted have illustrated that job stress negatively affects employee performance considering various factors such as incentives, time pressure, organizational change, and workload. This has been confirmed by Ahmed and Ramzan (2013) where they exemplified a negative correlation between job stress and employee performance due to workload and time constraints. A study by Noor Job Stress and Employee Performance in the Ministry of Health et al. (2020) highlighted that stress due to workload has the strongest correlation towards job performance compared to stress caused by time pressure and skill discretion. The study found that employees faced less stress when they were given adequate work, a specific deadline to accomplish the task and had the correct set of skills to perform the task. This eventually improved their performance.

Karatepe and Uludag, (2008) found that role ambiguity creates uncertainty which decreases the quality of employees performance. A similar study by Ali et al. (2014) and Gharib et al. (2016) revealed that stress due to role conflict has a significant effect on job performance while stress due to role ambiguity does not have a significant effect on job performance

However, Hafeez (2018) revealed that there is a statistically significant positive effect of job stress on employee performance due to workload and role conflict while an insignificant relationship was shown by role ambiguity. Townley (2000) also asserted that overtime work and dealing with heavy workloads while meeting the production targets and deadlines resulted in high stress levels among the employees which caused a decline in their performance. Khuong and Yen (2016) found that support and guidance from supervisors and colleagues can reduce stress.

A study by Ashford et. al., (2011, as cited in Ibrahim (2013) claimed that employees performance tends to decrease when organizational changes like restructuring, merging, and downsizing occur as they feel stressed, nervous and lack assurance. Conversely, as per Murali et al. (2017), it is crucial to have a supportive and healthy work environment in an organization to manage stress. With a healthy work environment, it will reduce stress and ultimately result in excellent employee performance. There is still limited literature in relation to job stress and work performance in Uganda, which this seeks to explore in detail.

Hypothesis

The hypothesis of this study is as follows;

- i) Employees' ability to cope with job stress is influenced by their levels of motivation. The higher the motivation, the stronger the ability to cope with job stress and vice versa.
- ii) Job stress levels experienced by an employee affect their work performance.
- iii) Employees' motivation influences their work performance. The higher the motivation, the better the work performance.

CHAPTER THREE

METHODOLOGY

Introduction

This chapter presents the methodology that shall be used to carry out this study. It presents the research design, population, sample, research instruments and measures, procedure, data management, data quality control, validity of the research instruments and data analysis.

Research Design

A correlation research design shall be applied in the study so as to establish the relationship that exists between job stress and work performance among employees of Kampala Capital City Authority. In this design data shall be presented into statistical information using Statistical Package for Social Scientists (SPSS) to establish whether the variables are correlated.

Area of Study

The study shall be carried out in Central division in Kampala. Kampala district is located in the central region of Uganda and it covers an area of 7,928 square kilometers. Kampala district is divided into five divisions; Kampala Central Division Kawempe, Rubaga Division lies in the western part of the city, bordering Wakiso District and Makindye Division is in the southeastern corner of the city, bordering Wakiso District to the south and west, and the coordinates of Makindye Division and Nakawa Division lies in the eastern part of the city, bordering Kira Town to the east, Wakiso District to the north.

Population

The population for this study shall include all the 100 employees of KCCA comprising of both male and female workers from all departments.

Sample Size Determination and Sampling Strategy

A total of 80 participants shall be selected from the population of 80 employees to participate in answering the questionnaire. The researcher shall use simple random sampling technique with the help of the Morgan and Krejcie Table (1970). In *simple random sampling*,

each member of a population had an equal chance of being included in the sample. A simple random sampling technique allows every member of the population to get an equal opportunity to be included in the study and reduced biases in selecting samples.

Research Instruments and Measures

Self-administered questionnaires shall be designed from the constructs defined above. The questionnaire shall measure job stress and work performance among Employees of ministry of public service. A purposive developed self-administered questionnaire, comprising of closed ended questions that require each respondent to choose the preferred option from the alternatives given including the respondents back ground, age and sex where section A shall examine the respondents bio data, section B shall examine job stress and section C shall examine work performance among employees of Kampala Capital City Authority. Job satisfaction questionnaire adopted from (Frantz, & Holmgren (2019), and work performance questionnaire shall be adopted from Goodman and Svyantek, (1999).

Procedure

The researcher shall obtain an introductory letter from the Department of Organizational and Educational of Psychology Makerere University introducing her to the organization seeking for permission and approval to collect data and then the researcher shall be willing to go to the field to gather the required information for research. This shall be done directly in the field and confidentiality was observed by the researcher in order to get the required information. This did not cause harm to the respondents due to the fact that the researcher shall first create peaceful environment in order to get the required information from the respondents.

Data Management

The researcher shall thoroughly check the questionnaires to ensure that all the relevant questions are selected. Information collected shall then tabulated and analyzed into meaning full findings by use of code of scales to present the questions that shall be ticked by the respondents. Data shall be analyzed using Statistical Package for Social Sciences (SPSS) to find out the correlation between variables. This study shall take a period of a month in which the researcher shall be able to collect data, analyze and write the report.

Data quality Control

For control of the quality for data collected, validity and reliability of the questionnaires shall be carried out. The supervisor shall critically analyze the instruments and suggested changes where necessary to ensure that the items measure is intended to measure in order to ascertain the validity of the questionnaire.

Reliability on the other hand shall be ensured through the use of a well-designed questionnaire by the researcher, the reliability shall be ascertained by doing a pre-test of the questionnaires before the actual study.

Validity of the Research Instruments

Validity of an instrument refers to the ability of the instrument to collect justifiable and truthful data. The construction of the questionnaire shall base on the objectives of the study. Data collection instruments shall be presented to the supervisor from Makerere University to check the content validity of the instrument that is; ambiguity of question items and their relevance.

After validating the questionnaire, its reliability was estimated by the test- result method. Test-retest coefficient is a type of reliability co-efficient obtained by administering the same test a second time after a short interval and correlating the two sets of score

Data Analysis

The data shall be collected from the field, crossed checked for completeness and coded. The coded data shall then be analyzed using a computer program called Statically Package of Social Scientists (SPSS) and summarized into frequencies and percentages. Hypothesis 1, 2 and 3 shall be analyzed by using percentages, and Pearson Product Correlation Coefficient(r) shall be used to test the significance.

Anticipated problems/ limitations and Solutions

Participants who are suspected of being biased when answering the questions asked. This shall be managed by explaining to them the purpose of the research and informing them how safe their information is to be. Besides that, participants who are suspected of fearing to provide data with complete honesty and openness. This shall be managed by assuring students of confidentiality on the information provided.

Ethical Consideration

The researcher shall ensure privacy confidentiality and explain to participants the main purposes of the research, this shall be to inform them the participants that the research is purely academic before engaging them in the study. More so the researcher shall take into account the consent of the respondents, avoidance of forgery and plagiarism shall be considered when presenting the researcher methodology and findings.

CHAPTER FOUR

RESULTS

This chapter consists of the results and interpretation of the findings in line with the objectives and hypothesis. The data is presented in form of frequencies and percentages followed by the correlations between job stress, motivation and work performance.

Descriptive statistics

The respondents were asked to indicate their sex, age range, job status, level of education and time spent in the organization. The results were obtained and computed into frequencies and percentages using SPSS as shown in the tables below;

Table 1: sex of respondents

Sex of Respondents	Frequency	Percent (%)
Male	15	30.0
Female	35	70.0
Total	50	100.0

Results in *Table 1* shows that there were more respondents for females (70.0%) than males with (30.0%). This implies that Kampala Capital City Authority prefers employing more female employees than male ones, since they are presumed to be more honest than their male counterparts.

Table 2: age range of respondents

Age Range of Respondents	Frequency	Percent (%)
18-25 years	24	48
26-30years	20	40
31-35 years	5	10
36 years above	1	2
Total	50	100.0

Results in table 2 above shows that more respondents were between 18-25 years (48%) followed by the respondents of 26-30 years (40%), and respondents of 31-35 (10%), and those of 36 years and above (2%). This implies that employees of the age group between 18-25 years are the mostly considered by Kampala Capital City Authority, since they are assumed to be more driven, energetic and motivated than other groups.

Table 3: job status of respondents

Job Status of Respondents	Frequency	Percent (%)
Top Level	4	8
Middle Level	18	36
Lower Level	28	56
Total	50	100.0

Results in table 3 show that more respondents were in the lower level of employment status (56.0%), followed by middle level (36%), and those of top level were the least at (8%). This implies that lower level employees are the majority because not every employee is supposed to be in leadership, but rather be subordinates.

Table 4: level of education

Level of Education for Respondents	Frequency	Percent (%)
Bachelors	58	72.5
Masters	19	23.8
PhD	3	3.7
Total	80	100.0

The study findings in table 4 indicated that (72.5%) of the respondents were degree holders, followed by master's degree (23.8%), and PhD holders (3.7%). This implies that majority of the employees at Kampala Capital City Authority are degree holders, simply because they are assumed to be suitably qualify for most jobs at the authority.

Table 5: time spent in organization

Time Spent in the Organization by Respondents	Frequency	Percent (%)
Less than a year	11	13.8
1-3 years	22	27.5
4-5years	41	51.3
6 years above	6	7.5
Total	80	100.0

The findings of table 5 above indicated that (51.3%) of the respondents had worked for 4-5 years, followed by those who had worked for less 1-3 years (27.5%), (13.8%) had worked for less than a year, and (7.5%) had worked for 6 years above. This implies that majority of employees at Kampala Capital City Authority had worked for 4-5 years.

Table 6: level of job stress

Levels of Job Stress

Job Stress items	Disagree		Neutral		Agree	
	N	%	N	%	N	%
1 I feel stressed when there is much work load	5	10	11	22	34	68
2 Excessive work load at work makes me get stressed	22	44	7	14	21	42
3 My management adds to my stress at work	26	52	12	24	12	24
4 The working environment is not favorable	9	18	9	18	32	64
5 My colleagues also experience high levels of stress	12	24	11	22	27	54
6 I feel overwhelmed most of the time from stress	3	6	12	24	35	70
7 I have never felt stressed at work	41	82	7	14	2	4
8 I have discussed about job related stress to my colleagues	9	18	12	24	29	58
9 I have considered leaving my job due to the levels of stress	27	54	13	26	10	20
10 This is the most stressful environment i have ever worked in	23	46	7	14	20	40
11 The stress I endure at work affects other aspects of my life	12	24	6	12	32	64
12 If stress levels were reduced, I would perform better	2	4	6	12	42	82

13	My work environment is very peaceful and stress free	23	46	7	14	20	40
14	I don't experience any overwhelming stress at work	15	30	15	30	20	40
15	My work environment can be described as a stressful environment	9	18	7	14	34	68

Results indicated that, (68%), employees agree that they feel stressed when there is much work load, (68%) reported that they are working in a stressful environment, (64%) stated that stress affects other aspects of their life, (70%) reported that they feel overwhelmed from work stress. This therefore proves that a good majority employees at KCCA are stressed.

Table 7: work performance

Levels of Work Performance

Work Performance items		Disagree		Neutral		Agree	
		N	%	N	%	N	%
1	I help other colleagues who are absent from duty	23	46	12	24	15	30
2	I take time to listen to coworkers' problems and worries	14	28	18	36	18	36
3	I take a personal interest in other employees	27	54	3	6	20	40
4	I get out of the way to help new employees	20	40	10	20	20	40

5	I give advanced notice when unable to come to work	5	10	5	10	40	80
6	My attendance at work is always above the norm	12	24	3	6	35	70
7	I tend to take undeserved work breaks	27	54	6	12	17	34
8	I obey informal rules created to maintain order during duty	1	2	3	6	46	92
9	I fulfill all the requirements of my job	1	2	3	6	46	92
10	I have the skills and expertise to perform my job-related tasks	5	10	10	20	35	70
11	I can manage more tasks in my job than one typically assigned to me	15	30	20	40	15	30
12	I feel I appear suitable for a higher-level role than the one I do	5	10	5	10	40	80
13	I have the required skills in all areas of my job	5	10	0	0	45	90
14	I perform well in my overall job by carrying out tasks as expected	15	30	5	10	30	60

According to the above table, (70%) of employees feel they have skills and expertise to perform their job related tasks, (40%) remain undecided on whether they, (60%) feel that they perform well in their overall job. (54%) take undeserved breaks.

Table 8: motivation

Levels of Motivation

Motivation items		Disagree		Neutral		Agree	
		N	%	N	%	N	%
1	Fear of losing my job motivates me to work hard	23	46	12	24	15	30
2	I am motivated to work hard in order to get a promotion	14	28	18	36	18	36
3	I can describe myself as a highly motivated person at work.	27	54	3	6	20	40
4	My working conditions motivate me to work hard	20	40	10	20	20	40
5	My colleagues also experience high levels of stress	5	10	5	10	40	80
6	I feel overwhelmed most of the time from stress	12	24	3	6	35	70
7	My colleagues motivate me to perform better	27	54	6	12	17	34
8	With less supervision, I am still motivated to work.	1	2	3	6	46	92
9	My boss motivates me to perform better	1	2	3	6	46	92
10	The stress I endure at work affects other aspects of my life	5	10	10	20	35	70
11	I no longer feel the same motivation to work as I did when I joined	15	30	20	40	15	30
12	The more years I work, the less motivated I become	5	10	5	10	40	80
13	I am compelled to carry out my tasks	5	10	0	0	45	90
14	My colleagues describe me as a motivated person	15	30	5	10	30	60
15	I describe myself as a motivated person	4	8	7	14	42	84

According to the above table, 84% of employees consider themselves as motivated people, 90% are compelled to carry out tasks, 60% are considered by their colleagues as motivated. This therefore proves that KCCA employees are motivated.

Relationship between job stress, motivation and work performance.

		job stress	motivation	work performance
job stress	Pearson Correlation	1	-.855**	-.729**
	Sig. (2-tailed)		<.001	<.001
	N	50	50	50
motivation	Pearson Correlation	-.855**	1	.928**
	Sig. (2-tailed)	<.001		<.001
	N	50	50	50
work performance	Pearson Correlation	-.729**	.928**	1
	Sig. (2-tailed)	<.001	<.001	
	N	50	50	50

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

Table 9: relationship between job stress, motivation and work performance

Hypothesis 1 stated that there is a significant relationship between job stress and motivation. The findings in the table above show that there is significant negative relationship between job stress and motivation. Therefore the alternative hypothesis is retained and it is concluded there is a significant negative relationship between job stress and motivation. This means that an increase in job stress leads to decreases of motivation of employees at KCCA.

Hypothesis 2 stated there is a negative significant relationship between job stress and job performance. The finding in the table above show there is a significant negative relationship between job stress and job performance. Therefore the hypothesis is retained and it is concluded there is a significant negative relationship between job stress and work performance. this means that an increase in stress leads to a decrease in work performance.

Hypothesis 3 stated that there is a significant positive relationship between motivation and work performance among KCCA employees. According to the table above, there is a positive significant relationship between motivation and work performance. Therefore, the hypothesis is maintained, meaning an increase in motivation results to an increase in job performance and vice versa.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the discussions specifically focusing on the three hypothesis , conclusions and recommendations.

The discussion is done according to the following objectives;

- i) To determine the levels of job related stress and motivation among the employees of Kampala Capital City Authority.
- ii) To determine the levels of work performance among the employees of Kampala Capital City Authority.
- iii) To examine the relationship between job stress, motivation and work performance among employees of Kampala Capital City Authority.

Discussion

The first objective of this study was to determine the levels of stress and motivation among the employees of Kampala Capital City Authority. According to the study, 4% of the employees at KCCA agree that they have never been stressed at work, 64% agree that the working environment is favorable. Therefore, this concludes that the stress levels of employees at KCCA are overwhelmingly high.

The second objective of this study was to determine the levels of work performance among the employees of Kampala Capital City Authority. According to the study, 70% of the KCCA employees agree that they have the skills and expertise to perform their job related tasks, however 40% could not agree whether they feel they perform well in their overall job. This means that the performance levels are a mixed bag, but a good majority of KCCA employees have high levels of work performance.

The third objective of the study was to examine the relationship between job stress, motivation and work performance among employees at KCCA. For the relationship between job

stress and motivation; hypothesis 1 stated that there is a significant relationship between job stress and motivation. The findings in the table above show that there is significant negative relationship between job stress and motivation. Therefore the alternative hypothesis is retained and it is concluded there is a significant negative relationship between job stress and motivation. This means that an increase in job stress leads to decreases of motivation of employees at KCCA. For the relationship between motivation and work performance; Hypothesis 3 stated that there is a significant positive relationship between motivation and work performance among KCCA employees. According to the table above, there is a positive significant relationship between motivation and work performance. Therefore, the hypothesis is maintained, meaning an increase in motivation results to an increase in job performance and vice versa.

for the relationship between job stress and job performance; Hypothesis 2 stated there is a negative significant relationship between job stress and job performance. The finding in the table above show there is a significant negative relationship between job stress and job performance. Therefore the hypothesis is retained and it is concluded there is a significant negative relationship between job stress and work performance. this means that an increase in stress leads to a decrease in work performance.

Conclusion

This section consists of the conclusions to the findings established in the levels of job stress, motivation and work performance and relationships between job stress, motivation and work performance among employees of Kampala Capital City Authority.

According to the research findings, there are high levels of job stress. This implies that majority of the workers at Kampala Capital City Authority are highly stressed on their jobs. Since the findings indicate that there are low levels of work performance among employees of Kampala Capital City Authority. This can be explained that most employees at Kampala Capital City Authority do not do their jobs according to the expected job standards. Lastly, there is a negative relationship between job stress and work performance. This implies that increase in job stress leads to a decrease in work performance of employees at Kampala Capital City Authority

Conclusively, the present study provides a basis and implications for further investigation on the levels of job stress, motivation and work performance and relationship between job stress and work performance among employees in different organizations other than K.C.C.A.

Recommendations

Basing on the findings, the management of Kampala Capital City Authority should design policies that can help employees deal with job stress and improve their motivation and work performance.

Government needs to educate and sensitize the public and private employers about the benefits of reducing job stress and enhancing motivation and work performance. This will help to minimize poor work performance in most organizations.

Areas for Further Research

The researcher suggests that further research should be done on job stress, work performance, motivation and relationship between job stress, motivation and work performance among employees of different organizations in other parts of Uganda other than Kampala.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Introduction

Dear respondent, this questionnaire seeks to obtain data on job stress and work performance among employees of Kampala Capital City Authority. The study is purely for research purposes and your responses will be treated with confidentiality. I kindly request you to spare some time and respond as honestly as possible.

Section A: Biographical Information

1. What is your sex?

i) Male ☐ ii) Female ☐

2. Age range.

i) 18 -25 ☐ ii) 25 – 30 ☐ iii) 30 – 35 ☐ iv) 50 years and above ☐

4. What is your job status?

i) Top ☐ ii) Middle ☐ iii) Lower ☐

5. Level of education

i) Bachelor's ☐ ii) Master's ☐ iii) PhD ☐

6. Number of years spent on the job.

i) Less than 1 year ☐ ii) 1 -3 Years ☐ iii) 3 – 5 Years ☐ iv) 5 years and above ☐

Section B: Job Stress

The statements below describe various aspects of your salary. For each statement, decide how Strongly Disagree (SD)=1, Disagree (D)=2, Neither Agree or Disagree, (NA/D)=3, Agree (A)=4 And Strongly Agree (SA)=5 you feel about your pay, and put the number in the corresponding blank that best indicates your feeling.

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
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1	2	3	4	5
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1	I feel stressed when there is much work load	1	2	3	4	5
2	Excessive work load at work makes me get stressed	1	2	3	4	5
3	My management adds to my stress at work	1	2	3	4	5
4	The working environment is not favorable	1	2	3	4	5
5	My colleagues also experience high levels of stress	1	2	3	4	5
6	I feel overwhelmed most of the time from stress	1	2	3	4	5
7	I have never felt stressed at work	1	2	3	4	5
8	I have discussed about job related stress to my colleagues	1	2	3	4	5
9	I have considered leaving my job due to the levels of stress in the work place.	1	2	3	4	5
10	This is the most stressful environment I have ever worked in.	1	2	3	4	5
11	The stress I endure at work affects other aspects of my life.	1	2	3	4	5
12	If stress levels were reduced, I would perform better.	1	2	3	4	5
13	My work environment is very peaceful an stress free.	1	2	3	4	5
14	I don't experience any overwhelming stress at work.	1	2	3	4	5
15	My work environment can be described as a stressful environment.	1	2	3	4	5

SECTION C: MOTIVATION

The statements below describe various aspects of your salary. For each statement, decide how Strongly Disagree (SD)=1, Disagree (D)=2, Neither Agree or Disagree, (NA/D)=3, Agree (A)=4 And Strongly Agree (SA)=5 you feel about your pay, and put the number in the corresponding blank that best indicates your feeling.

1	Fear of losing my job motivates me to work hard	1	2	3	4	5
2	I am motivated to work hard in order to get a promotion	1	2	3	4	5
3	I can describe myself as a highly motivated person at work.	1	2	3	4	5
4	My working conditions motivate me to work hard	1	2	3	4	5
5	I can describe myself as lowly motivated person at work.	1	2	3	4	5

6	I am motivated to work hard to get a salary increment	1	2	3	4	5
7	My colleagues motivate me to perform better	1	2	3	4	5
8	With less supervision, I am still motivated to work.	1	2	3	4	5
9	My boss motivates me to perform better	1	2	3	4	5
10	I am more motivated than my colleagues.	1	2	3	4	5
11	I no longer feel the same motivation to work as I did when I joined	1	2	3	4	5
12	The more years I work, the less motivated I become	1	2	3	4	5
13	I am compelled to carry out my tasks	1	2	3	4	5
14	My colleagues describe me as a motivated person	1	2	3	4	5
15	I describe myself as motivated person.	1	2	3	4	5

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

SECTION D: WORK PERFORMANCE

Rate yourself by circling on how often you do or feel about each statement below using the scales from 1 to 5. (Please take your time).

Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
1	2	3	4	5

	Performance Items	Responses				
1.	I help other colleagues who are absent from duty	1	2	3	4	5
2.	I take time to listen to coworkers' problems and worries	1	2	3	4	5

3.	I take a personal interest in other employees	1	2	3	4	5
4.	I get out of the way to help new employees	1	2	3	4	5
5.	I give advanced notice when unable to come to work	1	2	3	4	5
6.	My attendance at work is always above the norm	1	2	3	4	5
7.	I tend to take undeserved work breaks	1	2	3	4	5
8.	I obey informal rules created to maintain order during duty	1	2	3	4	5
9.	I fulfill all the requirements of my job	1	2	3	4	5
10.	I have the skills and expertise to perform my job-related tasks	1	2	3	4	5
11.	I can manage more tasks in my job than one typically assigned to me	1	2	3	4	5
12.	I feel I appear suitable for a higher-level role than the one I do	1	2	3	4	5
13.	I have the required skills in all areas of my job	1	2	3	4	5
14.	I perform well in my overall job by carrying out tasks as expected	1	2	3	4	5

Source; Goodman, S. A., & Svyantek, D. J. (1999). Person–Organization Fit and Contextual Performance.

Thank you for your cooperation