

**ASSESSMENT OF WORK-STRESS AMONG PUBLIC SECTOR
EMPLOYEES IN TANZANIA**

**A CASE OF THE MINISTRY OF HOME AFFAIRS
HEADQUARTERS (MoHA), TANZANIA**

**ASSESSMENT OF WORK-STRESS AMONG PUBLIC SECTOR
EMPLOYEES IN TANZANIA:
A CASE STUDY OF THE MINISTRY OF HOME AFFAIRS
HEADQUARTERS (MoHA), TANZANIA**

By

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**Dissertation Report Submitted to Mzumbe University Business School in Partial
Fulfillment of the Requirement for the Award of Degree of Masters of Science
Human Resource Management (MSc. HRM) of Mzumbe University**

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CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled ‘**Assessment of Work-Stress Among Public Sector Employees in Tanzania**’ A Case of the Ministry of Home Affairs Headquarters (MoHA), Tanzania in partial fulfillment of the requirements for the award of the degree of Master of Science in Human Resources Management of Mzumbe University-Dar es Salaam Campus College.

Signature

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Signature

Internal Examiner

Accepted for the Board of

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DECLARATION AND COPYRIGHT

I, Nelson Kaminyoge, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

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This work has been made possible through the efforts and support of several individuals. However before all I would like to thank the Almighty God for giving me health and strength to accomplish this work.

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MAY GOD BLESS YOU ALL

DEDICATION

This work is dedicated to my wife Nisile who was lying on bed most of the study time and my daughters Esther and Ngusekela who inspired me through prayer, encouragement, love and affection.

LIST OF ABBREVIATION

AIDS-	Acquired Immune Deficiency Syndrome
CMI-	Chartered Management Institute
HIV-	Human Immune Virus
MoHA-	Ministry of Home Affairs
UK-	United Kingdom
US-	United States

ABSTRACT

The study aimed at assessing the level of work - related stress and how it impacts the organization performance. The specific objectives of the study were to identify the causes of work stress among employees in the Ministry of Home Affairs, to identify the work related stress level of employees in the Ministry of Home Affairs in Tanzania, to assess the possible effects of stress on Job performances in the Ministry of Home Affairs in Tanzania and to suggest strategies that can be employed to reduce the effect of stress in the Ministry of Home Affairs in Tanzania. In this study data were collected using a questionnaire survey and interview method where the sample size of the study was 56 respondents. The study was conducted at the Ministry of Home Affairs Headquarters, Dar es Salaam.

The study findings revealed that there is high level of stress among public sectors employees which affect work performance. This work – related stresses were caused by many factors such as poor pay, too much work, lack of recognition of employees performance, failure of recognizing employees skills and profession, lack of promotions and poor working environment. The study findings also revealed that there were many effects associated with high level of stress among employees including poor work performance, frequencies of absenteeism, frequent sick leaves and many endless complaints which if not attended can erode employee morale and result into poor work performance.

The major limitation of the study is based on data collection. Respondents were busy with their daily ethos and could not answer questionnaires within the time so researcher had to use extra time to persuade them and much energy to collect questionnaires. Also some of the respondents were not ready to be recorded during interview which costed much researcher's time. It is generally recommended that the government should take serious measures to eradicate/reduce stress among its employees because if not attended can result into poor employee performance among work organizations.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Stress is currently one of the serious emerging problems at work place over the world. Rue 2010) defined stress as the mental or physical condition that results from a perceived danger (physical or emotional) and the pressure to remove it. It may also be explained as a state of psychological and or physical imbalance resulting from the disparity between situational demand and individual's ability and or motivation to meet those demands.

Stress can be positive or negative. Stress can be positive when a situation offers an opportunity for a person to gain something. It acts as a motivator for peak performance. Stress can be negative when a person faces social, physical, organisational or emotional problems. (Ahmad, 2012)

Stress has become a common phenomenon of routine life and an unavoidable consequence of the ways in which the society is changing. The changes which occur in terms of technology, modernization, urbanisation, population growth and increasing level of unemployment causes stress at workplace work in different forms.

According to the US Public Sector Annual Report (2012) Occupational stress has severe impacts for both individual employees and organisations as estimated that stress causes half of absenteeism, 40% of turnover and 5% of total lost productivity due to preventable occupational stress in US.

Public sectors in US have started to assess the financial implications of stress have recorded financial damage as a consequence of workplace stress.

Similarly in UK Public sector organisations are in decline due to high stress level, according to half of the managers who work in this sector showed that Levels of stress are high due to autocratic and bureaucratic management styles, 98 per cent of managers have experienced a recent reorganisation and 46 per cent have been involved in compulsory redundancies, Research reported by the Chartered Management Institute (CMI).

Similarly, according to South Bangladesh Journal of industrial Psychology, 2011 an investigation conducted in South Bangladesh revealed that 34.7% of coloured, 38.1% of whites and Asians and 35% of Black Africans suffer from high stress. In comparison with overseas countries, Africa experience unusually high levels of stress.

According to The Lahore Journal of Business Organizational (2012) South African employees in public sector are faced by moderate levels of stress of which they are mostly subject to role erosion and resource inadequacy being the least.

An article by Frank (2012) of South African Employees Affairs Association shows that Organisations are vital sources of High stress and employees workloads and professional deadlines have added the intensity of stress at work place. Therefore occupation stress occurs when the demand for a job do not meet the workers abilities, resources or needs.

The article classified occupational high stress in terms of physical environment, role stressors, organisational structure, job characteristics, professional relationships, career development, and work versus family conflict, management roles and professional achievement.

In Botswana, hypertension, depression, anxiety and worry, smoking level and drinking, passivity, loneliness were witnessed to employees as when they were subjected to high level of stress at individual level.

Similarly to other parts of the world, stress in Tanzania has also been the case and its consequences can be pointed out though less attention is being paid to. We have experienced a growing level of heart and diabetic related diseases, death of aged workers in public sector, poor performance of individuals, low morale to work, and diminishing level of creativity at work, serious growing complains from the public servants as well as high pressure from the general public regarding unsatisfactory performance of public organisations. (Semboja, 2012)

The annual report of Muhimbili National Hospital (2012) showed that Public Sector of Tanzania experiencing high level of stress, citing an example from the health Sector that workforce is confronted with major challenges in recruitment, employment, and retention. These challenges are largely attributable to unfavorable policies at both the macroeconomic and the human resource management levels. Each of these levels affects the other; fewer workers are recruited due to a government-wide hiring freeze, resulting in high workloads for remaining workers. Compounding the adverse consequences of these policies, health workers are taking more time off work to care for others and to attend funerals.

The health workers interviewed cited the following underlying reasons for attrition (considered “pull” factors): 1) poor working conditions and lack of supplies, 2) poor remuneration, 3) fear of HIV infection and related opportunistic infections, 4) increase in workloads due to HIV/ AIDS, and 5) but above all the increase in the occupational related stresses.

1.2 Statement of the Problem.

Stress in the workplace is a new phenomenon in modern life and has become an increasingly one of the most discussed topic over the past decade. Work related stress in the workplace represents threat not only for physical health of one worker, but also for the health of all labour collective. As a result, it does not only affect the employees’

performance, reduces their work efficiency but also may have huge impact to an organisation's performance and can lower an organisation's profit (Ton, Huckman, 2008).

Work related stress have put employees in a very stressful conditions which have resulted to absenteeism in work places, low concentration in work and ultimately the poor job Performances in public sectors.

Tanzania has been badly affected by an increase in stresses in its sectors. Both Public and Private sector have been hit and affected by the occupational related stress which has resulted to decrease in the work performances as a result of employee's absenteeism lack of concentration in the work places but above all the level of stresses among the employees.

Various studies have been conducted in Tanzania to examine and asses the contributing factors to unsatisfactory performance of public entities, embezzlement of public funds, favouritism, managerial incompetence, politicization of professions but little or no attentions have been placed on the stress level in public sectors.

This study therefore is geared at finding out the stress level and its contribution on performance of employees in public sector.

13. Objectives of the Research

1.3.1 The main objective

The main objective of this study is to assess work-related stress among public sector employees and its consequences on job performance.

1.3.2 Specific Objectives

- i. To identify the causes of work stress among employees in the Ministry of Home Affairs

- ii. To identify the work - related stress level of employees in the Ministry of Home Affairs in Tanzania
- iii. To assess the possible effects of stress on Job performances in the Ministry of Home affairs in Tanzania
- iv. To suggest improvements that can be made to reduce the effect of stress in the Ministry of Home Affairs in Tanzania.

1.4 Research Questions

- i. What are the causes of work stress among employees in the Ministry of Home Affairs?
- ii. What is the level of work stress among the employees in the Ministry of Home Affairs in Tanzania?
- iii. What are the effects of work stress in Job performances?
- iv. What improvements can be made to reduce the effect of stress level among employees in the Ministry of Home Affairs

1.5 Significance of the Study

The significance of the study revolves around the three facets; contribution to knowledge, usefulness to the practitioners and policy makers.

Contributions to knowledge

The findings of this study will contribute to the existing body of knowledge concerning work-related stresses among employees and how management of the organizations can manage work stress for better organization performance. It will broaden the understanding of the subject matter both theoretically and empirically. It will provide the basis for further research on the same topic in other places or in other sectors such as private sector.

Practitioners

The study will equip the Ministry of Home Affairs and the management of other various public work organizations with the understanding of how to manage work-related stresses and provide strategies that can enable them control work-related stresses so as to achieve super organization performance. Furthermore, the study findings will assist Human Resources Managers in public sector in Tanzania to understand the sources of work stress, the levels and their impact on performance of individual employees, organizations and the country at large hence be in a position to do their best to control it.

Policy makers

The study findings will provide a clear picture on the existing situation as far as work-related stress is concern. It will also act as a source of data for both policy makers and other stakeholders so that the government, policy makers and other regulatory bodies may use these findings to develop realistic strategies on how to improve performance management in the public sector.

1.6 The Scope of study

The study was carried out at the Ministry of Home Affairs, Dar es Salaam Tanzania. The data were specifically collected from Human resources department, Accounts and Finance department, ICT department and from the Legal service department. Dar es Salaam region was chosen as the area of the study because of its strategic position. The Ministry of Home Affairs was chosen as the area of data collection because it employs public servants who are also hit by the problem of work stress. Also that time limit and financial constraints made the research use only one organization to represent other public work organizations.

1.7 Definition of key terms

1.7.1 Work stress

According to the United States National Institute of Occupational Safety and Health, (1999) work stress can be 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. The Managing stress at work: Discussion document, United Kingdom Health and Safety Commission, London, (1999) view stress as the reaction people have to excessive pressures or other types of demand placed on them. Rue (2010) on the other hand defines stress as the mental or physical condition that results from a perceived danger (physical or emotional) and the pressure to remove it. It may also be explained as a state of psychological and or physical imbalance resulting from the disparity between situational demand and individual's ability and or motivation to meet those demands.

Stress can be positive or negative. Stress can be positive when a situation offers an opportunity for a person to gain something. It acts as a motivator for peak performance. Thus according to Ahmad, (2012) stress can be negative when a person faces social, physical, organisational or emotional problems.

Therefore, it can be said that stress is biological factor, describing the outcomes of disability to react appropriately to physical or emotional dangers to the organism, whether actual or imagined. Stress sets off an alarm in brain, which should respond by preparing the organism for defensive action.

1.8 Conceptual Framework.

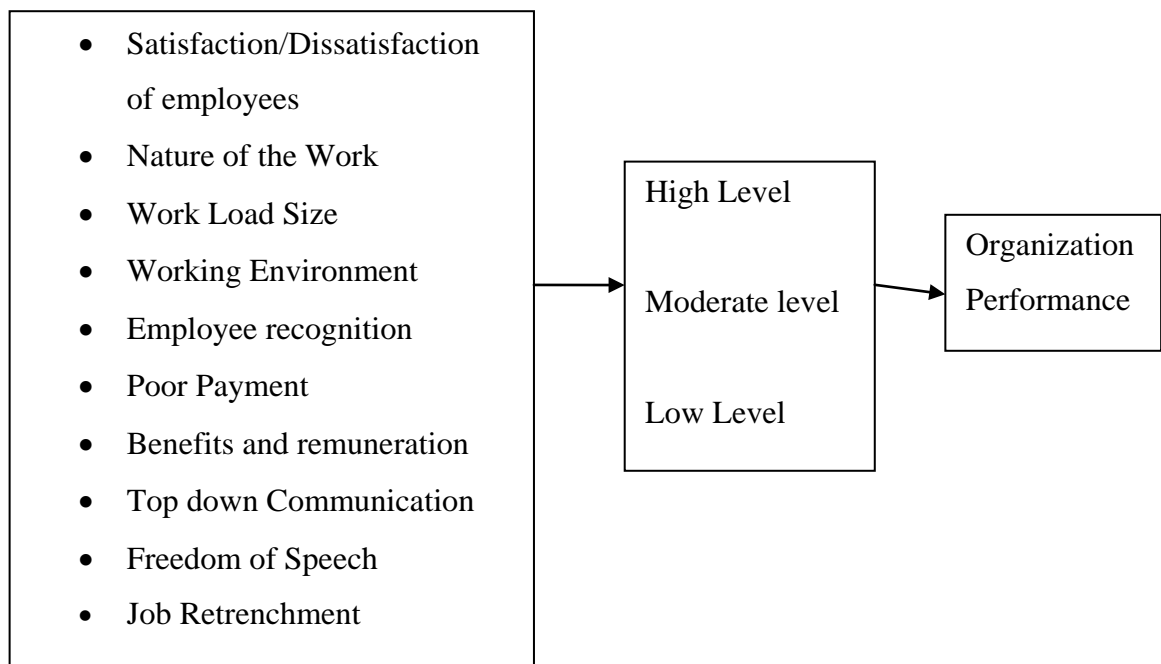
There are several causes related to stress in public organizations some including the job related stress, interpersonal related works, home related works but also the conceptual framework has shown the level of stress as well as the rightful interventions.

The various causes of stress are related to different stress level within an organization; however each cause/factor has its own degree of stress level.

Stress level in the organization can be categorized in several categories such as high level stress, moderate level and low or minima level. Regardless of the cause, each individual employee has its own perceiving capacity.

Nevertheless, despite the cause of stress and the level of stress in the organization there are no positive impact/outcomes only negatives ones. The negative impacts affect both individual and organizational overall performance. This conceptual framework model depicts the causes, level and effects of stress in the organization.

Figure 3.1 Conceptual framework Diagram



Source: Researcher's (2013)

1.9 Organization of the Study

The study consists of six (6) Chapters, Chapter one provided the back ground of the study, statement of the problem, research question both specific and main, as well as research objectives, the chapter further discussed the significances, the limitation and the delimitation, it winds up with the organization of the study.

Chapter two deals with literature review where various literatures are surveyed to bring critical insights of the subject matter. Chapter three presents research methodology where research design for the study is given, population and area of the study explained together with data collection and analysis tools. Chapter four presents study findings and analysis. Discussion of the findings is on chapter five while chapter six provides study summary, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction.

This chapter presents thorough review of literature related to our study. It begins with presentation of theoretical literature review. The chapter further provides a detailed review of empirical literature and lastly the Conceptual Framework

2.2 Theoretical Literature Review

2.2.1. Causes of Stress in Public Sector

According to Cotrell (2011) the causes of this phenomenon are considered to be the result of an imbalance between the individual and the work environment. In this regard, specific reference is made to the characteristics, skills and abilities of the individual and how well he/she fits in with the demands of the work environment.

The current study, however, draws the focus closer by grouping causes of stress under two main categories: sources of stress outside of the work environment and sources of stress within the work environment. The former includes the individual, interpersonal and social sources of stress, while the latter covers all sources initiated from the job itself and the organisation.

Taylor, (2012) argued that it has been confirmed that problems outside of the work environment contribute to stress. These problems cannot only make it difficult for the individual to cope with the pressures of work, but also influence his/her performance to an extent, the magnitude of the influence depending on various intrinsic as well as extrinsic factors

Cotrell, (2009) postulate that death or sickness in the family, a temporary setback or other personal problems may exacerbate the situation and influence the way in which the individual copes with the pressures of work in public sector

Relationship problems outside of the work context, including a poor support structure; instability between work and family or personal life, self-esteem, financial pressures, the economic outlook of the country and current political state of affairs all pressure the individual to a certain extent. Although these causes outside the work environment all affect the individual, not all aspects thereof are covered by the questionnaire used in this study. More extensive aspects are covered, though, with regard to the causes of stress within the work environment.

2.2.2. Work-Related Causes of Stress

According to (Pong 2011) the interaction between an individual's characteristics as a worker and the work environment is generally believed to result in stress Views differ, however, on the importance of individual characteristics or differences versus the working environment as the primary cause of work-related stress. However, these different viewpoints are important as they propose various ways in which to prevent stress within the work environment (Tyson et al, 2011).

It is also considered reasonable to believe that individuals in the workplace are fit to cope with the pressure of normal day-to-day work demands. When the individual, however, perceives the demand as above and beyond his/her ability to cope, this particular stressor will be perceived as stressful. Stressors within the workplace can be many and varied, and can occur as a result of one or a combination of stressors. Most stressors can be grouped into one of three areas according to the Department of Consumer and Employment Protection (DCEP, 2012)

- Stress caused by performing the job;
- Stress occurring as a result of work relationships and finally; or

- Stress resulting from the working conditions to which individuals are subjected.

2.2.3 Stress caused by performing the job

Peter (2012) argues that the stressors found within the work environment as a result of an individual performing the job delegated or entrusted to him/her, are recognised and defined by numerous factors. The design of a task is believed to include factors such as a heavy workload, or too much to do with too little time in which to complete the task(s);

- Infrequent rest breaks;
- Long and irregular working hours;
- Hectic,
- Routine or even boring and repetitive tasks,
- Too little to do with no inherent meaning.
- Under-utilization of an individual's skills;
- Lack of autonomy due to deficient freedom in conjunction with no or little sense of control is all seen as part of the stressor within the task design of the job at hand.

According to Peter (2012) the list of stressors wedged into the performance of the job, however, goes on: conflicting or uncertain job expectations, too much responsibility, or too many 'hats to wear' are aspects of work rules affecting the individual. Job insecurity or sub-standard performance resulting in disciplinary action, lack of opportunity to grow, reclassification, transfer or any rapid change leave, remuneration etc., or a workers' expectations of any of these, add up to equal the career concerns an individual encounters while performing the job.

2.2.4 Interpersonal relationships

Rogers (2011) postulate that stress occurring as a result of work relationships is governed by a poor social environment, which in turn is recognised by a lack of support or help from colleagues or supervisors, poor communication or deficient consultation between managers and employees or bullying and harassment. Even a negative culture based upon blame and denial of a problem, misguided jokes or initiation ceremonies contribute to the disharmony in work relationships. Management style is also grouped amongst these characteristics. Lack of participation by employees in decision-making, poor communication within the organisation and lack of family-friendly policies all form part of the management style influencing work relationships.

2.2.5 Working conditions

Criss (2012) argues that conditions such as poor physical working conditions, overcrowding, and noise, lack of proper ventilation, air pollution, reduced lighting, poor ergonomics and inflexible or unpredictable hours have been recorded as contributory factors for stress to public sectors workers. He further argued that individuals in contact with human suffering and people's reactions to it, or even single incidents of armed robbery or workplace fatality can be included as factors affecting the workplace environment. Organisational changes, or the threat thereof, have also been documented as stressors that employees have to contend with.

All areas and factors, as mentioned above, relate to the causes of stress, might it be from within or outside of the work environment. These causes affect all individuals, to a larger or lesser extent.

2.2.6 Stress Level in Public Sector

According Thatcher (2005) public sector workers are worst hit by stress, the extent of stress in public sector is believed to reach a level of illness. People first became aware of work-related stress, depression or anxiety. According to Thatcher (2005) public employees thought their jobs are very or extremely stressful. However, levels of such concern have fallen significantly since 1998.

Vern (2011) argues that all public sector employers believe that there is an increase in stress-related. The top causes of stress at work are workloads, management style, non-work factors such as relationships and family, relationships at work and considerable organisational change or restructuring.

Jacob (2010) argues that Job insecurity has become a more common cause of stress in the public sector, the argument is that the level of stress among the public sectors employee keep on rising as result of fear of losing jobs especially in the today's world where there is a lot of unemployed youth out there who are willing to get the job regardless of the scale of the salary one is getting.

According to Millner (2012) USA Only 35% of private sector employees said they are experiencing the same trend of increased stress-related absence.

2.2.7 The Effect of Stress on Job Performance

Pearce (2012) argued that high staff turnover, reduced work performance, poor timekeeping and customer complaints are all considered being a result of stress affecting the public sectors directly.

Mashrew (2010) argues that in reality, stress is the driving force that keeps individuals alert and helps them to achieve higher levels of performance. If individuals are not exposed to the driving force, they often lack positive tension or commitment and boredom, sluggishness and even lethargy may result. It is therefore important to strike a balance between insufficient and excessive stress. This balance is, however, considered to be almost impossible.

Michael (2010) postulate that it is important to note that stress may have negative and positive consequences depending on the intensity of the stressor and the individual's perceptions. Short-lived or infrequent episodes of stress pose minimal risk to an individual. However, should the stressful situation not be resolved, the body is kept in a constant state of activation, as discussed under the response section. This state increases the rate of wear-and-tear to biological systems. Ultimately, as stated previously, fatigue

or damage to the body results, and the ability of the body to repair and defend is impaired.

Franzer (2009) reveals that the outcome of stress is invariably an increased risk of injury or illnesses to the individual. Therefore, it is not surprising to know that the main effect of stress weighs the heaviest on the individual.

Griffin, (2011) showed that mood and sleep disturbances, stomach ailments and headaches as well as disrupted relationships with family, friends and colleagues are examples of stress-related problems that can develop as a result of excessive stress. Fortunately, the early signs of work-related stress are easy recognizable.

Chornie (2008) said that signs of work-related stress also include, but are not limited to, poor concentration, short temper, job dissatisfaction, backache, migraines, and increase in unaccommodating behaviour, weight fluctuations, dizziness, allergies and skin conditions. Late onset signs are, however, easily missed. Chronic illnesses are more difficult to diagnose as it takes a considerable amount of time to develop but can also be attributed to factors other than stress.

Nonetheless, evidence is accumulating at a fast pace to suggest that stress plays a crucial role in several types of chronic health problems. Many studies on the nature of stress suggest that psychologically demanding work, which allows individuals little or no control over the processes of the task at hand, increases the risk of cardiovascular disease.

Niosh (2011) reported a vast increase in the incidence of back and upper extremity musculoskeletal disorders.

According to Niosh (2011) further evidence reports that differences in the incidence of mental health problems, e.g. depression and burnout, occurring in various occupations are due partially to variations in work-related stress levels. More research on workplace injuries is needed, as a growing concern exists that stressful working conditions interfere

with safe work practices and set the stage for injuries sustained in the work environment. Some studies suggest a relationship between stressful working conditions and, inter alia, cancer, ulcers and even suicides (Landsbergis, 2010).

McEwen, (2011) reveals that impaired immune function has also been mentioned as resulting from workplace stress and that premature aging of an individual's immune system as well as shrunken brain neurons could be a direct result of stress more research, though, is required before a firm conclusion can be drawn.

2.3 Empirical Literature Review

A study by Safinael, (2011) on level of work related stress revealed that stress level in US is one of the Modern and Killing diseases and can also effect an organisation negatively. The study showed that other than the noted 600 million working days lost every year (US Agency for an estimated third of sick leave taken by employees has been coupled to stress, with stress-related illnesses costing USA organisations an estimated \$7 billion each year.

A study by The Health and Safety Executives (2011) in Europe reported that increased absenteeism due to work-related stress could also have a domino effect. This effect starts with a single individual taking sick leave. The workload of this individual is then shared amongst the remaining staff members. Some of the employees will experience an inability to cope with the added workload, stress and fatigue will accumulate, hereafter their health will be detrimentally affected, leading to even greater absenteeism (HSE, online: 2012).

The public sector was shown to have highest level of long-term absence overall. However, public sector employers were those most aware of the problems of absence, with 71% saying they had a target to reduce their sickness absence levels.

Not-for-profit care services were also shown to be suffering badly from sickness absence. Care services said they lost 5% of their working time to absence last year; more

than any other sector. The survey collected data from 592 employers across the UK employing over 2m people.

Another study by Pearce, (2009) of UK on a reduction in staff morale, poor staff performance and staff seeking alternative employment as a result of high level of stress among employees are part of the effects that organisations with high occupational stress have to deal with. Eventually, added expenses are incurred due to the cost of the recruitment and training of new staff.

Another study by Lewing and Dollard (2012) Comparative of work stress Level find that public sector employees are subject to greater work-related stress than private sector employees, the findings also showed that private sector workers in Queensland, Australia, had made twice as many stress claims as public sector workers.

A study by Macklin et al. (2011) Comparison of Stress Level between Private and Public sectors surveyed 84 public and 143 private sector employees to assess any significant difference in their stress levels they found out that there is no significant difference between employees on the basis of sector, but that there is a significant difference between genders, i.e., female employees are subject to greater stress than males.

Lees and Ham (2011) examine a sample of 559 public and 105 private sector employees to assess their respective risk profiles. They find that public sector employees face more stress than private sector employees.

Malik (2011) collects data on 200 bank employees in Quetta, Pakistan, of which 100 work in public sector banks and the remaining 100 in private sector banks. The author finds that there is a significant difference in the level of stress to which both groups are subject, and that public sector bank employees face a high level of occupational stress.

It is clear that different studies have generated different results on the basis of their particular contexts. Some studies argue that public sector employees are subject to greater stress while others argue the opposite. The literature review shows that work-

related stress is almost equal in both the public and private sector, and that research on this topic remains a popular field of enquiry.

A study by Sharma (2011) of India focuses on stress level among managers and supervisors of public and private pharmaceutical organizations to ascertain the role of a motivated climate on four psychological variables: (i) job satisfaction, (ii) participation, (iii) alienation, and (iv) role stress. The study's sample comprises 150 respondents, including 75 managers and 75 supervisors. Sharma's findings indicate that employees of public sector organizations score lower than and differ significantly from those of private sector organizations. However, public sector employees score significantly higher in terms of role stagnation.

Another study by Ahmad, (2012) assess stress levels among 30 executives from both the public and private sector of South Africa using an ORS scale to measure ten dimensions of role stress. Their study reveals significant differences between public and private sector employees in three dimensions of role stress role isolation, role ambiguity, and self-role distance. The authors also establish the insignificant effect of several background factors, such as age, level of education, income, marital status, and work experience.

Jilah (2012) empirical study of job stress level and motivation among 120 frontline managers from both the public and private sector finds that the latter score more than the former in factors such as the need for achievement and total motivation.

Chaudhary (2012) probes the relationship between role stress and job satisfaction among bank officers. The author's results indicate that role erosion and resource inadequacy act as dominant stressors while role ambiguity and role expectation conflict are remote contributors to role stress in the sample population.

Srivastava (2011) surveys 300 employees of the Life Insurance Corporation and reports that there is a significant positive correlation between various dimensions of role stress

and symptoms of mental ill health. Stress arising from role ambiguity and role stagnation is the most intensively correlated with anxiety.

Dwivedi (2012) conducted a study in Tanzania assessing the magnitude of stress level to determine the extent of relationship among public and private sector organization. Surveying 55 executives from the public sector and 62 from the private sector, the author finds that stress levels are low in high-performance organizations and high in low-performance organizations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction.

This chapter presents methodology of the study. According to Kothari (1999), research methodology refers to a systematic way applied to solve the research problem. This section describes the methodologies that were used in conducting this study. Specifically, it focuses on the research design, population of the study, sample size, sampling techniques, data collection methods, as well as data analysis procedures.

The research employed both primary and secondary data that were collected and obtained from the population and other relevant sources. This study employs qualitative research approach because it examines behavioural aspects which are ideal thus cumbersome to quantify them as in quantitative approach. Qualitative research designs enable researchers to give a complete and detailed description of observed phenomenon.

3.2. Research Design

Research design is considered as a plan of action for collecting data, organizing and analysing it with the objective of combining the relevance of research (Kothari, 2007). A descriptive research design was adopted in this study because it involves observing and describing the behaviour of a subject without influencing it in any way. The research design also helped the researcher realize the individual employee working morale as well as providing an accurate snapshot of some aspects of a particular individual or of a group.

3.3 Area of Study.

Areas of study is one among the parts in research methodology that need to clearly be defined by the researcher, it can be a geographical area or the point of focus in one particular field of specialization. (Cohen 2000). It is very important for a researcher at

the planning stage to clearly specify the area of the study and define the area to be researched (Cohen et al, (2000). The study was conducted at Ministry of Home Affairs. The rationale behind the choice of area of study are non other but proximity, financial and time constraints on the side of the researcher but on top of that it is the researcher's working station which makes it easier in data collection process

3.4 Study Population

A population is a complete collection of data which contains all subject of interest to be studied and properties to be analyzed, but also it involves a group of individuals who have one or more common characteristic that are of interest to the researcher (Best et al, 1998). It is a larger group of people from which the sample is taken. The population for this study included the workers from Ministry of Home Affairs and non staff members.

3.5. Unit of Analysis

The unit of analysis are those things we examine in order to create summary descriptions of all such units and to explain differences among them is the major entity that one analyzes in the study (Karl 2008). The unit of analysis in our study is the individual employee as we are searching for the stress level in public sector. Hence the researcher basically looked at each employee's reaction on the issues raised in the statement of the problem.

3.6 Sampling Techniques

Sampling is the process of selecting a proper split of the elements from the population so that the subset can be used to make the inference to the population as a whole (Charles, 1995). It also enables generalization to be done in large population (Babbie 1992). Both probability and non probability sampling techniques were used in selecting employee. These are simple random sampling and purposive sampling respectively. In simple random sampling each member of the population has an equal chance of being selected (Cohen et al 2000). Simple random sampling was employed in selecting the respondents from different departments. Thus the list of employees from each department was taken and sequence numbers from a random numbers table was used to select the respondents.

Purposive Sampling focuses on particular characteristics of a population that are of interest, which are capable to provide correct answers. Thus according to Cohen et al, (2000) in purposive sampling item or respondents for the samples are selected deliberately by the researcher depending on the data she or he intends to collect from them (Cohen et al 2000). In this study purposive sampling was used in selecting the departments. The intention is to help the researcher to select departments that were convenient to the conduct of the study in terms of time and to make the study easier. Thus the list of all departments was provided and the researcher chose only those convenient for the study.

3.7 Sample Size

Sample is a segment of population in which researcher is interested in gaining information and drawing conclusions (Babbie, 1992). While selecting the sample size, researchers are advised to put into consideration three important aspects namely the availability of population, methods of sampling to be used and financial resources available for facilitation of the specific study (Charles, 1995). The sample size for this study is 56 respondents where 8 respondents were selected from each department of the Ministry of Home Affairs as shown in table 3.1 below.

Table 3. 1 Summary of the Sample Composition from the MOHA.

Departments	Expected	Actual
Administration and Human Resources	8	8
Policy and Planning	8	8
Accounts and Finance	8	8
Legal Services and Registration of Societies	8	8
Information and Communication	8	8
Directorate of Public Complain	8	8
Information Communication Technology	8	8
Total	56	56

Source: Field data (January 2013).

3.8 Data Collection Method

The researcher used both primary and secondary data. Primary data were collected through interview and questionnaire methods. Secondary data were collected from information obtained from MOHA profiles and journals and different publications that provided information to support the study.

3.8.1 Documentary Review.

This involves the study of existing documents about the area of the study. The documents are valued in providing more insights into the programme being studied by cross validating and augmenting evidence obtained from other sources Yin (1994). The documents that were reviewed in this study included annual performance report and Human resources reports.

3.8.2 Interviews.

In interviews information is obtained through inquiry and recorded by enumerators, (Kothari 2011). Interview can be defined as a data collection technique that involves oral questioning of respondents, either individually or as a group (Kothari, 2004). This method was used so as to elicit information in order to achieve a holistic understanding of the interviewee's point of view or situation. It can also be used to explore interesting areas for further investigation. The interview method was used in our study especially to ordinary employees such as cleaners, watch men who might fail to easily understand some of the terms and hence need some elaboration.

3.8.3. Questionnaire

According to Kothari (2004), Questionnaires are forms containing questions which are completed and returned by respondents. It is indeed an inexpensive method that is useful where literacy rates are high and respondents are co-operative. This instrument used to gather data over a large sample. There are several reasons as to why one would wish to use the questionnaire method, to mention but a few, patterns, frequency, ease and success of use, user needs, expectations, perspectives, priorities and preferences, user

satisfaction with collections and services ,shifts in user attitudes and opinions, relevance of collections and services to user needs, trends. The rationale of using questionnaire in this study is based on the working nature of some department workers who may have no time for face to face interview. In addition the questionnaires method was preferred for the purpose of maintaining confidentiality and reduces interviews bias.

3.8.4 Observation

It is one of the methods of data collection that involves systematically selecting watching and documenting behaviour and characteristics of living beings, objectives or phenomena. In this study observation was used in observing the frequencies and changes of the individual behaviour, attitudes regarding the assignment of the new tasks, meeting the deadlines, performance rates and their concentration in meetings and workshops during training.

3.9 Validity Issues.

According to Saunders (2011) validity is an aspect which is concerned with whether the findings are really about what they appear about. It is a measure of how well a test measures what is supposed to measure. For the purpose of ensuring validity of data collection instrument in this study a pilot study of 5 respondents which is 10.4% of the expected sample population was conducted and respondents' comments and observation was used to modify the questionnaire before the actual data collection.

3.10 Data Analysis Methods

The research used the thematic analysis in analysing the data on result oriented performance management system amongst workers, this is because the research has used the inductive approach which is qualitative in nature but also in thematic analysis only major things and themes are identified. Also computer package SPSS was used to provide frequencies and figures during data analysis. The data were presented by using simple statistics figures such as tables, bar charts and figures to illustrate the findings.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter deals with data presentation, analysis and discussion of the study findings. It discusses the demographic profile of the respondents, presentation and analysis of data basing on the objectives of the study. The main objective was to assess how work stress impacts the performance of public work organizations.

4.2 Respondents Profile

This section aims at discussing the demographic variables of the respondents to enable the researcher establish the extent of judgment one might have in the area of the study. Among the researched respondents' characteristic include age, sex, department, marital status, Level of Education and Working experience.

4.2.1 Respondents Demographic Variable

The researcher perceived it right to consider including age of the respondent in the analysis as this would help in realizing which particular age group is more affected with the stress in the public organization. The finding in Table 4.1 authenticate that 24 (42.9%) of the employees were between 25-35 years age, while and lastly 17 (30.4%) argued that they were between 35-45 years of age, 10 (17.9%) of the employees were above 40+ while 5(8.9%) employees were between 21-24 years of age.

However the Chi- Square Statistics findings of the respondents profile versa Level of stress among particular showed that there was high level of stress among employee of the age group 35-45 unlike the age group below 35, the Chi –Square Test showed that

two sided asymptotic significance level is $0.000 < 0.05$ which implies the results are real and not due to chances.

The findings on age indicate that more than half of the respondents were young and energetic, assumed to be very mobile in seeking for quality job which in turn brings stress as most of youth are ambitious

Regarding the level of education the findings indicated that 35(62.5%) employees had Degree level education, 11(19.6%) had Master's level education, 5(8.9%) employees had College Certificate and lastly 5(8.9%) had secondary.

The cross tabulation for Chi-Square Test shows that employees with education level degree to masters have high level of stress than those who have less education level. The Chi- Square test indicates that the significance level of the level of stress versa level of education is 0.002. Since the Asymptotic significance level $0.02 < 0.05$, since the Significance level is less than 0.05 it can be concluded that the findings are real and not due to chances.

This entails that a good number of respondents involved in this study are well educated and hence knowledgeable on most of the concepts which were asked. This has also being a reason for using questionnaire as a major tool for data collection in our study.

Likewise the finding on Gender indicated that 18 (32.1%) of the employees were females, 38(67.9%) were male, the gender result indicated that the research involved both gender, male and female, although the number of male outweigh that of female in small portion 18(32.6%). The Chi-Square Test on Gender issues shows that Women are lowly stressed up comparing to Male who are highly stressed. The Significance Level shows on gender issues reads at 0.013. Since Significance level is $0.013 > 0.05$ therefore it can be said that findings are not real and therefore it cannot be concluded that there is

no relationship between gender and stress and thus other factors can be found out. However the gender aspect was not an area of interest of the researcher as it is assumed to be less related to stress

On the other hand, the findings indicated that 10(17.9%) employees were from Information and Communication department, 10 (17.9%) were from Policy and Planning Department,7(12.5%) employees were from Administration and Human Resources department, 13(23.2%) were from Accounts and Finance, 6(10.7%) were from Communication Information Technology, 6(10.7%) from Legal Services and Registrar of Societies department,6(10.7%) and lastly 6(10.7%) were from Directorate of Public complains. The findings indicated that all the departments were involved in the study hence the findings would cater throughout the Ministry and this ensured the validity of the findings.

Likewise in term of work experience the findings showed that 33(58.9%) of total employees had worked 3-6 years and lastly 13(23.2%) had worked for 1-3 years. The Cross Tabulation for Chi-Square employees with working experience between 3-6 have more stress level than those who have worked less than a year. This reveal that majority of respondents have been in Ministry for sometimes enough to know the working conditions and environment. These employees were aware of the causes, effects and level of stress in the organization.

Moreover in aspect of marital status the finding signifies that more than 78.0 % of all the respondents are married expected to have a lot of family responsibilities which at time cause stress among employees.

Table 4.1 Demographic Characteristics of Respondents ñ= 56

S/N	Age of respondents	Frequency	Percent
1	21-24	5	8.9
2	25-35	24	42.9
3	35-45	17	30.4
4	40+	10	17.9
	Total	56	100
Educational level		Frequency	Percent
1	Secondary	5	8.9
2	College/Certificate	5	8.9
3	Diploma/Degree	35	62.5
4	Masters/PhD	11	19.6
	Total	56	100
Gender		Frequency	Percent
1	Female	18	32.1
2	Male	38	67.9
	Total	56	100
Department		Frequency	Percent
1	Accounts and Finance	5	8.9
2	Administration and Human Resources	13	23.2
3	Information and Communication	10	17.9
4	Information and Communication Technology	6	10.7
5	Legal Affairs and Registrar of societies	6	10.7
6	Policy and Planning	10	17.9
7	Directorate of Public complains	6	10.7
	Total	56	100
Work Experience		Frequency	Percent
1	1-3 years	13	23.2
2	3-6 years	33	58.9
3	6 and above years	10	17.9
	Total	56	100
Marital Status		Frequency	Percent
1	Married	44	78.6
2	Single	12	21.4
	Total	56	100

Source Researcher's (2013)

4.3. Causes of Work Stress

Objective number one states that “to identify the causes of work stress among employees in the Ministry of Home Affairs” Under this objective the following information was revealed:

4.3.1. Satisfaction of employees

Level of satisfaction may reflect the stress in the organization, the findings on the satisfaction of employees involved 56 (100.0%) where by 32 (57.1%) argued that they were not satisfied with their work status and titles while 24(42.9%) said that they were satisfied.

The findings show that more than 50% of the employees were not satisfied with their current working status and titles and thus they were working so as to get the daily bread. The Statistics from the Chi-Square test shows that the P-Value was greater than the two sided asymptotic significance level i.e. P-Value (56.0) > 0.000. This shows that the findings are true not by chance; however the significance level was less than the required significance level i.e. $0.000 < 0.05$ which implies almost all of the employees were not satisfied with their current job titles.

4.3.2. Nature of the Work

The intention of the researcher here was to find out if employees were comfortable with the nature of the work they were doing. This was guided by the study question “*are you comfortable with the nature of the work that you doing?*” The study findings revealed that 39(69.6%) of the employee strongly disagreed with the nature of the work they were doing, 17(30.4%) employees simply disagreed.

The Statistical Chi- Square Test on Comfortability illustrated that the P-Value was 40.718 which was greater than the significance level of 0.05, this signifies that the difference are not due to chances, they are real, but also the two sided asymptotic significance level reads at $0.000 < 0.05$ which leads us to the conclusion that no one in the organization was comfortable with the work they were doing.

The findings are supported by the finding in Level of satisfaction above where it was revealed that more than 50% of the employees were not comfortable with their current job positions and Titles.

4.3.3 Comfortability on the Work Load Size.

The study here was interested to find out if Work load size has been considered as one factor causing stress in the work organization. The study findings revealed that 35 (62.5%) of employees strongly agreed while 21(37.5%) employees disagreed.

The Chi –Square statistics showed that, the significance level is 0.000, Therefore since the significance level is less than 0.05, then it can be concluded that the relationship observed in the cross tabulation is real and not due to chances.

The findings show that more than 50% of the employees were not comfortable with the work load size. They further claim that despite the size of the work load yet the payment has remained the same irrespective of the work they were doing and most of the employees were working unwillingly.

Table 4.2 Comfortability of the Work

	Comfortability on the work load size	Frequency	Percent
1	Strongly Disagree	35	62.5
2	Disagree	21	37.5
	Total	56	100

Source Researcher's (2013)

Table 4.2 Comfortability of the Work

	Comfortability on the nature of the work	Frequency	Percent
1	Strongly Disagree	17	30.4
2	Disagree	39	69.6
	Total	56	100
	Poor Satisfaction on the position or title at work	Frequency	Percent
1	Strongly Disagree	24	42.9
2	Disagree	32	57.1
	Total	56	100

Source Researcher's (2013)

4.3.4 Reasons for Satisfaction or dissatisfaction

There are several reasons brought forward by employee as to why there were comfortable with the employees or otherwise. For those who were comfortable 6(10.7%) said that they were comfortable with what they were doing, 6(10.7%) employees said they could accomplish all the tasks given in due time,10(17.8%) employee said the work assigned to them were proportional to their capacities, 13(23.2%) of employees said they were not satisfied with nature of the work they were doing simply because the works were not related to their professions, 5(8.9%) employee argued that there were too much work load, 5(8.9%) employee said they are so many employee at the ministry but yet they are overpowered by work load. See Table 4.3

Table 4.3 Reasons for Satisfaction or dissatisfaction

Reasons for Satisfaction	Frequency	Percent
A lot of work, low pay	5	8.9
I am comfortable	6	10.7
I can manage within the set time	6	10.7
It is proportional	10	17.8
Low cooperation ,high work load	6	10.7
Nature of the job and duties are relating	13	23.2
Too much work load	5	8.9
We are many but work is not enough	5	8.9
Total	56	100

Source Researcher's (2013)

4.3.5 Comfortability on Amount of Salary Earned

The study intended to find out if there was any relationship between the amounts of Salary earned and work stress. The study findings revealed that there is strong relationship between salary individual received with work stress especially when the salary is not enough. All 56(100%) respondents agreed that salary leads to work stress and that they were not satisfied with the amount of salary they received.

The findings showed all the employees were getting frustrated and stressed following the insufficient amount of salary they were getting. The findings are supported by Pong (2011) who argued that employees in both private and public organization have ended

stressed up following delivering more than what they earn and this has lead to some employee quitting jobs and reconsider starting up their own business. See Table 4.4

Table 4.4 Comfortability on amount of Salary Earned

Comfortability on Amount of Salary Earned	Frequency	Percent
Strongly Disagreed	56	100.0
Total	56	100.

Source Researcher's (2013)

4.3.6 Reasons for dissatisfaction on Amount of Salary Earned

Table 4.5 Authenticate that there were several reasons as to why most employees were not satisfied with amount of salary given. 28(62.4%) of the employee argued that life expenditure is very high and thus most employees cannot afford to meet their needs with the salary given, 5(8.9%) of the employees said the salary was not enough comparing as some of them have worked for more than 9 years and thought they deserved more than what they were getting. 5 (8.9%) of employees said the salary does not reflect the nature of the work they are doing in other words the salary is not reflective,10(17.9%) of the total employees said the salary was not enough while 6(10.7%) employees said the salary given was very low comparative to work.

The findings shows that more than 50.0 % of employees were not satisfied with salary given since the expenditures were very high and therefore most of them were stressed up on how they can survive.

The findings showed that the Value of P (P-Value) is greater than 0.05 we can conclude that the relationship observed in the cross tabulation is real and not due to chances, and since the asymptotic significance level reads at 0.000 this is suggestive that most of the employees were not comfortable with the paid salary. See Figure 4.1

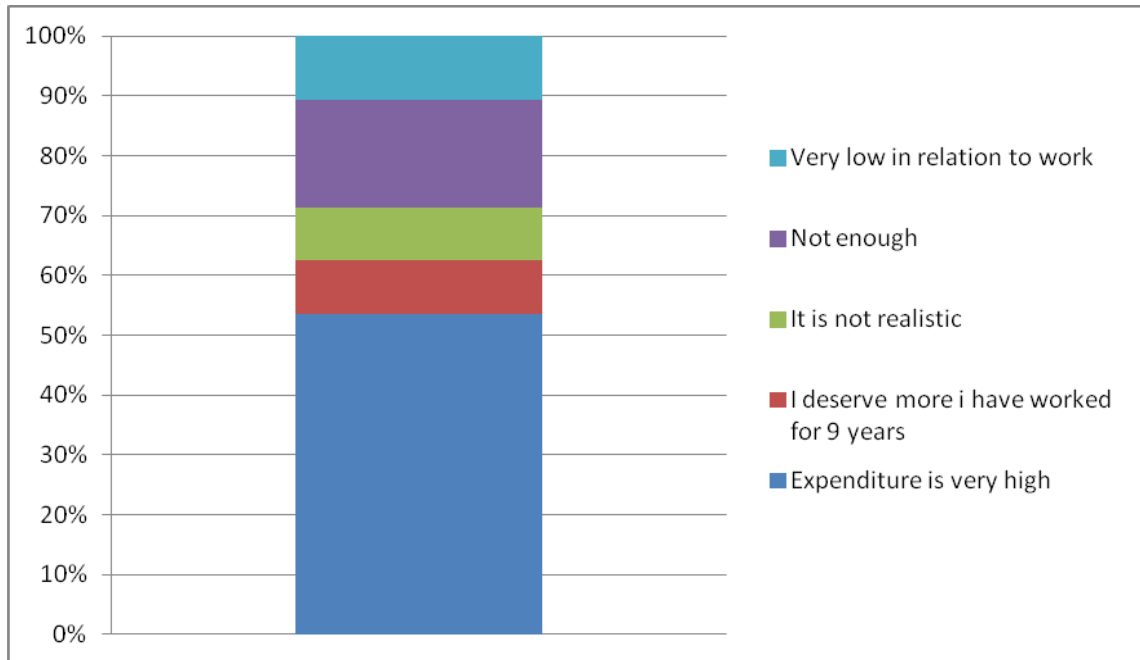


Figure 4.1 :Reasons for Comfortability on amount of Salary Earned

Source Researcher's (2013)

4.3.7 Benefits and remuneration

The researcher here was interested to know if there were benefits and remuneration they deserved but they could not be given. This was guided by the research question “*Are there any benefits and remuneration that you think you deserve to get from the organization and yet you do not get?*” Study findings revealed that 51(91.1%) of the respondents strongly agreed that there were some remuneration that they deserved but they could not get them, while 5 (8.9%) of employees agreed.

The findings signifies that employee were getting more frustrated and stressed when they saw their rights are being withheld from them example the right to remunerations, The statistics in a Chi-Square test shows that the significance level is $0.000 < 0.05$ which means this value is less than 0.05, therefore we can conclude that the relationship observed in the cross tabulation is real and not due to chances which also means that all the employees were refrained from. See Figure 4.2

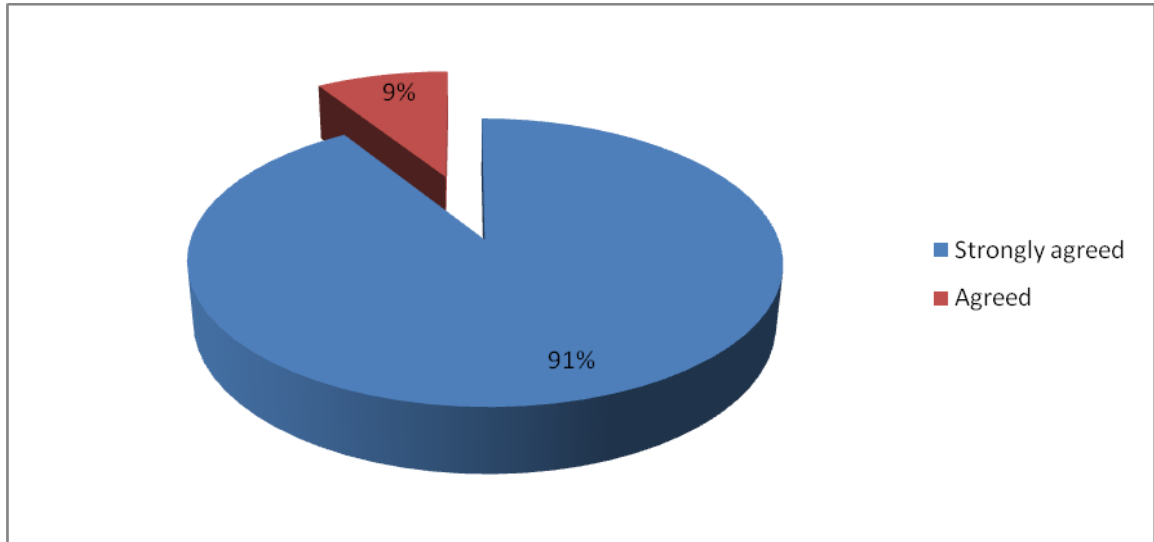


Figure 4.2: Benefits and remuneration

Source Researcher's (2013)

4.3.7 Top down Communication

Communication is very important especially when it cuts across the organization. The study was interested to find out if good communication exists between employees and the management. This was guided by the research question *“Is there good Top down and Bottom up communication between Employees and Management?”* The study findings revealed that 50 (89.3%) employees strongly disagreed while 6(10.7%) employees agreed.

The findings shows that more than 80% employees disagreed that there is Top Down Communication in the organization, since there are no favourable communication in the organisation and employee feels isolated as they have no place to air out their opinions which in one way or another leads to stresses.

The Chi- Square Statistics shows that the two sided asymptotic significance of the Chi Square statistics is less than 0.05 , so it is safe to say that the difference are due to

chances variation, which implies that there is no top down communication in the organization.

The findings are supported by Peter (2012) as cited in the literature review that, employees tend to feel part and parcel of the organization and therefore ensure high profitability if there is a good communications between subordinates and superiors and unfortunately by the moment there is communication breakdown employee get highly demoralized and stressed up which in turn leads to poor performances. See Table 4.5

Table 4.5 Top down Awareness

	Frequency	Percent
Agreed	6	10.7
Strongly Dis Agreed	50	89.3
Total	56	100

Source Researcher's (2013)

4.3.8 Freedom of Speech

Table 4.6 Authenticate that there Office does not offer freedom of speech and this has been considered as another source of stress in the Office. The findings were based on the study question “*Are the employees easily and allowed to air out their opinions and proposal in case a need arises?*” Study findings revealed that 43 (76.8%) of the total employees strongly disagreed with the fact that there is freedom in the office while 13(23.2%) agreed. The finding are supported by the findings in Table 4.5 where it was revealed that more than 80.0% of the employees claimed that the office does have a top down awareness which according to some of the employee that was one among the reasons for employees feeling stressed up.

The Chi –Square Test illustrates that the significance level is less than 0.05 and therefore this is suggestive though not the conclusion evidenced of a relationship between the office and the employees in respect to freedom of speech. See Table 4.

Table 4.6 Freedom of Speech

Freedom of speech	Frequency	Percent
Agreed	13	23.2
Strongly Dis Agreed	43	76.8
Total	56	100.0

Source Researcher's (2013)

4.3.9 Satisfaction of salary earned

Another reason or rather cause of employees stress condition is the fear or worry of being retrenched. The findings on the research question which asked "*Have you ever thought of being retrenched from your job*" showed that 11(19.6%) of the employees said they have once experienced the feeling of worry of being retrenched while 45(80.4%) of the employees disagreed that they have never feared of being retrenched. See Table 4.7

Table 4.7 Job Retrenchment

Job retrenchment	Frequency	Percent
Strongly agreed	11	19.6
Dis agreed	45	80.4
Total	56	100.0

Source Researcher's (2013)

4.3.10 Relationship between increase/decrease of Stress Level

The findings on the research question which asked "*In your opinion is there any relationship between the decrease in the country's economy and increase in stress level in public sector employee?*" Study findings revealed that 19 (33.9%) of the employee

strongly agreed that there is direct relationship between decrease in government economy and increase in employee level of stress while 37 (66.1%) of the employees said there is no direct relationship between government decrease in economy and increase in employees relationship.

The statistical data shows that the Value of P- (P-Value) is greater than the significance value so it is safe to say that the difference between the employees who believe that there is relationship and those who do not believe are due to chances variation which also implies that each employee experience the relationship between stress and decrease in government economy. See Table 4.8

Table 4.8 Relationship between increase/decrease of Stress Level

	Frequency	Percent
Strongly Agreed	19	33.9
Disagreed	37	66.1
Total	56	100.0

Source Researcher’s (2013)

4.3.11. Relationship between Salary and Stress

The findings on the research question which asked “Is there any relationship between the salary gained and the stress level among the public sector employee?” Study findings revealed that 43(76.8%) of the employee strongly agreed that there is direct relationship between what they were doing and the stress level while 13(23.2%) employees argued that somehow the two variables are related.

The finding signifies that there is direct relation between what employees are doing and stress level, it also signifies that there is poor job description which leads to poor job allocation among employees. These findings are supported by Rodgers (2011) who

argued that most of employees in both private and public sector easily stressed up due to routine or even boring and repetitive tasks See Table 4.9

Table 4.9 Relationship between the nature of the work and Stress Level

Relationship between the nature of the work and Stress Level	Frequency	Percent
Strongly Agree	43	76.8
Somehow related	13	23.2
Total	56	100.0

Source Researcher's (2013)

4.4. Stress Level among Employees

In this section study findings are based on study objective two *“to identify the work related stress level of employees in the Ministry of Home Affairs in Tanzania”* The study findings revealed the following;

4.4.1 Level of Stress

The researcher was interested to find out the level of work stress among employees at the Ministry of home affairs. The study findings revealed that out of 56(100%) respondents 31(55.4%) of the employee said stress level are at high level, 23(23.2%) employees said stress level is at moderate level and lastly, 12 (21.4%) of the employee said it is at very high level.

The findings shows that there is high level of stress among the public sector and this is evidenced by findings in Figure 4.3 whereby it was found out more than 70% of employees said that the level of stress was high. See Figure 4.3

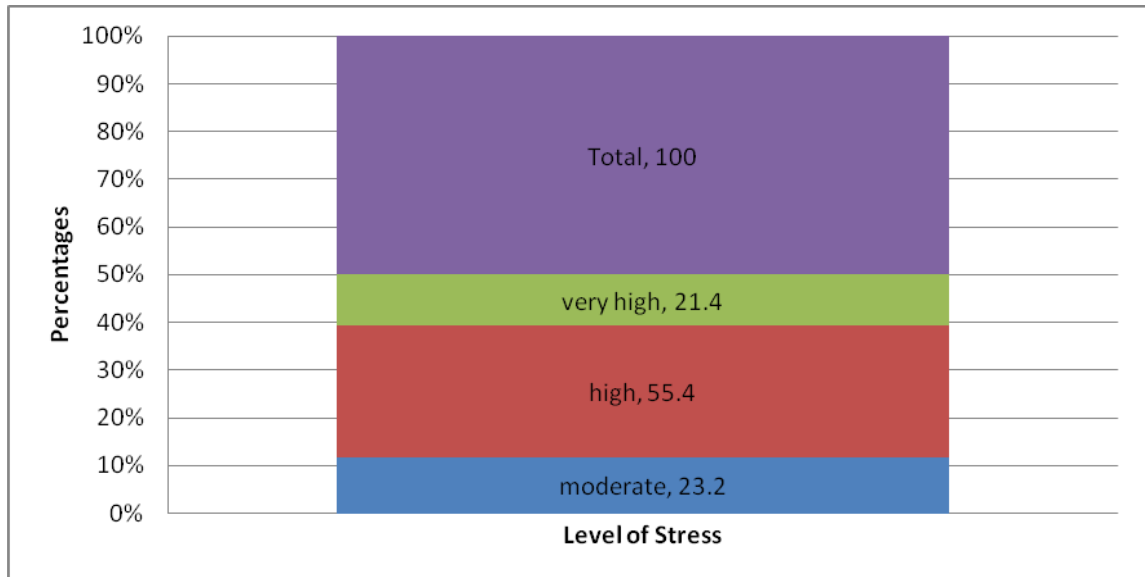


Figure 4.3 Stress Level

Source Researcher's (2013)

4.4.2 Job Related Stress

The finding on the job related stress involved 56 employee where by 23 (41.1%) of the total employees said there is high level of stress related to jobs, 21 (37.5%) said job related stress level was very high and lastly 12 (21.4%) of the employees said job related stress were moderate among employee.

The findings shows that there was high rate of job related stress which means despite the presence of other stresses sources, yet most of employees were experiencing more job related stress.

The Chi –Square Test shows that the significance level on Job Related Stress is 0.000, this significance level is less than 0.05 and therefore it can be argued that definitely the relationship observed in the cross tabulation is real and not due to chances. These findings are supported by the findings of (DCEP, 2012) as cited in the literature review that most employee experience stress caused by performing the job, stress occurring as a result of work relationships. See Figure 4.4

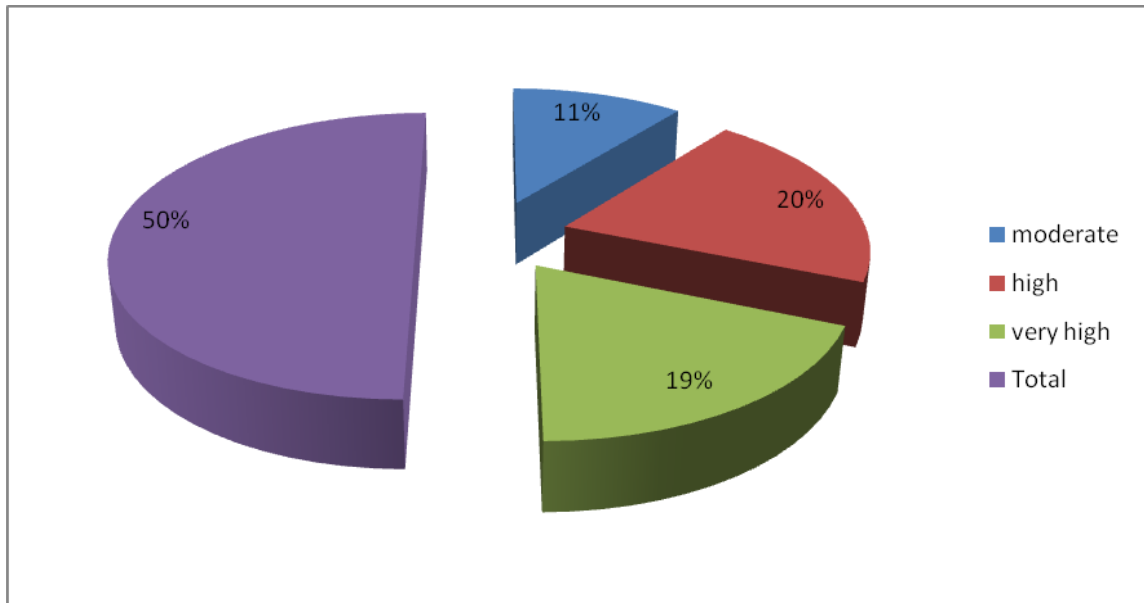


Figure 4.4 : Job Related Stress

4.4.3 Rate of Absenteeism in a Week

The rate of absenteeism acts as an indicator to employees' dissatisfaction. The finding involved 56 employees where by majority of them said there is high rate of employee rate of absenteeism in a week however a significant number of employees said it was moderate and low. These findings are supported by findings in figure 4.5 whereby it was found out that 41.1% of the employees said the rate of absenteeism is very high.

The Statistics Chi-Square Test shows that the significance level was 0.000 and this means the significance level is less than 0.05 and therefore it can be concluded that the findings are real and not due to chances which also implies all employee have at least one time or twice missed attending the work place in a week period. See Figure 4.5

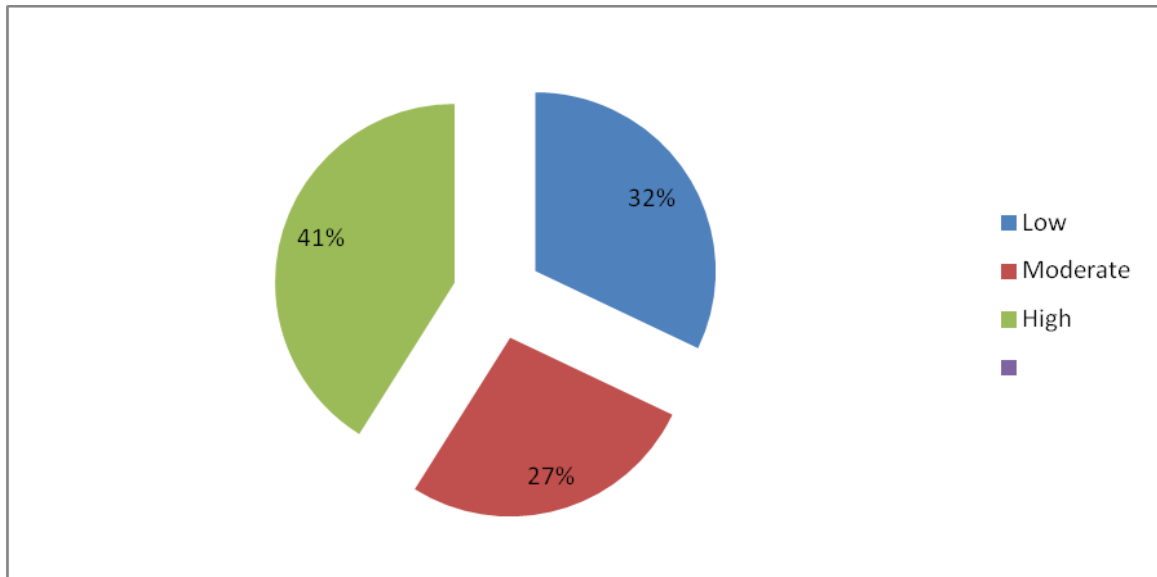


Figure 4.2 :Rate of Absenteeism.

4.4.4 The rate of Employees Quitting Jobs

Figure 4.6 Authenticates that the rate of employees quitting jobs indicates the level of stress among them. The finding on the rate of employee quitting jobs shows that few employees were quitting jobs and this is evidenced by 26 (46.4%) employees who argued that there is a very low rate of employees quitting jobs, 18 (32.1%) employees said there is a very low rate and lastly 12 (21.4%) said the rate is moderate.

The findings generally show that there is a tendency of employees quitting jobs as a result of stress and other factors such as poor working conditions and low pay. This therefore shows how stress levels can impact the organization. The statistical findings showed that Chi-Square Statistics P-Value is 89.921, which is greater than the significance level, so it's safe to say that the differences are due to chance variations, which implies that each employee is at stake of quitting the organization.

On the other hand, the research conducted another study to find out the rate of employees who have quit their jobs in the period of 6 years. The findings show that 44 (78.6%) of the total employees said the rate of employee quitting their jobs is very low while

12(21.4%) of the respondents said the rate is moderate. The finding signifies that despite the low number but it is indicative that employees do quits their jobs as a result of stress environment, and this shows that unless there are some measure taken yet there would be more employee quitting jobs. See Table 4.10

Table 4.10 The rate of Employees Quitting Jobs

The rate of employees who have quits their job in the period of 6years time	Frequency	Percent
Very low	44	78.6
Moderate	12	21.4
Total	56	100.0

Source Researcher's (2013)

Table 4.10 The rate of Employees Quitting Jobs

The rate of employees quitting jobs	Frequency	Percent
Very low	26	46.4
Low	18	32.1
Moderate	12	21.4
Total	56	100.0

Source Researcher's (2013)

4.4.5. The Frequency of Employees Sick Leaves

The frequent sick leave permissions among employees are an indication that employees morale has declined in working organizations (Rogers, 2011). The study findings revealed that 13(23.2%) of the employees argued that there have been moderate frequency of employees asking for sick leaves in MoHA, 6(10.7%) of employees said there is very low sick leaves frequency and lastly 6(10.7%) said there is very low sick

leaves frequency among employee in the office, 15 (26.8%) employees said there is high frequency of sick leaves, 16 (28.6%) employees said the frequency is very high.

The finding shows that more than 50% of employees argue that there is moderate high sick leave frequency which simply means the office has high number of absentees than those present at work in a week and all these sick leaves and permission were associated with stress among employees.

The Chi –Square Test shows that shows that the asymptotic significance level is 0. 000 and the P –Value is 83.0 this is suggestive though not the conclusion that there almost all employee ask for sick leave. See Figure 4.6

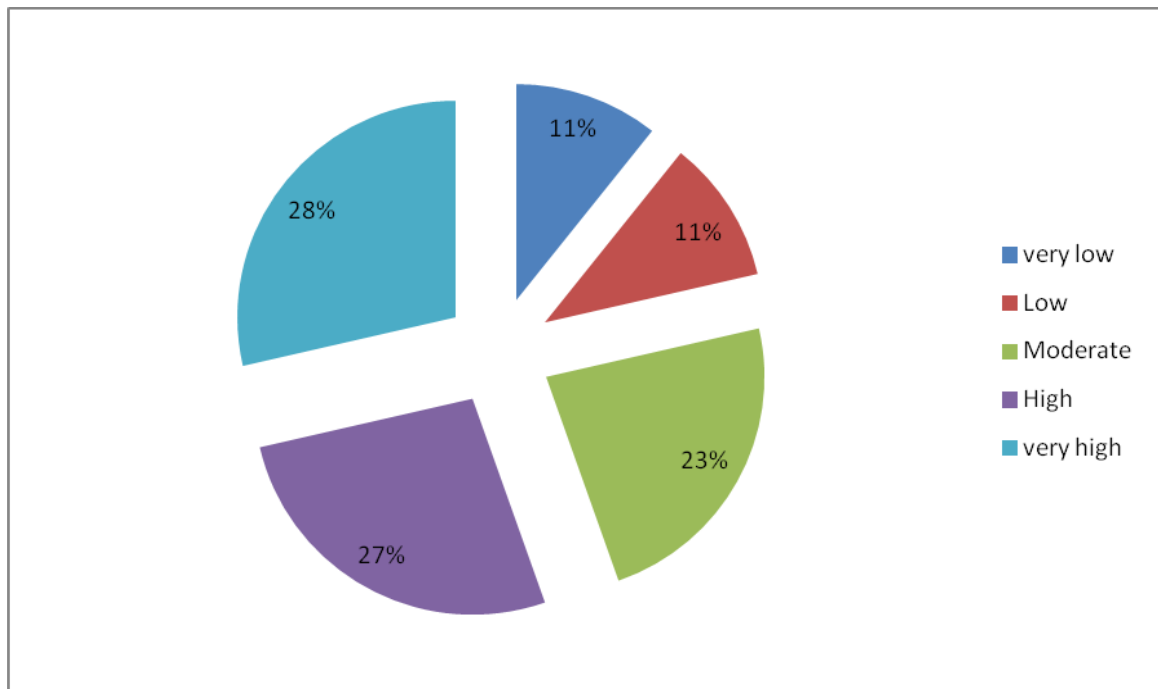


Figure 4.6: The Frequency of Employees Sick Leaves.

Sources: Researcher's (2013)

4.4.6 Meeting for Reconciliations

The number of frequency of employees meet for reconciliation within the organization can tell the level of stress among employees. The findings on the number of times employee meet for reconciliation shows that, 24(42.9%) of the employees said they have moderately been meeting for reconciliation, 15 (26.8%) employees said they have been meeting several times, 11(19.6%) said the frequency of meeting was very high and lastly 6(10.7%) employees said they have been meeting occasionally.

The findings signifies that there is high level of misunderstanding among the employee themselves and this is supported by 42.9% of the employee who argued that there have been high frequency of meetings for reconciliations among employees. Reconciliation is always conducted when people are in disputes but when it is conducted in the work organization it reflect misunderstanding related to job stress. See 4.7

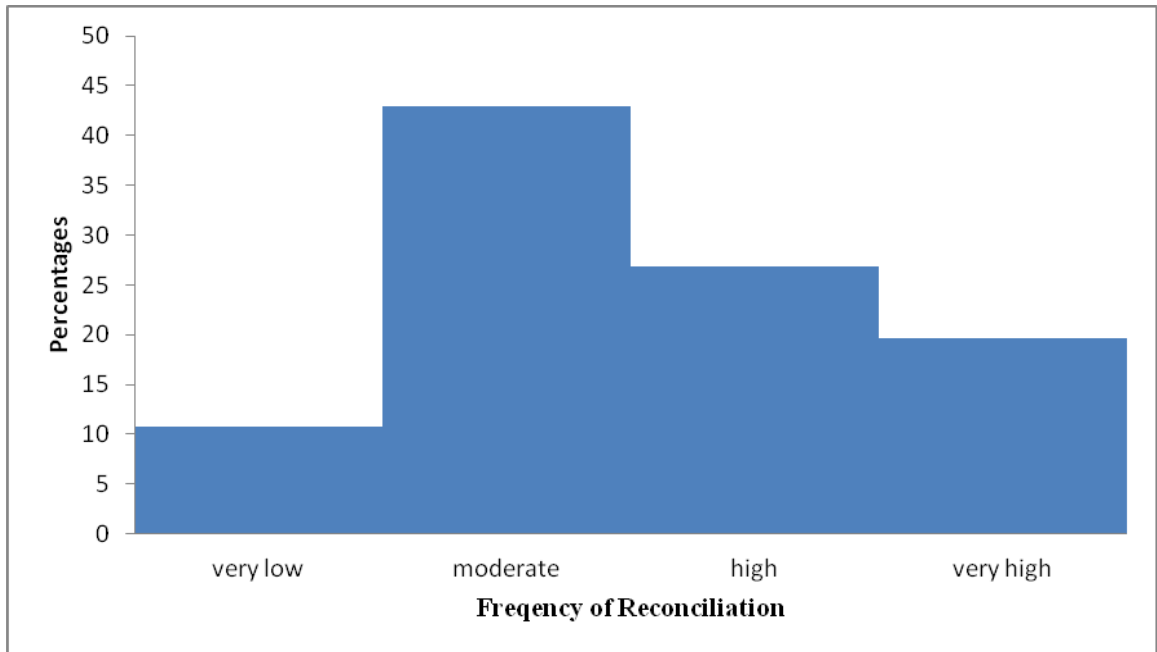


Figure 4.7 Meeting for Reconciliations

Source : Researcher's (2013)

4.4.7 Rate of Complaints to HR by Employees

Employees' complaints to HR department are also indicators of job dissatisfaction which results into high level of stress among employees in the organization. The finding on rate of complaints to HR by Employees revealed that 31(55.4%) of the total employees said the rate of complaints are very high while 25(44.6%) of employees said the complaints are just moderates.

The finding shows that more than 50% of the employees argued that there is high rate of complaints to HR employees as a result of job related stress and personal related stress. On the other hand the findings on the Rate of Stress at MoHA revealed that 26 (46.4%) Employee claims that there is High rate of stress at MoHA, 18 (32.1%) employees said the Rate of Stress at MoHA is high and lastly 12(21.4%) employees said there are moderate stress level at MoHA.

These findings signifies that the rate of stress at MoHA is very High, these are supported by Chi- Square Statistics which shows that the significance level is 0.000 with P-Value of 43.3 which means that the result are not by chance they are real and it can be concluded that MoHA employees experiences high rate of Stresses. Table 4.8

Table 4.8 The rate of stress at MoHA

	The rate of stress at MoHA	Frequency	Percent
1	Moderate	12	21.4
2	High	18	32.1
3	very high	26	46.4
	Total	56	100.0
	The rate of complaints to HR by employees	Frequency	Percent
1	Moderate	25	44.6
2	Very high	31	55.4
	Total	56	100.0

Source : Researcher's (2013)

4.4.8 The Rate of Stress in Public Sector

Table 4.9 Authenticate that rate of stress in public sector is very high and this is evidenced by the findings below where by 38 (67.9%) said that the rate of stress in public sectors is very high while 18 (32.1%) of the employee said stress level is just moderate. The findings show that there is high level of stresses in the public sector as it is supported in the Chi- Square Statistics P-Value and Significance.

The Significance on Public sector reads at $0.072 > 0.05$ which means the significance level is greater than the required significance. Since the significance level of the Chi-Square Statistics is greater than 0.05, so it's safe to say that the difference are due to chances variation, which implies that each employee in the public sector has once experienced stress. See Figure 4.8

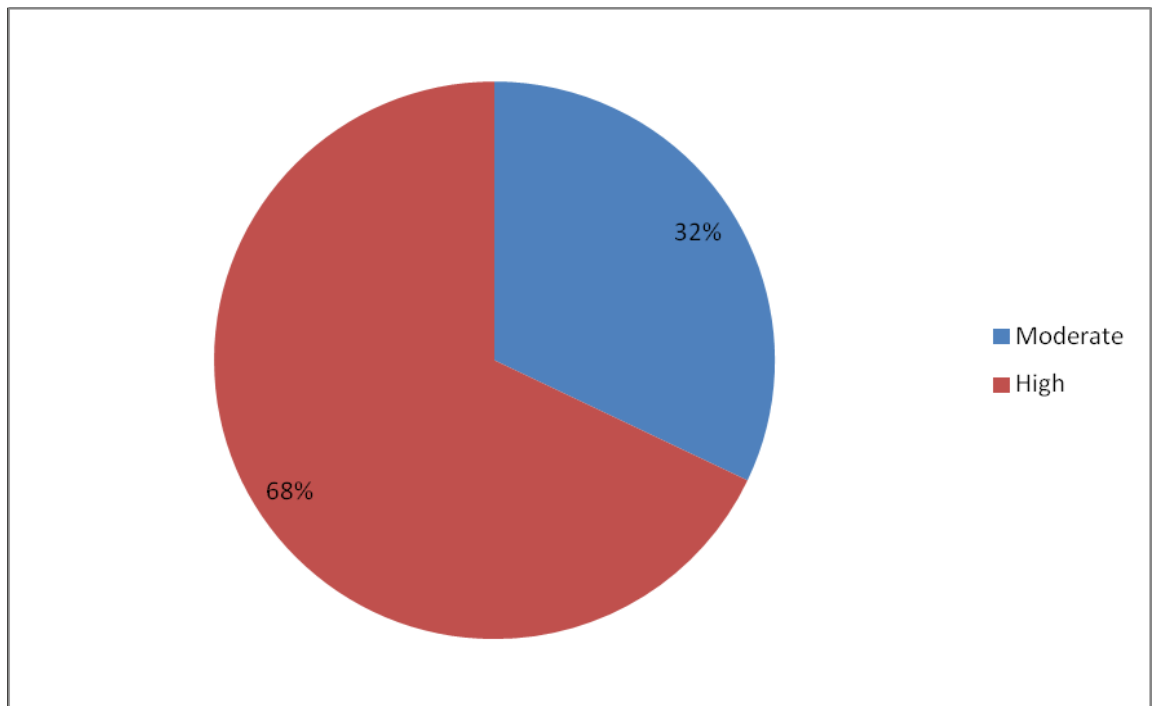


Figure 4.8 The Rate of Stress in Public Sector

Source : Researcher's (2013)

4.5. Effect of Stress

In this section researcher was interested to find out effects of work – related stress to the performance of the organization. This was guided by the research objective *“To assess the possible effects of stress in Job performances”* The study findings revealed the following;

4.5.1 Performance Comparison

Stress in any work organization is highly associated with decrease in performance of the employees. The finding on the weather stress among employees resulted to increase or decrease included 56 employee where by 43(76.8%) of the employee argued that the performances among employees remained normal while 13(23.2%) of the employees said the performance has improved.

The findings generally show that the performance among employees has remained the same. The performance remaining the same however is not a good indicator in an organization which seeks improvement and growth to provide good and better services.

The Findings in the Cross Tabulation Table which shows that the significance level value for performance of employee is 0.012 .Since this value is less than 0.05 we can therefore conclude that, the relationship observed in the cross tabulation is real and not due to chance, which also implies that in every 100 employee only one employee improved in the performance thus, the rest remained the same.

On the other hand the researcher perceived it right to find out if employees were promoted due to their performance as the promotion would indicate state of stress among employees. The findings were indicated that 80% of all employees were not promoted while 20% were promoted. The findings generally shows that most of the employees are not promoted and that could be as a result of poor performance caused by stress and other associated factors such as low pay and poor working conditions.

Table 4.9 Performance Comparison

Performance comparison		Frequency	Percent	
Normal		43	76.8	
Improved		13	23.2	
Total		56	100.0	
		Promotion of best performance		Total
		Yes	No	
Performance comparison	Normal	1	7	8
	Improved	1	1	2
Total		2	8	10

Source : Researcher's (2013)

4.5.2 Performance Improvement after warning Letter

The poor performance in the work organization is provisioned to penalties and warning letters, however all these aims at achieving the best in the organization. The findings on whether the poor performance had improved after being given the warning letters showed that 43 out of 56 employees involved in the study argued that the performance had not improved at all while 13 says performance had improved.

The findings simply show that there is no direct correlation between performance and warning letters, although the approach seems to have a minimal impact on performance of an organization. These findings are supported by the study of Griffin, (2011) as cited in the literature review who argued that most of the developed countries prefers two active methods for ensuring performance in the organization among the demoralized employees, the penalties are in form of warning letter and money penalties, however the two approaches have been observed to have less impact towards employee performance. See Table 4.10

Table 4.10 Impact of Warning Letter on Performance

			Total
		Warning letter on poor performances	
Performance comparison	Normal	43	43
	Improved	13	13
Total		56	56

Source: Researcher's (2013)

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction:

This Chapter intends to discuss study findings as presented in the previous chapter. The discussion is based on the specific objectives of the study.

5.2 Discussion on Causes of Work Stress

Under objective number one that states that “*to identify the causes of work stress among employees in the Ministry of Home Affairs*” revealed the following:

The study findings revealed that most of the employees were not satisfied with their working status and this means they were working as the means of getting the bread of life, but also they were qualified to work in other position but due to the fact that there were no chances or rather vacancies then they were forced to work in junior position. The finding also showed that among the reasons for their dissatisfaction were the poor working environment, size of the load assigned to an individual employee. The findings also showed that almost all the employees were getting frustrated and stressed following the insufficient amount of salary they were getting. The findings are supported by Pong (2011) who argued that employees in both private and public organization have ended stressed up following delivering more than what they earn and this has lead to some employee quitting jobs and reconsider starting up their own business. See Table 4.4

It was found out that poor remuneration was one among the reasons for most employees to undergo stressful life. These finding are supported by Tyson et al, (2011) as cited in the literature review that during employee selection and recruitment most employee are promised several remunerations and most of them have been attracted to work with one particular company simply due to the available chances of remunerations, unfortunately employees might fail to meet their job expectation as a result of stress resulted from

being deprived their remunerations. But also poor top down communication contributes to stress level among employees.

Poor freedom of speech as indicated by 43 (76.8%) of the total employees who strongly disagreed the office has the freedom of speech. The finding are supported by the study of Taylor, (2012) as cited in the literature review, who argued that most of the employees in public organization especially in non managerial position claims to have been working for the top managers and therefore find themselves with more work load with the same payment. See Table 4.2 Findings are supported by Cotrell (2011) as cited in the literature review that most of employees do perform under their capacity as the result of dissatisfaction in their job position which undermines their qualifications.

5.3 Stress Level among Employees

It was found out that employee Level of Stress most of the Public sector employees were experiencing high rate of stress comparing to Non-Government Organization. The findings also shows that there were several causes of stress however employee were experiencing most job related stress, as it is indicated by 23(41.1%) of the total employees said there is high level of stress related to jobs.

Milner (2012) argued that the frequent of absenteeism shows that employees were stressed much. The findings also shows that most of employee were reaching a point of quitting jobs to more promising jobs that would pay them more and get relieved of the job related stresses. The study shows that employees would tend to ask for the sick leaves, frequency of job absenteeism, however they may not be as sick as they seem to be but the frequency of sick leaves, job permissions are all good signs of high level of stress among employees. In addition the findings shows that there are another category of employees who would not ask for permission or sick leaves however they were not free from stress, they were having several confliction resolutions among them, but also they tend to take so many complaints to HR offices. The findings are supported by the Millner (2012) as cited in the literature review that 35% of both public and private sector employees experiences employees' absenteeism at least in one time average time a week.

5.4 Effect of Stress

It was found out that stress affect performance among employees and this is supported by 43(76.8%) of the employee argued that the performances among employees remained normal. These findings are supported by Mashrew (2010) as cited in the literature review that both normal and poor performance in service and good company providers as well as in public and private sector are not good indicators for the sustainable development of the company or organization. The findings are also supported by Michael (2010) as cited in the literature review that it is important to note that stress may have negative and positive consequences depending on the intensity of the stressor and the individual's perceptions. Short-lived or infrequent episodes of stress pose minimal risk to an individual so as to the company performance, but cases shows that companies which has embraced highly stressed up employees experience a stumble in their performance and operation at large

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter presents study summary, conclusion and recommendations as presented and drawn from chapter four. The main objective of the study is to assess the impact of work – related stress on the performance of public work organizations. Therefore, recommendations are provided to ensure public work organizations improve their strategies to deal with stress among their employees.

6.2 Summary

The main objective of the study is to assess the impact of work – related stress on the performance of public work organizations. The specific objectives were to identify the causes of work stress among employees in the Ministry of Home Affairs, to identify the work - related stress level of employees in the Ministry of Home Affairs in Tanzania, to assess the possible effects of stress on Job performances in the Ministry of Home affairs in Tanzania and to suggest strategies that can reduce the effect of stress in the Ministry of Home Affairs in Tanzania. The study was guided by the following research questions;

- i. What are the causes of work stress among employees in the Ministry of Home Affairs?
- ii. What is the level of work stress among the employees in the Ministry of Home Affairs in Tanzania?
- iii. What are effects of work stress in Job performances in the Ministry of Home Affairs?
- iv. What improvements can be made to reduce the effects of stress level in Ministry of Home affairs

With regard to research question one, the study findings revealed that causes of work stress among employees in the MoHA include the nature of the work they perform 39(69.6%), workload size 35(62.5%), meagre amounts of salary they receive 56(100%), lack of various incentives and benefits to employees 51(91.1%) and poor communications between employees and the government 50(89.3%).

In research question two, study findings revealed that there is very high level of work stress at the MoHA 31(55.4%). This was attributed to the factors explained in the above paragraph which included poor payment in terms of salary, nature of the work employees perform as some were not performing their professional jobs, high workload size, lack of incentives and benefits for promotion and poor communication as shown above.

In objective three the study findings revealed that many effects of work related stress to the organization to include poor work performance, absenteeism, frequent sick leaves, and many endless complaints all of which affect job performance

In objective four, the study findings revealed various strategies which if used can reduce work stress and improve organization performance. They include making improvement in salary management, improving employees' benefits and incentive scheme, and improve communication between and among employees and the management.

6.3 Conclusion

Stress has become a common phenomenon of routine life and an unavoidable consequence of the ways in which the society is managed today. The changes that take place in the society in terms of technology, modernization, urbanisation, population growth and increasing level of unemployment all exert high pressure to employees and if not properly managed can affect organization performance and its ultimate survival.

From the study findings above work-related stress among the Ministry of Home Affairs are caused by poor payment expressed in terms of salary, poor communication between and among employees and the management, the nature of the job itself that some

employees are forced to perform jobs that are of not of their professional, high workload size and other factors. It is important to understand that Work related stress in the workplace represents threat not only for physical health of the worker, but also for the ultimate survival of the organization. It is therefore, important for the Ministry of home Affairs to develop proper strategies that can help to reduce if not to eliminate stress among its employees for the better performance.

6.4 Recommendation

Stress has negative impact in any work organization, be it private or public sectors. However the level of stress differs from one organization and another given the sources and factors for stress as well as the nature of stress. Literature review has shown that there is no any positive impact of stress in any organization. Therefore, the Government ought to reconsider dealing with effect of stress within its public sectors, stressing its sources from wards, districts, regional to national level. The following are therefore recommended to help organizations and the government in particular to reduce and or eliminate work stress for better work performance.

- Talk to the employees in order to learn which way of emotional relaxation is the best exactly for them
- Wherever possible offer more brakes during some period to let your employees relax and enjoy
- Improve the way of communicating with your employees and make the employees participate in decision making process within the organization
- Show the interest in the person's work, problem and invigorate if possible
- Treat someone's feelings seriously, with respect and understanding, without scarifies.
- Hire the psychologist or Stress Manager to consult the employees.
- Try to change the environment on the working place by making employees more comfortable. Never make your employees feel bored

- It is important to resolve the problems and uncertain situations as fast as possible, so that they do not accumulate in someone's head or in collective atmosphere.
- Joint arrangement, not connected with work, for example: trip to the nature, corporate holidays will help regulate the relations. It is a good idea to organize collective games to strengthen both relationships among and between employees and the management
- It is also important to hold periodic group meetings. For example daily or weekly briefing where all employees sit in one place, or around the oval table and discuss the results of the week, company's progress and what is more important – discuss some problems employees are worried about. The meetings are held in order to clarify the conflicts in respectful way. If people are eager to tell their personal feelings or personal problems, which disturb the working process.
- Psychological help is advisable, especially when the stress became obvious and uncontrollable. Then the help of such specialists as Stress Managers is very advisable. They can for example organize the collective trainings.
- The management should not be too aggressive or inaccessible, so that the employee is not afraid to turn to the leader in problematic situation, or just with some question.
- Understand the level of work diversity and treat employees based on that.

Although all these can be done to reduce stress, the emphasis should be on tressing the sources of stress among employees and see the possibility of eradicating the problem since it hinders the well functioning of the government. It is recommended that the government should attend to its employees needs and demands such as good payments, promotions and employee recognitions.

6.5 Areas of further studies

A wider research should be done to find out the impact of stress in overall organization performance.

Another study should be conducted to find out which age, academic and gender group is more vulnerable to stress in the organization and the possible reasons.

A study can be conducted to find out to what extent family and personal relationships related stress affect performance of the organization.

Lastly, a research should be conducted to how each among the causes of work related stress impacts the performance in an organization.

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APPENDICES

Appendix 1: Customer Satisfaction Questionnaire

My name is Nelson Kaminyoge from Mzumbe University Dar es Salaam School (MBA Corporate Management)

This questionnaire has been prepared by the researcher for the purpose of collecting data for a research study on with the title **Stress Level in Public Sector In Tanzania: A Case Study Of The Ministry Of Home Affairs (MOHA) In Tanzania**

Your contribution is highly valued in making the study successful. Assurance is given that your personal information was handled confidentially and with utmost secrecy.

A. Personal information

1. Age

- i. 15-25
- ii. 25-35
- iii. 35-45
- iv. 40+

2. Education Level

- i. Primary Level
- ii. Secondary
- iii. College/Certificate
- iv. Diploma/Degree
- v. Master/PhD.

3. Gender

- i. Female
- ii. Male

4. Department

.....

5. Working Experience

- i. 1-3 Years
- ii. 3-6 Years
- iii. 6 and Above Years

6. Marital Status

- i. Married
- ii. Single
- iii. Widow
- iv. Widower

B. CAUSES OF STRESS IN PUBLIC SECTOR

What are the causes of stress in the public organization?

1. Are you satisfied with you position or title at work?
 - i. Yes
 - ii. No
2. Are you comfortable with the nature of the work you are doing?
 - i. Yes
 - ii. No
3. Are you comfortable with the size of the work load assigned to you?
 - i. Yes
 - ii. No
4. Why?.....
.....
.....
5. Are you comfortable with the Amount of salary that you earn at the end of every month?

- i. Yes
- ii. No

6. Why

.....
.....
.....

7. Are there any benefits and remuneration that you think you deserve to get from the organization and yet you do not get?

- i. Yes
- ii. No

8. Is there good Top down and Bottom Up communication between Employees and Management?

- i. Yes
- ii. No

9. Are the employees easily and allowed to air out there opinions and proposal in case need arise.

- i. Yes
- ii. No

10. Is the amount of salary you are getting sufficing your daily basic needs?

- i. Yes
- ii. No

11. Have you ever thought of being retrenched from your job?

- i. Yes
- ii. No

12. What was your reaction on it?

.....
.....
.....etc if any

13. In your opinion is there any relationship between the decrease in the country's economy and increase in stress level in public sector employee?

- i. Yes
- ii. No

14. Is there any relationship between the salary gained and the stress level among the public sector employee?

- i. Yes
- ii. No

15. Is there any relationship between the nature of the work you are doing and stress?

- i. Yes
- ii. No

16. How? Explain

.....
.....
.....

17. On your opinion what do you think are the causes of stress among the employees in public sector?

.....
.....
.....

C. Stress Level at MOHA (Tick Where appropriate) NB

Very Low=1, Low =2, Moderate

	Level of Stress	Very Low	Low	Moderate	High	Very High
1	Level of stress among public sector Employees					
2	Job Related Stress					
3	Rate of absenteeism in a week					
4	The rate of Employees quitting jobs					
5	The rate of Employees who have quits their job in the period of 6 years time					
6	The rate of Frequent a of Employees asking for sick leaves					
7	The number of Employees meeting for reconciliations					
8	The rate of Complaints to HR by Employees					
9	The rate of stress at MOHA					
10	The Rate of Stress at Public Sector					
11	The Current Rate of Employees Leaving Jobs					
12	The Current Rate of Employees Sick Leave					

D. EFFECT OF STRESS IN JOB PERFORMANCE

1. What is your performance level this year comparing to the last year performance?
 - i. Normal
 - ii. Improved
 - iii. Worsened

2. How frequent do you seek for the permission to leave the office for personal matters before the official hours are over?

- i. Very Frequent.
- ii. Frequent.
- iii. Less Frequent.

3. Have you ever been given a warning letter regarding your poor performances?

- i. Yes
- ii. No

4. Have there been any improvements ever since you got the warning letter?

- i. Yes
- ii. No

5. Why? Explain

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.....
.....

6. Have you ever been given a promotion letter for the best performance?

- i. Yes
- ii. No