

**EFFECTS OF WORKPLACE STRESS ON EMPLOYEE PERFORMANCE:  
A CASE STUDY OF KALAMBO DISTRICT COUNCIL, RUKWA,  
TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
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**2024**

**CERTIFICATION**

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania, a dissertation entitled: “**Effects of Workplace Stress on Employee Performance: A Case Study of Kalambo District Council, Rukwa, Tanzania**” in partial fulfillment of the requirements for the degree of Master of Human Resource Management (MHRM).

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(Supervisor)

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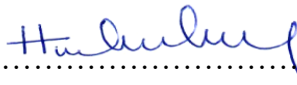
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I, **Henry Mazwile**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in fulfillment of the requirement for the Master of Human Resource Management (MHRM)



.....  
Signature

06<sup>th</sup> April, 2024

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Date

**DEDICATION**

This dissertation is dedicated to my beloved wife Ester Ladislaus Mwanakatwe and my sons Bruno Henry Mazwile, Bryan Henry Mazwile, together with my parents who supported me in different ways. I am truly thankful for their endless support during the whole period of my studies.

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## ABSTRACT

Work stress encompasses the physical, emotional, and mental strain experienced by employees as a result of various work-related pressures, demands, and challenges. This can significantly impact an individual's well-being and job performance, influencing overall productivity, job satisfaction, and the quality of work. Therefore, this study delves into the repercussions of job stress on employee performance, conducting its investigation at Kalambo District Council in collaboration with district council staff and department heads. This study is guided by three specific objectives: identifying the root causes of work-related stress, assessing its effects on employee performance, and proposing effective strategies for alleviating this stress. A total of 63 participants were selected to provide valuable insights toward achieving these research goals. The study employed two distinct data collection methods: a questionnaire distributed to 50 employees at Kalambo District Council, and interviews conducted with 13 department heads representing various departments within the council. The collected data was analyzed using qualitative techniques, wherein descriptive analysis was applied to the questionnaire responses, and content analysis was utilized for the qualitative interview data. The research findings unveil a range of factors contributing to workplace stress, including extended working hours, heavy workloads, interpersonal conflicts, inequitable treatment from superiors, working under pressure, instances of harassment, job insecurity, fear of termination, financial concerns, and family-related challenges. The complications of this stress encompass diminished productivity, reduced morale, increased absenteeism, diminished interest in work, strained work relationships, job dissatisfaction, incomplete tasks and personal life difficulties management.

**Keywords:** *Stress, Workplace Stress, Employee Performance, Task Performance*

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### **LIST OF ABBREVIATIONS**

CMT	Council Management Team
DAICO	District Agriculture Irrigation and Corporative Officer
DC	District Commissioner
DCC	District Council Committee
DCDO	District Community Development Officer
DE	District Engineering
DED	District Executive Director
DHRO	District Human Resource Officer
DIA	District Internal Audit.
DLFO	District Livestock and Fisheries Officer
DLNRO	District Land and Natural Resource Officer
DMO	District Medical Officer
DPEO	District Primary Education officer
DPLO	District Planning Officer
DSEO	District Secondary Education officer
DT	District Treasurer
HRO	Human Resource Officer
KDC	Kalambo District Council
OSH	Occupational safety and Health
PMU	Procurement Management Unit
UK	United Kingdom

VEO	Village Executive Officer
WEO	Ward Executive Officer
WDC	Ward Development Committee



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Overview**

This chapter presents the background of the study, a statement of the research, problem research objectives, which include general and specific research objectives, research questions, significant of study; limitation of study also provides the organization of the study.

#### **1.2 Background of the Study**

The issue of stress and employee performance is widely explained. Dean, (2023) observed that worldwide work-related stress as a foremost cause for low efficiency in the workplace. Gaumail, (2019) believes that stress affects the organizational outcomes such as a decrease in performance, increase in absenteeism and dissatisfaction. Based on Euro Found Report (2018), role ambiguity, time pressure, workload, organizational change, job demands, bullying and violence are some of the common stress factors happening in the workplace today.

Historically, Stress is derived from the Latin word stringers, meaning to draw tight and was used in the 17th century to describe hardships or affliction (Moal 2017). French & Rogers (2018) explains that these definitions produce a state of knowledge built around a research agenda that expressed the issues of the day. It is through this sense that we get an understanding of why different definitions emerged, their influence on the development of theory, how we engaged in research and the way results was interpreted. However, according to French & Rogers (2018), definitions of stress are products of their time. In this way, all definitions give us a sense of time

and place. In its basic form, according to Jamal & Baba (2020), stress is divided into two categories: eustress and distress. Eustress is also known as positive or good stress, where “Eu” comes from the Greek root word for “good”, therefore because stress is inherently a reaction, the associated stressor has been cognitively appraised as positive or challenging (Jamal & Baba 2020).

Lazarus and Folkman emphasize that individuals were having a cognitive, behavioral, emotional, and physical response to both eustress and distress (American Psychological Association, 2023). They interpreted a stressor as being directly related to the individual’s resources for coping with the stress, this is in addition to the characteristics of the stressor, and the characteristics of the individual, be it physiological, cultural, and psychological (Lazarus & Folkman, 2018) Employee performance is a foremost concern for any organization. All owners want their employees to have excellent performance so that their organizations become better and competitive in market. Job stress has been consistently taken as one of the causative factors of variance to the performance at job. The analysis of a study conducted by Lazarus & Folkman (2018) showed a U-shaped relationship between occupational stress and performance and in this case, employees manage stress by exhibiting stress management techniques in organizations.

Globally, Stress has shown to cause negative impacts to Employees’ such as increase in the rate of illness, absenteeism, turnover rates and decrease on performance rates. Stress is a major cause of Employee turnover and absenteeism in USA (Feurstein 2014). According to health advocates Preston (2017), one million workers miss work each day because of stress, costing companies an estimated \$602 per employee per

year. Absenteeism is to blame for 26 percent of health-related lost productivity in business of France. Kaur & Gautam (2016) said that in India, are amongst the top ten stressed workplaces. Analysis of another study by Khoso (2019) in Pakistani showed that there is present an inverse link between job stress and performance signifying that there is high occupational stress in the house officers, which resulted in reduced job performance.

Studies shows there are increase number of stress related problems in African countries such as Nigenia, Ghana and Zambia (Webster 2017). Ashong et al., (2016) argued that 60 to 70 per cent of Employees in Ghana in the year 2015 were shown to have stress related problems. Stress and lifestyle diseases are gradually becoming the main source of mortality among Ghanaians (Ashong et al., 2016). While stress can be triggered by sudden, unanticipated pressures, it is frequently the result of a blend of stressful factors which accrue over time in most in Ethiopia. Awadh et al., (2015) noted that job demand and time pressure are major stressors in Botswana banking sector. Sharmilee et al., (2017) proclaimed that time pressure and role ambiguity have significant and negative influence on employee performance in both private and public sector in South Africa.

In Africa, job stress is an outcome or response to certain stimuli in the environment, due to the spirited environment of the job surroundings most of the people in the world (Vijayan, 2018). Typically, people are more fret about their result of their work that can even affect the way they treat other people and how they communicate with their peers and customers. Nowadays, job stress has become more apparent and leads to low morale of employees (Kaminyonge, 2016) In the East Africa, studies

conducted in Kenya and Ugandan Public sector employee revealed an increased number of stress related issues to its employees.

Bhanu & Satish (2017) showed a significant relationship between the demographic variables like gender, job role, age, education level and these impacts on occupational stress in majority Kenyan employees. This caused workers to feel stressed and pressured which in turn affects their performance and plan to depart (Muazza, 2015). This immense level of stress results in low morale and less loyalty of Ugandan employee towards their job performance which not only destabilizes their performance graphs but also decreases the employee satisfaction towards job (Nnuro, 2015).

The experience of work and stress is certainly not new in Kenya. Kenyans continue to experience stress as a result of poor environmental conditions, political uncertainty, poor working conditions and extreme levels of poverty concurs and further points out those employees in Kenya have to contend with low salaries, lack of involvement in decision making, heavy workload, and few opportunities for promotion (Musyoka, 2017). Work stress may occur because of different factors such as individual, socioeconomic, and family matters.

In Tanzania, Stress related studies has mainly conducted in health sectors and found to have caused negative effects to employees especially nurses. Mkumbo (2014) noted that “there is dearth of studies about stress in financial institutions in developing countries in general and Tanzania in particular. Such important truth about stress shows that too much stress has negative effects the local Government

employees. Tanzanian public sector has been considered as odd working environment with diverse workloads. In low expectations of customers have lifted up the level of working demands and apparent stress among employees. Thus, professional's employee has stress Management is a complex challenge staff. The present study seeks to assess the impact of job stress toward employee performance in the public especially the district council of n Tanzania.

In Tanzania, for example, the annual report of KDC (2012) showed that Public-sector of Tanzania experienced 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 a result of unfavourable 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 (Kaminyonge, 2016).

Pandey (2020) insists that poor performance evaluation and appraisal systems, salary pay scale, lack of motivation, job insecurity and work type affect the employees' performance adversely. Employees will feel more stressed and their performance will gradually decrease if they think that the pay and the work parity have not been made, proper evaluation is lacking or if good performers has not been recognized, more work and time is demanded and risky and if the nature of job is risky and challenging. Also, the employment stress is the important predictor of employees' performance. It means the performance of the staff will be estimated considering the

extent of stress management within an organization.

### **1.3 Statement of the Problem**

Stress has been experienced since ancient times, but it never been worse than it is in here 21<sup>st</sup> Century. Nowadays stress is responsible for more than fifty percent. Stress can be a motivator that urges the individual to strive for excellence. However, excess amounts of stress can lead to a lack of productivity, a loss of confidence, and inability to perform routine tasks. As a result, quality employees lose their enthusiasm for their work and eventually withdraw from the company (Rao, 2013). Despite this fact, the phenomenon of stress still hasn't been that deeply studied.

Contemporary society has to deal with the relatively new concept of workplace stress more and more often. In order to answer the questions as to Why? and What to do? The problem of stress should be looked at in depth at individual workplaces. Only after this is done an appropriate and specific stress management programme can be created. Work related stress is now a contravention issue among the managers simply because is highly affecting the organization and individual welfare. Some questions rise up on why stress occurred on the working place, how should they be prevented, and to what extent they have an impact on employee's performance.

Despite of all efforts made by government to reduce job stress still employees job stress is a problem in a working place. Therefore, the purpose of this present study is to determine the main reasons for stress at work place, and to find the most effective ways of preventing it and coping with it. The research also analyzes the overall current situation of stress at work and takes a look at some historical facts related to

the origins of stress particularly KDC and the corresponding effects of stress on employees' job performance.

#### **1.4 Research Objectives**

This study has the following objectives;

##### **1.4.1 General Objective**

The general objective of this study is to examine the effect of workplace stress on employee performance in Kalambo District Council, Rukwa, Tanzania

##### **1.4.2 Specific Research Objectives**

- i. To identify factors causing stress among employees
- ii. To determine the effects of workplace stress on employee job performance at Kalambo District Council
- iii. To identify strategies that can be used to reduce stress among KDC Employees

#### **1.5 Research Questions**

- i. What are the factors causing stress among KDC employees?
- ii. Are there any effects of workplace stress on employees' job performance at KDC?
- iii. What are strategies that can be used to reduce stress among KDC employee?

#### **1.6 Significance of the Study**

The study and research which is conducted over stress at the work place is not only essential, but is interesting too. This case study will help researcher to identify

various aspects causing stress, its signs and methods to control the stress levels. This study will benefit sector in Tanzania especially in Local Government in general which currently operates competitively. It will disclose operational options on how to improve working environment and motivate staff in District Council for higher organization performance.

Through examining the effect of workplace stress on employee performance, this study will provide new ideas on the causes and effect of workplace stress in different organization, and most specifically, in Kalambo District Council. Through this study, the community will gain insights on the relationship between workplace stress and employee performance. Understanding this relationship will help organizations, and government parastatals to control and reduce workplace stress so as to help employees to work comfortably and yield better results. The findings of this study are expected to provide vital information to the Ministry of Labour and Employment in the United Republic of Tanzania. This information will be to contribute to the development of good policies on workplace stress and employee performance and productivity.

### **1.7 Scope of the Study**

The study was conducted at KDC. The researcher examined the major *Effects of Workplace Stress on Employee Performance* at KDC. The units of inquiry were the Management staff and employees of KDC.

### **1.8 Organization of the Study**

The next chapter spotlights on the introduction of literature review, definition of key



terms, theoretical review, empirical review of the effects of workplace stress on employee's performance, conceptual framework, and the research gap. Chapter three contains the, research methodology, research design, population, sample size, sampling size, sampling technique, data collections methods, questionnaire, interview, documentary review, data analysis methods, validity and reliability as well as measurement of variables.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This chapter presents the theoretical literature review and empirical literature review on the concept of stress, factors of employee stress, scopes of employee's stress, Theories of stress/ the study theories and the effects of stress on employee work performance as well as the ways to combat the problem. The literature review is divided into three major parts; the first part is the theoretical literature review, the second is the empirical literature review and the third part is describing a synthesis or research gap.

#### **2.2 Definitions of the Key Terms**

##### **2.2.1 Stress**

Workplace stress is a term that refers to the consequences of the malfunction of a human or animal body to respond properly to poignant or bodily intimidation to the organism, whether real or likely (United Kingdom Health and Safety Commission, 2009). Gharib (2016) defines stress as the pull from the conflict between our external environment and us, leading to emotional and physical pressure.

##### **2.2.2 Workplace Stress**

Workplace stress refers to stress caused by or made worse by work. It occurs when a person perceives the work environment in such a way that his or her reaction involves feelings of an inability to cope work environment (Health and Safety Authority, 2011).

### **2.2.3 Employee Performance**

According to Donohoe (2019), employee performance refers to how employees perform in the place of work and how healthy they execute the job duties compelled to them. Organisation normally sets performance targets for individual employees and the organisation as a whole in hopes to increase value to customers, minimizes cost and operates efficiently. For an individual employee, performance may refer to work effectiveness, quality and efficiency at the task level. Also, according to Pradhan, (2016) employees' performance signifies individual's work achievement after exerting effort on the job which is associated through getting a meaningful work.

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or predetermined criteria that have been mutually agreed upon (Al Mehrzi & Singh, 2016). According to Shmailan (2016), employee performance is an action what employees do in carrying out the work done by the company. In organizational settings, employees' performance is the accumulated result of the skills, efforts and abilities of all the employees contributed in organizational improved performance leading towards its goal achievement (Dahkoul, 2018).

Gitongu, et al., (2016) stated that employee performance is among the critical factors that contribute significantly in organizational success. Learning organizations play important role in enhancing employee performance through providing trainings and developments for their employees. Employee performance plays an important role for organizational performance. Macky and Johnson (2020) pointed that improved

individual employee performance could improve organizational performance as well.

#### **2.2.4 Task Performance**

Task performance comprises of job explicit behaviors which includes fundamental job responsibilities assigned as a part of job description. Task performance requires more cognitive ability and is primarily facilitated through task knowledge such as requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments). It also required task skill like application of technical knowledge to accomplish task successfully without much supervision. Task habit is also required which is an innate ability to respond to assigned jobs that either facilitate or impede the performance (Pradhan & Jena, 2016).

Task performance which encompassing planning, organizing, and administering the day-to-day work through ones technical ability, business judgment and so on are known as technical-administrative task performance. Whereas leadership task performance is labeled through setting strategic goals, upholding the necessary performance standards, motivating and directing subordinates to accomplish the job through encouragement, recognition, and constructive criticism

### **2.3 Theoretical Literature Review**

This part discusses theory (ies) that underpins this study. The theories provide vital information to this study and lays foundation on which this study is built.

#### **2.3.1 Psychological Stress Theory: The Lazarus Theory**

There are two principles that are important to every psychological stress theory, according to Lazarus (1993): Individuals' evaluation of the significance of what is

happening for their well-being is referred to as appraisal. Individuals and their surroundings are seen as a relationship (matter) in stress. Psychological stress is defined as a relationship with the environment that a person considers to be important to his or her well-being and in which the demands outnumber the individual's coping capabilities. Within the person-environment transaction, this description identifies two processes as central mediators: (cognitive appraisal and coping). The cognitive and behavioral efforts to master, tolerate, or lessen external and internal demands and conflicts are referred to as coping.

According to Lazarus (1993), there are two concepts that are the central to any psychological stress theory: Appraisal that is individuals 'evaluation of the significance of what is happening for their well-being. Stress is viewed as a relationship (matter) between individuals and their environment. Psychological stress refers to a relationship with the environment that the person appraises as significant for his or her wellbeing and in which the demands exceed available coping resources. This definition points to two processes as central mediators within the person environment transaction: (cognitive appraisal and coping).

Coping is the cognitive and behavioral efforts made to master, tolerate, or reduce external and internal demands and conflicts among them. This concept is necessary to explain individual differences in quality, intensity, and duration of elicited emotion in environments that are objectively equal for different individuals. It is generally assumed that the resulting situation is generated, maintained, and eventually altered by a specific pattern of appraisals. These appraisals, in turn are determined by a number of personal and situational factors (Folkman, *et al.*, 1984). These factors are

motivational, dispositions and goals. Motivation is enthusiasm for doing something and when employee is not motivated is in a pot of getting stress at working place.

Dispositions, employees are different in type of characters in which make them to react different when they face difficult situation in the environment and this leads stress to extent that become a problem at working place. Goals sometimes it's just not possible to do a job as it's explained. If a job's responsibilities exceed the amount of time given to complete them properly, for example, it is really not possible to do the job well. Workers will put in a lot of effort and never quite feel successful, which leaves them at risk for stress.

## **2.4 Empirical Literature Review**

Empirical literature reviews are material obtained from different researches done by different researchers. This section intends to explain other researcher's findings in relation to the problems. Different researchers have studied on employee's stress at work place in Globally, Africa and Tanzania. The following were some of their views and recommendations;

### **2.4.1 Factors Causing Work Place Stress on Employee Job Performance**

Mlaki (2015) conducted research on the "variation in stress in the teaching profession: Tanzania teachers Experience Based on Personal Factors" the research intended to find out the contribution of personal attributes as potential sources of teacher's stress, the research was conducted at Mbeya city, the researcher used quantitative research in his study. The Study employed 200 respondents from 10 selected schools in Mbeya Municipal council, and it also used questionnaire in the collection of primary data. The findings from an independent sample T-test revealed

that variables such as sex, education qualification and work experience of the teachers were found to be significantly contributed to the stress level of teachers.

Research made by Kitila (2013) conducted the research on prevalence of and factors associated with work stress in Academia in Tanzania. From that study, Work stress has been identified as a common phenomenon at working place in different organizations in Tanzania. However, this study shows the prevalence and factors causing work stress among public and private sectors. The results show that a significant proportion of staff reported experiencing high stress, with respondents in public sectors reporting being more stressed than their counterparts in private sector do.

Three factors have been identified as particularly associated with work stress among staffs. These are lack of staff involvement in institutional reform processes, lack of necessary support systems related to their work and high workload levels. Highly qualified and experienced staff is in lower levels of stress than staff with low qualifications and less experienced. These results indicate that work stress is a common phenomenon among institutions of higher education with its associated consequences such low job satisfaction, which is likely to affect staff's productivity.

#### **2.4.2 Effects of Work Place Stress on Employee Job Performance**

Research by Australian Psychological Society (2015) studied the impact of stress to the Australian people's wellbeing, the research used survey design where 1521 people were surveyed across different parts of the Australia, the survey found there were five causes of stress among the people which are lack of person finance, family

issues, personal health, and issues with health of others close. The study further revealed that 26% of people are having over normal stress and 35% are having significant level of stress. Okeke & Oboreh, (2016) examined the effect of stress on employee productivity in the Local government Institution the study adopted survey research method and purposively selected 250 employees from five selected Institution. Results revealed that workload pressure had a significant effect on employee productivity.

#### **2.4.3 Strategies that can be used to Reduce Stress on Employee Job Performance**

Kihara & Mugambi (2018) suggested that the management of the organization under study should create awareness to the employees to enable them be aware of utilization of stress management strategies available in the organization that can result in improved performance. Themes to reduce workplace stress including; adequate work resources, work-life balance, and sound management responsibilities. Findings from this study indicate that business managers using these themes could Mitigate some of the negative consequences of organizational stress. For example, it questions whether the workers have to take work home, or inability to forget about work when the individual is at home. Homework interface is important for the workers to reduce the level of work-related stress.

Khan (2018) concluded that positive attitude of boss, friendly attitude of boss, sufficient work load on the basis employ abilities and capabilities, sufficient salary, cooperation on part of boss are those strategies through which we can easily reduce



the stress among the employees. The researcher also concluded that cooperation on part of colleague, job satisfaction; motivation, appreciation, incentives or awards on the basis of performance are those strategies through which we can easily reduce the stress among the employees. The researcher also concluded that good working atmosphere, favor of employees on part of boss, provision of leisure time for recreational activities, provision of basics facilities for leisure time, recreational activities, proper arrangement for recreational activities for employees are those strategies through which we can easily reduce the stress among the employees.

Subramaniam, (2008) explored the strategies that Human Resource (HR) leaders used to reduce employee disengagement caused by stress. The study used a qualitative single case study. The study employed 12 HR leaders and line managers within a single healthcare organization in eastern Tennessee. Using a thematic analysis method, 4 themes emerged in this study, (a) integration of employee engagement practices into culture and business processes, (b) providing managers with the job resources they need to lead staff, (c) being transparent and honest in communications, and (d) relying on supportive supervisor behavior to mitigate employee stress.

A mission-driven and values-based organization culture served as the foundation for implementing these individual strategies. These findings could contribute to social change by helping organizations reduce stress in the workplace, improve employee wellbeing, and reduce individuals' risk of morbidity and mortality caused by stress, leading to a reduction in healthcare costs for communities.

## 2.5 Research Gap

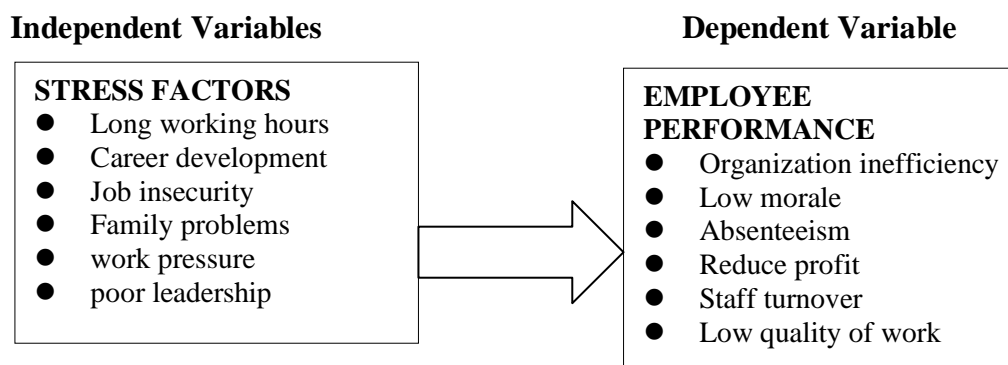
Based on the different empirical studies analyzed above, the researcher found that Kitila (2013), Australian Psychological Society (Mlaki (2015) and studies used questionnaire as a method of collecting primary data. Mlaki (2015) used quantitative research and tested hypothesis using t-test likewise the research by Australian Psychological society used Quantitative research. It was further revealed that both researches as used big samples. Research by Mlaki a sample of 200 respondents was used. Also, in the research by Australian psychological society a sample of 1521 was used. The empirical also reeves shows that the researches were conducted in different areas, the research by Mtaki was conducted in 10 schools and the research by Australia psychological society was conducted in different areas across Australia, while the research by (Kitila 2013) was conducted in Academic institutions in Tanzania.

The above empirical reviews indicate that, there is a need for further studies to be conducted about stress. This is due to a number of gaps observed. The first gap is geographical differences where by the above studies were conducted in different countries like (Australian Psychological Society 2015, carried out the study in Australia, (Mlaki 2015) and Kitila (2013) conducted the research in Tanzania but specifically in academic institutions therefore few researches on the effects of employee stress on job performance and most were conducted in District Council particularly Village and Ward, like Village Executive officers, (VEO's) and Ward Executive Officers (WEO's). therefore, the researcher conducted the research in district council.

Another gap is on the research design used both research Mlaki (2015) and Australian Psychological society they used quantitative research, in the research by Australian Psychological Society (2015) a survey design was used while in the research by Mlaki (2015) experimental design was used, for that reason the researcher used case study design where qualitative type of research was used for the purpose of investigation a phenomenon within a District context. Another gap noted in their most studies are do not use any theoretical framework to guide the analysis. This study uses a clear theoretical model to systematize the analysis.

## 2.6 Conceptual Framework

The diagram below shows the conceptual frame work that explains the effect of workplace stress on employee performance. It identifies that there are several sources that can cause stress on employee and effect their performance where by workplace stress depends on the dependent variables which are work pressure, job insecurity, family problems, career development, poor leadership, personal behavior and long working hours, and how they contribute to the effects of workplace stress on employees' performance in the organization



**Figure 2.1: Conceptual Framework**

**Source:** Researcher, (2022).

### **2.6.1 Factors Affecting Job Stress**

**Long working hours:** Dwamena (2012) states that in a very aggressive business environment, employees are required to work for very long hours. This appears to take an excise on the health and make them experience high rate of stress. This means that employees who work for long hours with little or no rest or sleep may find themselves and the eminence of them suffer.

**Career Development:** Kihara & Mugambi (2018) suggested that in today's working environment, the work force has become so diversified. For a person who is strong-minded to rise to higher positions of responsibility, the challenges have become bigger as the chance to learn news skill has become a requirement. The ambition for employee to grow in his Career causes a lot of stress in that the new opportunities that present themselves require individuals with diversified skills to cope in the aggressive business world.

**Job Insecurity:** Suandiand & Othman (2014) states that fear of redundancy, obsolescence and numerous performance appraisals can cause tremendous pressure and strain.

**Family Problems:** Khan (2018) concluded that Home-work interface can be known as the overlap between work and home; the two-way relationship involves the source of stress at work affecting home life and vice versa effects of seafaring on home life, demands from work at home, no support from home, absent of stability in home life.

**Poor leadership:** Russo and Vitaliano (2005) explained that the managerial style of the organization's senior executives. Many senior executives create a culture

characterized by tension, fear and anxiety. They establish unrealistic pressures to perform in the short run impose excessively tight controls and routinely dismiss employees who do not measure up to standard

## **2.7 Chapter Summary**

**Chapter one** This chapter presents the background of the study, a statement of the research, problem research objectives, which include general and specific research objectives, research questions, significant of study; limitation of study also provides the organization of the study.

**Chapter two** is divided into three parts, it starts with theoretical literature review, where theories stress on work performance in relation to the study are explained, employees stress according to other studies also are explained. The second part is about empirical literature reviews that explain the research from different scholars in relation to this study. The last part is about research gap, this shows the different of the past studies and this current study in terms of the effects of workplace stress on employee job performance, time, geographical location and specification of the study.

**Chapter three** is divided into three parts; it starts with research design which consists of the area of the study, target population, and sample size. The second part is research methodology used in the study consisting of data collection methods which are questionnaires, interview, and documentaries review. The third part is about data analysis procedures.

**Chapter four** presents the discussion of the findings where research objectives in relation to the research question were addressed accordingly in which effects of workplace stress on employee job performance were shown. Also measures to be taken to alleviate stress at KDC were discussed.

**Chapter five** presents summary of the study, implication conclusion, recommendation, limitation, and need for further study respectively, where the whole study is summarized and the research objectives in relation to the study has shown its roles.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

This chapter presents the research methodology guiding this study. It highlights the research philosophy governing this study. It presents the research design, population, sample size, sampling techniques, data collections methods, as well as data analysis methods. The chapter also presents validity and reliability of research instruments and it highlights the scale and measurement of variables.

#### **3.2 Research Philosophy and Approach**

Research philosophy is the belief system and assumption as regards the development of knowledge and may be simply noted as the process of developing knowledge in a particular field (Saunders, Bristow, Thornhill & Lewis, 2019). it enables to decide which research approach should be adopted by the researcher and why, which is delivered from research questions. This study follows qualitative views from respondents.

#### **3.3 Research Design**

Research design is an assemblage of conditions for specifying relationships among variables; a process of controlling the effects of extraneous variables; and a plan for selecting the resources and types of information to be used in answering the research questions Sekaran & Bougie (2016). For the purposes of this study the case study design was adopted because the study is conducted at the single public organization and it facilitated the study of appropriate strategies in examining the effects of stress on employee work performance at KDC particularly Wards and Village Executives

Officers.

The design was prioritized by researcher due to the following advantage such as; time factor, the case study design consumes little time and therefore coping with the few resources allocated by the researcher; it is cheaper in terms of finance and therefore favoring the limited funds allocated by the researcher in data collect; introduces new and unexpected results during its course which can lead the researcher to take a new direction; it gives in depth data required, as well as allowing varieties of methods of data collection like interview, observation, and documentation to be used; and it gives a room for the researcher to analyze particular units in details with its unique findings. Saunders, Bristow, Thornhill & Lewis, 2019) discover as much as possible useful insight and depth understanding about the effects of workplace stress on employee's performance at Kalambo District Council (KDC).

### **3.4 Area of the Study**

The study site is the physical place where the researcher will conduct the research so that the desired data that is needed for the research can be collected (Simon & Goes 2012). In this study, the study site is Kalambo District council. The justification for carrying out the study at the chosen research study site was because the researcher is at presently at Kalambo District Council therefore the focus of the study was on the KDC only. The study will be conducted at Kalambo District Council (KDC). KDC is one of the four Districts of the Rukwa Region of Tanzania, East Africa. It was announced to be a District Council through Government Gazette by GN 630 of 2010 and legally has been established on 23rd December 2012 under local government



Act No. 7 of 1982.

The district is bordered by Zambia in the South, Songwe Region (Momba District) in the South-east, it Borders Lake Tanganyika in the South-west, Nkasi District in the West, Sumbawanga District Council and Sumbawanga Municipal Council to the North. Kalambo District Council is estimated to have 4,715 sq km, of which 504 sq km is water and 4,211sq km is Land area. The area of the study will enable the researcher to examine the factors for employee's stress on employee work performance and how the problem can be solved.

### **3.5 Target Population**

Taherdoost (2016) defined target population as specified set of people, group of things, householders, firms, services, element or events which are been investigated. The targeted population was 75 included Ward, Village Executive Officers and HoDs at KDC headquarter. The subject of the study will be drowned from all the employees. Out of the population of 75, the researcher targeted 63 who are presently Employee in KDC.

### **3.6 Sample Size**

Sample is defined by Sekeran and Bougie (2016) as segment of population which the researcher is interested in gaining information and providing conclusion. Thi study based on 5% of the total population, as Boyd and Colleagues suggest 5% of sample size is enough to present the population. Sample is obtained from the population of people which the researcher wishes to investigate. Given the target population of 75, the researcher adopted a sample size of 63 Employees at KDC. To minimize errors

and sample biasness each member was selected using standard formula. The sample size for this study were 63 and it was obtained using a standard

**Formula as indicated below.**

$$n = N / [1 + N (e)^2].$$

Sample size of employees

Where, n = sample size estimate

N = total number of employees, = 75

e = standard error (e=5%) was used to obtain manageable respondents. = 0.05

Solution of standard formula

$$n = 75 / [1 + 75 (0.05)^2]$$

$$= \mathbf{63}$$

The numbers of respondents were sixty-three (63) employees as shown on table below.

The sample size above is distributed as shown on Table 3.1 below

**Table 3.1: Sample Size Distribution**

Category of respondents	Sample Size	Percentage %
HODs	13	21
VEO	40	63
WEO	10	16
<b>Total</b>	<b>63</b>	<b>100</b>

**Source:** Kalambo District Council, (2023).

### 3.7 Sampling Techniques

Sampling technique is the act, process, or technique of selecting a suitable sample or a representative part of the population determining permanent or characteristics of the whole population Statpac (2017).

**Simple random sampling**, this is the probability sampling whereby each member of the population has an equal chance of being selected to form a sample. Simple random sampling will be used to select Village and Ward Executive Officers. Researcher will apply where the researcher will give respondents questionnaires when he will meet them on their meetings such as Ward Development committee (WDC) and District Council Committee (DCC). The purposive or judgmental sampling will be used to select the HoDs, this sampling technique will be used where respondents will be selected by virtual of their position and are believed to be potential and resourceful, and who provided relevant information as well as suggestion for implementation of goals to public sectors.

### **3.8 Data Collection Method**

Data collection method refers to the gathering of information to serve or prove some facts (Lewis, 2015). Techniques used for data collection include questionnaires, observation and interviews (Pickard, 2012). Data may be collected using primary and secondary sources. The advantage of primary data helps the researcher to relate directly to the specific problem thus providing a more realistic view to the researcher concerning the research. Similarly, secondary data exists in the form of existing literature such as government publications, websites, books, journal articles and internal records (Ajayi 2017; Nicholson & Bennett 2009)

#### **3.8.1 Primary Data Collection**

According to Kothari (2004) primary data are data collected by researcher herself or himself by the first time. In primary data the researcher collected information through questionnaire and interview According to Kothari (2004) primary data are

data collected by researcher herself or himself by the first time. In primary data the researcher collected information through questionnaire and interview According to Kothari (2004) primary data are data collected by researcher herself or himself by the first time. In primary data the researcher collected information through questionnaire and interview

### **3.8.2 Questionnaire Method**

Sekaran & Bougie (2013) express that; a questionnaire is a printed list of questions that respondents are asked to answer. These instruments are commonly used - and commonly abused. In this study, questionnaires were addressed to VEOs and WEOs, this method was used due to the number of WEOs and VEOs who were 50 and it was difficult to interview all of them. The respondents answered the questions on their own. Both open and closed ended questions are designed for respondents to respond in the space provided for the purpose in the questionnaire itself.

### **3.8.3 Interview Methods**

Kothari (2004), defines interview as two-way systematic conversations between investigator and informant, initiated for obtaining information relevant to specific study. This is a method of collecting data which involve the presentation of oral-stimuli and reply in oral-verbal responses, which means a researcher approach the respondent and ask questions orally either by phone or face to face. This method will be used to collect information from HoDs since depth information from this group will be required, there is greater flexibility, particularly the unstructured interviews than in the case of structured questions, the number of respondents was few which could be easily interviewed.

### **3.8.4 Secondary Data Collection**

Secondary information in this study will mainly contain past studies on the effects of stress on employee work performance in public services and obtained through document review. The documents which to be reviewed will consist of council strategic plans for 2015/2016, council profile for 2015, and research reports by Mlaki & Kitila as well as different books.

### **3.9 Data Analysis Techniques**

Data analysis can be defined as a procedure that is used by the researcher to reduce the data which has been collected to a manageable size (Sekaran & Bougie, 2016). The researcher administered all questionnaires and went through each question with each respondent. The data will be analyzed qualitatively. Qualitative analysis is the factual and logical interpretation of findings obtained during the conduct of research (Given; 2008). This is the method of analyzing data which are in words (not in numeral form). Qualitative data analysis methods will be used in this study whereby description of the facts, logical interpretation, comparison and explanation of study. The questionnaire will have coded then analyzed while the interviews will be passed through and the repeatedly answers will be taken to be the answers.

### **3.10 Reliability and Validity of the Instruments**

To ensure the validity and reliability of the inquiry different research techniques, methods, and strategies has been carefully designed by the researcher which are not only appropriate for the nature of the topic but also for the qualitative study as the approach employed, which ensure that research produced accurate and similar results consistently that reflect the multiple ways of establish truth mistrust between public

and private sectors which lead to lack of transparency (Kothari, 2004).

### **3.11 Expected Results**

This study is expected to provide results on the effect of workplace stress on employee performance. The expected specific results include the factors that contribute to employee stress, the effect of workplace stress on employee performance as well as suggestion on the strategies that can be used to reduce stress at workplaces. This study however, hypothesises that workplace stress has a significant relationship with employee performance.

### **3.12 Ethical Consideration**

A researcher when conduct his research he was aware of the ethical issues. A researcher submitted research ethics application for approval before the research. The researcher ethically binds to respect the participant's human dignity, free and informed consent, privacy and confidentiality, and justice and inclusiveness. Before the study, the participants were informed the nature, purpose and procedures of the study. Participants were free to answer specific questions, and withdraw from this study at any time, for any reason. In all cases the researcher was pressed for answers to questions that may embarrass the participants or make them feel uncomfortable. Parveen & Showkat (2017)

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.1 Introduction

The chapter presents findings and discussion of findings derived from specific objectives of the study including causes of employee's stress at Kalambo District Council, effects of workplace stress on employee job performance at Kalambo District Council, and approaches that can be used to reduce employees' stress at Kalambo District Council.

#### 4.2 Response Rate

The sample size for this study was 63 respondents. The researcher made efforts to reach all targeted respondents. The overall response rate was 63 (100%) respondents. According to Morton et al., (2012), a response rate does is not equal to lower validity as it has been revealed in research that research response rate and validity of the research are not correlated. However, Morton et al., (2012) added that a response rate of about 60 per cent is good, 50 per cent while 85 and above is excellent. Therefore, with a 100 per cent response rate, the results are excellent for statistical reporting.

**Table 4.1: Response Rate (N = 63)**

Category of Respondents	Sample Size	Response Rate	Percentage %
HODs	13	13	21
VEO	40	40	63
WEO	10	10	16
<b>Total</b>	<b>63</b>	<b>63</b>	<b>100</b>

**Source:** Research Fundings, (2023).

#### 4.3 Respondents' Demographic Information

Respondents' information such as age, sex, education level and their experiences were assessed. Results are presented as follows.

### 4.3.1 Age of Respondents

Demographic data (Table 4.2) shows that most respondents belonged to the 26 – 33 (29%), 34 – 41 (40%) and 42 – 49 24(%) age groups. This means that about 93% of all respondents aged 26 to 49. Only 5% of all respondents were above 50 years old.

**Table 4.2: Respondents' Age (N = 63)**

Age	Frequency	Percentage (%)
18 – 25	0	0
26 – 33	18	29
34 – 41	25	40
42 – 49	15	24
50 and above	5	8
<b>Total</b>	<b>63</b>	<b>100</b>

**Source:** Research Fundings, (2023)

### 4.3.2 Sex of Respondents

Findings show that the number of male respondents was slightly higher than the female respondents by 14%. The male respondents amounted to 57% of the sample size while the female respondents constituted 43% of the sample size (Table 4.3).

**Table 4.3: Respondents' Sex (N = 63)**

Gender	Frequency	Percentage
Male	36	57
Female	27	43
<b>Total</b>	<b>63</b>	<b>100</b>

**Source:** Research Fundings, (2023).

### 4.3.3 Education Level of Respondents

Data shows that many respondents had attained basic primary education since 6% had primary education level, 17% secondary level, 11% certificate level, 17% diploma level, 37-degree level, while 5% and 2% had attained masters and PhD



levels respectively. This means that all respondents had enough knowledge to provide relevant answers to the questions asked (Table 4.4).

**Table 4.4: Education Level of Respondents (N = 63)**

<b>Education level</b>	<b>Frequency</b>	<b>Percentage</b>
No Education	0	0
Primary School	0	0
Secondary School	15	24
Certificate	19	30
Diploma	23	37
Degree	6	10
Masters	0	0
PhD	0	0
<b>Total</b>	<b>63</b>	<b>100</b>

**Source:** Research Fundings, (2023)

#### 4.3.4 Work Experience Respondents'

**Table 4.5: Respondents' Experience with Kalambo District Council (N = 63)**

<b>Experience</b>	<b>Frequency</b>	<b>Percentage</b>
1 - 5 years	15	24
5 – 10 years	24	38
11 – 15 years	16	25
16 and above	8	13
<b>Total</b>	<b>63</b>	<b>100</b>

**Source:** Research Fundings, (2023)

The findings from this study indicate that all respondents had enough experience working at Kalambo District Council. Data shows that 24% had 1 – 5 years of experience, 38% 5 – 10 years, 25% 11 – 15 years while 13% had above 16 years of experience (Table 4.5)

#### 4.4 Causes of Employee's Stress at Kalambo District Council

This study identified the causes of employee stress at Kalambo District Council. To achieve this objective, the study supplied 50 questionnaires to workers at Kalambo

District Council from different departments and conducted 13 interviews with Heads of Departments. The descriptive analysis was performed to understand the causes of employee stress at workplace in KDC.

**Table 4.6: Causes of Employee’s Stress at Kalambo District Council (N = 50)**

		SD		D		N		A		SA		TOTAL	
		F	%	F	%	F	%	F	%	F	%	F	%
1	Overwork and lack of extra duty allowances	3	6	6	12	7	14	25	50	9	18	50	100
2	Work without seminars and induction	7	14	4	8	4	8	23	46	12	24	50	100
3	The conflict of interest between politicians and Village, Ward officers	0	0	5	10	15	30	25	50	5	10	50	100
4	Lack of cooperation between Village and Ward Executive Officers	8	16	2	4	1	2	32	64	7	14	50	100
5	Hard working environment (remoteness areas)	3	6	6	12	3	6	16	32	22	44	50	100
6	Work place harassment	6	12	6	12	9	18	11	22	18	36	50	100
7	Low salaries	5	10	5	10	2	4	26	52	12	24	50	100
8	Lack of promotion	6	12	10	20	2	4	32	64	0	0	50	100
9	Family problems	6	12	10	20	2	4	32	64	0	0	50	100
10	Interference and conflict from politicians	8	16	2	4	1	2	32	64	7	14	50	100
11	cutting of allowances by the Management	2	4	3	6	10	20	25	50	10	20	50	100

Key: SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree

**Source:** Research Fundings, (2023).

#### 4.4.1 Overworking and lack of Extra Duty Allowances

Results (Table 4.6) reveal that work stress is caused by many factors. 68% of respondents agreed and strongly agreed that work stress is caused by Overwork and lack of extra duty allowances are one among of the causes of employee stress among VEOs and WEOs at KDC. The researcher found that employees overwhelmed, especially Village Officers. One respondent said that;

*“We are failing to have excessive amounts of work that we have to manage on a daily basis, without any down time and Workers end up feeling tired, exhausted and overwhelmed.”*

This factor was also found to be among the factors causing stress in the research by Kitila (2013) which was entitled “research on prevalence of and factors associated with work stress in Academia in Tanzania”. From this study Kitila found that overwork and workload are highly causing stress in both public and private sector workers. A researcher during this study discovered that overworking and lack of extra duty allowance sometimes discourages employees in performance; therefore, they are delaying government activities and development.

#### **4.4.2 Working without Seminars and Induction**

The questionnaire revealed that 70% of respondents agreed and strongly agreed that working without seminars and induction causes stress at work of all VEO and WEOs agreed that Village officers and Ward officers are getting stress because they are working and assigned to run a project without given seminars and induction on how to implement it. Referring to questionnaires Village and ward officers said that;

*“We are given other duties to perform without being trained, the duties which we are given are such as using tax collection books in collection of tax, distribution of agricultural input subsidies, and conducting cholera prevention campaign, we always use most of our time to question yourself on what we can do, if it happens that you have done any mistake in the task that you are given the citizens will always say that you have embezzled public fund this difficult period”*

A researcher found that Village officers working without getting seminars and training particularly on distributing agricultural inputs and subsidies, use of revenue/collection books and to anti –cholera campaign leads to stress to them as most of them perform their duties with fear and thus decreases their working experience (Bickford, 2005).

#### **4.4.3 The conflict of Interest between Politicians and Village, Ward Officers**

The questionnaire shows 60% of respondents agreed and strongly agreed that workplace conflict causes work stress, of respondents said that the conflict of interest between politician and Village Executive Officers is the one among of cause of employee stress in at Kalambo District Council. One respondent in the interview said that;

*“Stress is sometimes caused by the personal interest between the VEOs, WEOs, and politicians, for example in the land issues where pastoralist and farmers are supposed to have special areas, always politicians come with they are own interests, this brings a lot of stress as they enforce the citizens to use an authorized area, also In the same incidence when we take our needs and complaints to the district the needs of the politicians are taken serious than ours this is another source of stress*

In the same incidence this factor was found by (Michiel,S 2002) in his research entitled *Cause and Management of Stress at Work*” A researcher during his study discovered that conflict of interest between VEOs, WEOs and Politicians lead to employee’s low performance; therefore, they are delaying government activities and development.

#### **4.4.4 Lack of Cooperation between Village and Ward Executive Officers**

The questionnaire revealed that lack of cooperation leads to stress 78% of respondents agreed and strongly agreed that lack of cooperation from supervisor causes workplace stress. Someone of the VEO said that,

*Lack of good relationship and cooperation between VEOs, WEOs, District workers and politicians is another source of stress, the District workers are always overburdening us by many duties this create stress to us on how to perform all the duties”*

The researcher observed that VEOs and WEOs officers, lack cooperation / teamwork from Ward Councilors, Village chairmen, and Hamlet chairman’s during

performance of government activities, they are working alone thus stress occurs among them This factor was found by (Lee, 2000) in his research entitled a guide to Minimize Stress and Safety. A study of almost 28,000 employees in 215 organization show that, poor teamwork and ineffective supervision were the two most important factors leading to employee stress.

#### **4.4.5 lack of Extra Duty Allowances**

The questionnaire shows that 76% also agreed and strongly agreed that work pressure is one of the causes of stress at workplace mentioned Hard working environment as a cause among the factors of employee stress to Village and Ward Executive Officers, during the interview the interviewee said that;

*“We are working in difficult environment in most of our villages the infrastructure system is poor no roads, there are poor offices, there is no office infrastructure, we always use bicycle in travelling along the wards and villages, still we are paid low salaries sometimes we do use our salaries in performing our duties this create more stress to us”*

The researcher observed VEOs and WEOs officers working in hard situation and remoteness areas with poor infrastructures. The researcher observed that employees are stressed due to work in hard situation with no supportive tools. This factor was also found by (Kenyon *et al* 2005) in research entitled Stress at Work: A report Prepared for the Work Foundation’s Participial Partners.

#### **4.4.6 Work Place Harassment**

The questionnaire shows that 58% of respondents agreed and strongly agreed that workplace harassment causes work place stress. respondents mentioned and said that Village and Ward Executive officers in, most of them have been sent to lock up and cases is proceeding to courts from various matters either the aggregation is true or

not example selling pieces of land in double, conflict between farmers and pastoralist, bad use of revenue/collection books and due to these, employee stress to VEOs and WEOs is inevitable. *“Sometimes we are locked up if any mistake has occurred, even if the mistake is not our default, in this situation is normal that causes stress”*

Research shows that many employees at KDC are in fear for this time of a new government system, so they are taking more precaution. Two among respondents told that two VEOs have been sentenced three to five years jail due to bad situation of distribution of input subsidies, so this also stresses them.

#### **4.4.7 Low salaries**

The questionnaire shows that 76% respondents mentioned low wages as one among of the causes of employee stress to VEOs and WEOs, at KDC. In interview manager said that

*“The salaries that we are paid are very low for example when were employed, we were paid 450,000 up to 580,000 this is basic salary it is difficult for us to run our families with the same amount as it is insufficient, sometimes we are enforced to take corruption due to the situation this increases more stress to us”*

This factor was found by (Parcel, et al 1997) in the study of Effects of Low-Wage Employment on Family Well-Being. In this study they agreed that, poor payment lead to stressful and jeopardize the quality of parenting damage on time, energy and attention. A researcher during this study discovered that low wages sometimes discourage employees in performance; therefore, they are delaying government activities and development.

#### **4.4.8 Lack of Promotion**

The questionnaire shows that 64% agreed that lack of promotion causes workplace stress. Respondents agreed that lack of promotion among village executive officers is one among the major causes of employee stress at KDC particularly Village and Ward Executive Officers. The interviewee said that;

*“We are not getting promotion and we have been forgotten by our District council, sometimes we are asking our self if we are really Tanzanian employees are supposed to get full right of employment as required by the law, due to this we are not enjoying our employment at all rather we are ending up in stress”.*

In the same incidence, this factor was found by (Michiel, S 2002) in his research entitled Cause and Management of Stress at Work. Observation shows that when employees are seeing others getting a promotion while they have the same employer, this cause the Village officers and Wards Officers to be stressed for long time and to be bored with the work.

#### **4.4.9 Family Problems**

The questionnaire shows that 64% agreed that family problem is one among the causes of employee stress at KDC. In the interview Village and Ward Executive Officers said that,

*“Sometimes we are getting stress because of our family problems and these are challenges to us, examples misunderstand in the family, luck of enough money to pay fees and saving for future”*

#### **4.4.10 Interference and Conflict from Politicians**

Through interview it was found that the presence of conflict between staff and councilor is a big factor that causes stress, all respondents who were selected agreed that the conflict which arise leads to stress, during interview one of the HoD said,

*It is now difficult to work if the interests of politicians are not fulfilled, sometimes we fail to perform our duties properly due to the interferences we get from politicians, the only thing they want is to fulfill their interests, if you want to perform the duty without fulfilling, they are interests you can get yourself in trouble, we are always stressed by these situations''.*

Many HoDs who were interviewed agreed that the councilors are highly interfering them which cause high stress to them. Apart from the councilors it was found that District commissioner is also interfering the HoDs in performing their duties district commissioner is imposing some political directives to the staff which inter fears they are usual ways of performing duties hence stress.

#### **4.4.11 Cutting of allowances by the Management**

The government has come up with the slogan of cutting costs and ensuring effective provision of services to the community. This slogan has gone up to the lower level of the government, the local government, therefore one of the factor causing stress was found to be this, most HoDs said that many allowances have been withdrawn by the government such as sitting allowances also when we are traveling in performing our duties within the district no allowance as we were used to be paid in the past, it was seen as a source of stress since many HoDs said that they work for long hours including overtime but they earn a little .

The study has identified different causes of stress at workplace including Overwork and lack of extra duty allowances, Work without seminars and induction, The conflict of interest between politicians and Village, Ward officers, Hard working environment (remoteness areas), work place harassment, Low salaries, Lack of promotion, and family problems. The results conform to different scholars who have conducted studies on the causes of employee stress at workplace such as Mlaki,



(2015), Kitila, (2013), Imtiaz & Ahmad (2009). Akhtar et al., (2021) found that there is a strong, positive effect between job stress and job performance

#### 4.5 Effects of Workplace Stress on Employee Job Performance at Kalambo District Council

This study identified the effects of workplace stress on employee job performance at Kalambo District Council. To achieve this objective, the study supplied 50 questionnaires to workers at Kalambo District Council from different departments and conducted 13 interviews with Heads of Departments. The descriptive analysis was performed to understand the effects of employee stress at workplace on employee job performance at KDC. Results show that stress contributes to low productivity, leads to low working morale, causes high absenteeism at work, leads to loss of interest in work, causes poor work relations, causes work dissatisfaction, leads to poor work relations, causes poor performance, can create difficulties in personal life, and causes lack of creativity (Table 4.7).

**Table 4.7: Effects of Workplace Stress on Employee Job Performance at Kalambo District Council**

		SD		D		N		A		SA		TOTAL	
		F	%	F	%	F	%	F	%	F	%	F	%
1	Stress lead Organization Inefficiency	8	16	2	4	1	2	32	64	7	14	50	100
2	Stress leads to high turnover	2	4	3	6	10	20	25	50	10	20	50	100
3	Stress causes high absenteeism at work	6	12	3	6	8	16	22	44	11	22	50	100
4	Stress leads to low quality of work	5	10	5	10	2	4	26	52	12	24	50	100
5	Stress increase health care cost	3	6	6	12	3	6	16	32	22	44	50	100
6	Stress reduce profit	3	6	6	12	3	6	16	32	22	44	50	100
7	Stress reduces morale	8	16	2	4	12	24	20	40	8	16	50	100
8	Stress reduces staff performance	2	4	3	6	10	20	25	50	10	20	50	100

**Key:** SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree  
**Source:** Research Fundings, (2023).

#### **4.5.1 Organization Inefficiency**

The findings have revealed that 78% of workplace stress contributes to organization inefficiency, along with other factors such as lack of skills and training among workers. Specifically, workplace stress prolongs discomfort, causes mismanagement and lessens work capacity thus negatively affecting organization efficiency in terms of employees becoming less productive or spending more time on one task.

#### **4.5.2 High Staff Turnover**

The questionnaire shows that 70% respondents mentioned high staff turnover is one among of the effect of workplace stress that close relationship between work place stress and staff turnover. Literature shows that unfriendly working condition brings about stress which in turn may compel a staff to resign from work (Ahanian, et al., 2016).

#### **4.5.3 Absenteeism**

The questionnaire shows that 66% of respondents mentioned absenteeism is one among of the effect of workplace stress it can be concluded that workplace stress contributes to staff absenteeism. Literature also shows that an employee who has experienced some kind of stress is more likely to be absent from work than an employee who has not experienced any sort of stress (Leontaridi & Ward, (2002).

#### **4.5.4 Low Quality of work**

The questionnaire shows that 76% respondents mentioned low quality of work as one among of the effect of workplace stress. Respondents were the opinion that work-related stress contributes to low quality staff performance. This is also backed

up by literature which shows that environment may contribute to stress which may affect employee performance (Khuong & Yen, 2016).

#### **4.5.5 Increased Health Care Cost**

The reason why stress at workplace is associated with an increase in health care costs can be justified by the fact that stress affects the physical and mental health of an employee as a result, an employee will need to seek medical attention, which may increase health care costs. It was as well the interest of the researcher to understand whether stress at workplace can lead to increased health care cost. (Sohail & Rehman, 2015).

#### **4.5.6 Reduced Profit**

It concluded that 76% of stressful work environment has a negative effect on the profitability of the organization. This is because a stressful work environment hinders employees from performing to their fullest potential and capacity. This may sometimes lead to poor services and response to clients' needs with potential of losing business to competitors, which in some organizations may reduce profit levels. This is because stress at work place reduces organizational performance (Agolla, 2008)

#### **4.5.7 Reduced Staff Morale**

The results imply that 76% of employees respond that in order for employees to be productive, stress the management should be make strategies especially those geared towards identifying and dealing with causes of stress are paramount for creating a stress-free work environment and automatically increasing staff morale and

eventually their productivity (Subramaniam, 2017).

#### **4.5.8 Reduced Staff Performance**

The questionnaire shows that 64% of employee responds stress at work reduces staff performance. and may fail to delivers per the required standards mainly because stress may put an employee into a situation where she/he feels undervalued; and this causes an employee to lose commitment to work (Dar et al, 2011). Adding on to that, pressure from management to maintain high quality work may lead to employees Interviews have also revealed different effects of stress on employee performance at Kalambo District Council. Stress can affect workers interest and inspiration to work and hence leads to low performance. One interviewee stated

*“When I am stressed, either because of family problems or work-related problems, I cannot work perfectly. When I come at work, I feel like I can’t do anything so I ask my boss to let me go home and rest for a while”* (Interview, 2023).

*“Actually, stress leads to low productivity at workplace, once an employee is stressed, he/she cannot perform all assignments effectively. Also, stress leads to poor attendance at work and late coming. For instance, if someone has been stressed, it is difficult to come early to work or come to work on that day. Therefore, you find many unfinished assignments and hence low organization performance”* One interviewee said (Interview, 2023).

The study has pointed various effects of stress on employee job performance including Organization Inefficiency, high turnover, high absenteeism at work, low quality of work, low quality of work, increase health care cost, reduce morale, reduce staff performance. These findings conform to other researchers such as a research by the Australian Psychological Society (2015), Okeke & Oboreh, (2016) in Nigeria, who revealed that stress hinders effective performance of the employees. Also, Ehsan & Ali (2003) in Pakistan found that that there is significant

relationship between work stress and employee's productivity in banking sector. Similarly, Halkos & Bousinakis (2009) found that increased stress leads to reduced productivity and Imtiaz & Ahmad (2009) stress affects employee performance and managerial responsibility.

#### 4.6 Strategies that Can be Used to Reduce Employees' Stress at Kalambo District Council

This study identified the strategies that can be used to reduce employees' stress at Kalambo District Council. To achieve this objective, the study supplied 50 questionnaires to workers at Kalambo District Council from different departments and conducted 13 interviews with Heads of Departments. The descriptive analysis was performed to understand the causes of employee stress at workplace in KDC.

**Table 4.8: Strategies Used to Reduce Employees' Stress at Kalambo District Council**

		SD		D		N		A		SA		TOTAL	
		F	%	F	%	F	%	F	%	F	%	F	%
1	To provide training and career development	2	4	3	6	1	2	2	5	1	2	5	10
2	Improvement of working environment	3	6	8	16	2	4	2	4	1	2	5	10
3	Extra duty allowances	8	16	3	6	9	18	2	5	5	10	5	10
4	Promotion	8	16	2	4	1	2	3	6	7	14	5	10
5	To have one employer	9	18	3	6	5	10	1	2	2	4	5	10
6	To improve wages	3	6	8	16	1	2	1	2	1	2	5	10

**Key:** SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree

##### 4.6.1 To provide Training and Career Development

Total 70% respondents proposed that providing training is among of the strategy to prevent the rate of staffs/employees to be stress less because training is the strategic

key that makes employees to gain new knowledge, skills and experience on how to perform the work. During the interview the respondents propose that.

*“Our employer is supposed to provides us training and induction on to deal with government project and how to introduce a new project to citizens because some time we are given a project by the government but it can be difficult to us on how to implement it, so by given training it will reduce stress to village officers”.*

This factor was found by (Michael, 2002) in research entitled Cause and Management of Stress at Work. The trained employees became competent to perform their duties properly. As quoted above, also a researcher discovered that provision of training will reduce employee stress and thus accelerate workers performance

#### **4.6.2 Improvement of Working Environment**

Total 74% respondents also proposed to improve the working environment as the strategy to overcome employee stress to VEOs and WEOs at KDC. The respondents explained that

*“It is good if the government will improve the working environment since we are working in difficult environment, it will help us to reduce stress as we will be working in a good environment”.*

An analyst amid his examination, he took an interest in different exercises at Kalambo District Council and he found that it is better to the government/council to improve the environment and to provide facilities to these workers so as to increase their work performance and reduces stress to them. This solution was found by (Bickford,2005) in his research entitled “Stress in the Work place; Over view of the causes, the Effects and the Solutions” in his findings they found that stress can highly reduce by improving the working environment to the employees.

### **4.6.3 Extra Duty Allowances**

About 60% of respondents described that, employees to be given extra duty allowances, is one way among the most effective ways of preventing employee stress. In the interview respondents said,

*“We are working in extra time but we are not given extra duty allowances, so I think our employer should give us our right and through that stress among us will be reduced”*

A Researcher observed and participated in work during his study and they were working in extra time some times during night time according to nature of their work as justice of peace, but were not given even extra duty allowances.

### **4.6.4 To have one Employer**

The findings show that 66% of respondents proposed VEOs and WEOs should have one employer. Respondents during the interview said that;

*“It is good for us to have one employer since we are receiving direction from different people for example DED, DC and Division Officers, this cause us failing in performing duties sometimes it is good if to have one person who will be providing directions to us this will reduce stress as one channel direction can easily be managed and implemented compared to directions from different people”.*

However, a researcher observed that no clear chain of command and communication to the village and Ward officers so by identifying one employer will increase their work performance.

### **4.6.5 Wages Improvement**

Total 56% of respondents noted that, improvement of wages is also one among the preventive ways of employees' stress at KDC. The interview shows that;

*Salaries if the government increases the salaries, we can be able to afford the living standards hence stress will be reduced.*

The findings show that, employees can have low stress if he/she has good wages and salaries and thus their working performance may increase to a convincing level. Generally, the researcher found that the factors causing stress to WEOs, VEOs and HoDs are a bit different as the factors causing stress to WEOs and VEOs were found to be conflict, having multi employers, overworking and working without seminars, while the factors causing stress to HoDs are interferences between politician and staff and many directives from central government, the researcher further initiative to be taken so as to reduce stress.

#### **4.6.6 Promotion**

About 78% of respondents noted that promotion to VEOs and WEOs is one among the ways of preventing employee stress at Kalambo District. VEOs in the interview said;

*If we will be promoted that means the salaries also will increase and other allowances therefore stress will be away from us.*

This strategy was also found by (Slain,2012) in his research of HSE Policy for Preventing and Management of Stress at the Work Place that promotion to the employees increase status salaries and mental energy. The findings show that, Village officers and Wards executive officers are not getting promotion, particularly KDC so if they will be promoted in time, their level of stress will diminish while working performance will increase.

The findings above have pointed different strategies that could be used to reduce employee stress at workplaces at KDC. These include training and career development, Improvement of working environment, Extra duty allowances,



Promotion, to have one employer and to improve wages. These findings have also been reported by different researchers from different areas of the world (Tucker, 2017; Kang and Kang, 2016; Teoh et al., 2016; Byrne, 2015). Therefore, organizations especially Kalamobo District Council should take into consideration of the identified strategies that could reduce workplace stress in order to create productive employees and hence job performance.

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## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

In this chapter the researcher presents the summary of the findings, the conclusions of the study and the recommendations of the study basing on the findings and the literature review. The chapter also provides the implications of the study as far as the research findings are concerned. Finally, the chapter provides the limitations of the study and the suggested area for further study.

#### **5.1 Summary of the Main Findings**

This study aimed to examine the effect of workplace stress on employee performance at Kalambo District Council. The study was set out to answer an important question: What are the factors causing stress among KDC employees? This basic question was answered through the following related specific objectives: Identify the factors causing stress among employee, determine the effects of workplace stress on employee job performance at Kalambo District Council; and last identify strategies that can be used to reduce stress among KDC Employees.

This research has come out with the findings in line with the objectives of the study. It has been found that KDC employees are aware of the job stress, and they know the factors that lead to their stress. Factors such Over work and lack of extra duty allowance, work without seminar and induction, the conflict of interest between politician and village and ward executive officer, hard working environment, workplace harassment, low salaries, lack of promotion, family problems, cutting of allowance by management, interference and conflict from politician.

Also, it has been found that the employees at KDC perceive employee stress mainly on the negative side. However, job stress has been known to have negative effects such as low productivity, leads to low working morale, causes high absenteeism at work, leads to loss of interest in work, causes poor work relations, causes work dissatisfaction, leads to poor work relations, causes poor performance. Lastly strategies such as improving the working conditions, planning proper salary structure and promoting the employees, among others, have been pointed out as strategies which can be applied to reduce employees stress in KDC.

## **5.2 Implications of the Findings**

The goal of this study was to examine the effect of workplace stress on employee performance of the organization. Theoretically the research findings and the literature reviewed are converging on the factors for workplace stress. This brings the implication that the findings of this research are generalizable and that organizations of the same characteristics can apply these findings to take control of the job stress.

### **5.2.1 Implication for Policy makers**

The findings of this study indicated that poor working environments affects employee's positively and in the end Ministry of Labor and Employment in Tanzania can make use of the information to make sure that it considers supportive and healthy working environment in its policies and regulations as this will help most of the organization to retain and attract most of talented employees and possibly reduce the cost of hiring and training new employees.

### **5.2.2 Implication for the Industry**

The findings imply that the KDC should improve amongst the three major divisions of employees working stress in organizations are physical-work environment (like offices or equipment's), social and organizational-working environment like (Organization policies, ethics, code of conduct) that will improve employee's performance.

### **5.2.3 Implications for the Academics**

The research has shown the effects of workplace stress on employees' performance, these findings have implications for KDC management. The management has to plan purposely on the stress eradication aspects in order to reduce the effects that stress have on the employees. It has been shown in these research findings that stress lowers the morale and job satisfaction of the employees. The effects of this can be increased turnover in the organization and drain out the knowledge from the organization. So, it is important for the management to take job stress as a key for employee's health in the organization.

Another implication of these findings to the management, that the study has revealed various aspects on job stress such as the factors for stress, effect of stress and the strategies for eradicating workplace stress. This implies that the management gets knowledge support as various part of the current understanding of the job stress in the Kalambo district council have been availed. However, according to the study, practically, this study can be a way forward to improve job performance. It gives the suggestion that if these findings are considered the company can move ahead through planning programs to satisfy the employees.

### **5.3 Conclusions**

Basing on the literature review and research findings the researcher draws the following conclusion which is hereby presented as conclusion of the study and which will also provide a discussion of the study.

#### **5.3.1 Factors Causing Stress among Employees**

KDC should take cognizance of the following factors which have been identified by the respondents as factors leading to workplace stress in the organization. Respondents identified job insecurity as the factor leading to stress at KDC. Employees are not sure on the fate of their employment. Another factor which leads to stress is long working hours. Employees at KDC work for long time, it was reported that sometimes the working hours is twelve hours. Even though these employees are paid overtime, the overtime payment is very minimal. Poor promotion system was also identified as another factor leading to job stress. It was found that employees at KDC are not promoted in well-known system.

The employment ladder in KDC is not clear and so, creates employees to be uncertain and unhappy in their work. The employees feel stressed due to lack of recognition. The employees at KDC are not promoted in a known order of development. Promoting employees imply that the employer acknowledges the efforts or the contribution of the employees. It has been revealed from the findings that lack of promotion influence job stress. This factor has a close connection with salary implication. The promoted employees will also receive the salary of the high position than the previous position. The salary structure of the employees at KDC is not explicitly known to the employees. Some employees are paid very less salary

even if you are in the same department working the same kind of jobs. Poor working environment is also causing stress to the employees.

The working environment at KDC creates a workplace stress. Workers work under unsafe environment, the environment which make employees vulnerable to accidents and other dangerous environment. The last factor for job stress is complex tasks. The respondents have identified complex task as affects the employees comfort ability in performing them. The employee needs to be extra careful when performing their duties. All these factors revealed from the findings relates to the literature, which refers them to as intrinsic stressors as they are related to the content of the job.

### **5.3.2 Effect of Workplace Stress on Employee Job Performance.**

The aim of study is to determine the effect of workplace stress among the KDC employees. The analysis was performed to understand the effects of employee stress at KDC. Results show that stress contributes to low productivity, leads to low working morale, causes high absenteeism at work, leads to loss of interest in work, causes poor work relations, causes work dissatisfaction, leads to poor work relations, causes poor performance, can create difficulties in personal life, and causes lack of creativity.

### **5.3.3 Strategies that can be Used to Reduce Stress among KDC Employees**

The study aimed to identify the strategies which can be applied by the management of KDC to eradicate stress in order to enhance workplace stress. This objective was based on the question which asked ‘What are the strategies that can be used to reduce stress among the employee of Kalambo District Council. The research

findings have depicted the facts on the strategies to be applied to reduce job stress in the KDC.

The research findings show that ensuring job security is the solution for reducing stress in the organization. It was also noted that the majority of the workers are seasonal employees. With this then the employees' commitment cannot be high due to lack of certainty about the coming season. These findings get also the foundation from the literature, whereby it has been indicated that job security increase commitment of the employees in the organization. For example, Chen *et al.*, (2006) stated that the job stress is indirectly proportional with the organizational commitment and the job performance as whenever the employee is more committed to the organization. Ensuring job security will reduce stress and hence increase commitment, ultimately improve performance.

Social support is another strategy which has been depicted as a strategy to eradicate stress in KDC. The respondents mentioned this strategy, with sure that stress can be caused by social problems. In the literature review elsewhere, it has been shown that the cause of workplace stress can be embedded on social situation. The respondents mentioned the social support such as providing loan, medical assistance and insurance (given the risk working environments). Through social support the organization can enhance employee commitment and subsequently improve job performance.

The research findings have revealed that Promoting employees can be the proper strategy to eradicate stress, especially when the employees find that they are not

recognized. Promoting employees makes them to find themselves as recognized and therefore they will work with high morale hence performance will be enhanced. This finding relates opposite to the factors of job stress where the respondents mention, lack of promotion as the factors resulting to job stress at KDC.

It has been noted through the research findings that in KDC most of the staffs are working for long hours. This suggests that the number of employees is not adequate. The majority of the respondents said that adequate number of staffs will enable the employees to work for reasonable hours. According to the literature review, and the findings it is accepted that long working hours can be reduced by having adequate number of employees. The researcher, through the research findings noted that the salary structure at KDC is not well defined. The respondents mentioned defining salary structure is a way forward for eradicating job stress in KDC. The salary structure should be framed on equal bases. Meanwhile it was noted that some employees are paid very minimal amount while others are paid very high salary, this result to emotional reactions of the employees.

Another strategy is improved communication, the majority of the respondents pointed out another strategy to reduce job stress to be improved communication. Improved communication increases knowledge about what is supposed to be done, and also reduces negative perception and attitudes about organization related phenomena. Together with improved communication, the findings indicated that majority of respondents see involvement of employees in decision making as also a good strategy for eradicating stress. This means that employees want to be involved in decision-making. This also goes together with providing feedback on the



performance in the organization, holding team meeting and having team building.

The last strategy is socialization of the employees through exercises, social clubs, KDC day and employees' tour day. It has been identified that stress can be eradicated through social activities. However this strategy has empirical evidence that, the respondents said that there is company football and netball teams. These are evidences that this strategy is being implemented. Also, there is KDC family day whereby all the employees are gathered for a party.

#### **5.4 Recommendations**

This part presents the recommendations which are based on the study's findings and analysis and conclusions. The study has indicated various factors which results to stress in KDC. It is recommended that, the KDC should make efforts to reduce or rather to eradicate stress in order to create environment for high performance. It is therefore recommended to have special programs which will enable the KDC to deal with stress. These programs will also make the employees feel well socialized, as part and parcel to the organization. This is because only through the stress-free employees, the organization can make them as valuable resources. However, the human department should make effort to identify the source of stress and make effort to deal with them in KDC.

It has been noted from the literature review that workplace stress have challenge implication and from the findings it has been noted that the respondents accept that job stress is part and parcel to the individual and the organization. Therefore, it is recommended that, the organization should establish the special training to the

employees on the importance of stress and also develop special policy to guide various aspects on human resources such as stress program which will maintain stress at moderate level. In addition, KDC should establish some measure which gauges the nature and position of stress in the organization.

It has been found from the research findings that; workplace stress leads to lowering of the organization performance. It is hereby recommended that the KDC should deal with stress very careful in order to improve the performance of the organization, while bearing in mind that job stress has positive implications in the organization. It is lastly recommended that KDC should consider restructuring the salary system and the promotion system to the employees so as to improve motivation to the employees. When the employees are motivated and the motivated employees will show commitment which ultimately will enhance organization.

### **5.5 Limitations of the Study**

The study was conducted at KDC in which enough data were expected to be available. However, the researcher faced some difficulties. The researcher did not collect all questionnaires as some of them were not answered. Some respondents lost the questionnaires. However, there are some measures were used to overcome this limitation. These included; re-distributing questionnaires in order to get the targeted number of respondents. Also follow up was made to address this limitation. Lastly, the researcher had to explain the purpose and importance of the study to the respondents. It was also difficult and it took quite a lot of effort to retrieve completed questionnaires from them. The visits also added to the cost for the researcher because the study was self-funded.

### **5.6 Area for Further Study**

KDC Officers should lead additionally Research in a similar zone in different other organizations to check on Employee's stress. Investigations likewise be led on the other contemporary patterns in HR Management to give reasonable and relevant answers for these contemporary difficulties in Human asset Management.

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## APPENDICES

### Appendix I: Questionnaire



Dear respondents;

My name is Henry Mazwile. I'm a student seeking after the Degree of Master of Human Resource Management at Open University of Tanzania I kind demand for your organization in noting the accompanying inquiry that will be utilized for examining reason in look into. This questionnaire is encouraging gather data for scholarly research for point. Variables Effects of Workplace Stress on Employee Performance at Kalambo District Council. This examination is halfway prerequisite of Open University of Tanzania for the honor of the Degree of Master of Human Resource Management. I ask for you participation in finishing the encased survey. I guarantee that the data on your reaction entirely be kept secret and will be utilized for scholarly reason as it were.

### **Instructions on filling the Questionnaire**

Please answer all the questions by ticking on the most appropriate answer.

Do not write your name.

### **SECTION A: Demographic Information**

1. How old are you? (Please tick (√) as appropriate)
  - (a) 18-25
  - (b) 26-33
  - (c) 34-41
  - (d) 42- 49
  - (e) Above 50
2. What is your level of education? (Please tick (√) as appropriate)

- (a) Primary education
- (b) Secondary education
- (c) High school
- (e) Diploma
- (f) Bachelor degree
- (g) Master Degree
- (h) Others

3. What is your Sex? (Please tick (√) as appropriate)

- (a) Male
- (b) Female

4. Working experience (please tick (√) as appropriate)

- (a) 0 – 5
- (b) 6 – 10
- (c) 11 – 15
- (d) Above 15

### **SECTION B: CAUSES OF JOB STRESS AT WORK**

The following statements identified the main causes of job stress at workplace, please indicate your level of agreement/disagreement by ticking the most appropriate answer that applies to you in a 5 point likert scale ranges from 5(Strongly Agree) to 1(Strongly Disagree).Please choose only one option from the list given by ticking where appropriate

		<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1	Long working hours					

2	Being late at work					
3	Workplace conflicts					
4	Unfair treatment from supervisor					
5	Working under pressure					
6	Work place harassment					
7	Job security					
8	Fear of being retrenched from job					
9	Financial Problems					
10	Family problems					

**Key:** *SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree*

### SECTION C: EMPLOYEES PERFORMANCE

The following statements cover information regarding employee's performance. Please, indicate your level of agreement/disagreement by ticking the most appropriate answer that applies to you in a 5 point Likert scale ranges from 5 (Strongly Agree) to 1 (Strongly Disagree).

ITEM		Rating s				
	OPINION	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
17	Stress has contributed to low productivity					
18	Stress has caused low working morale					
19	Stress has caused the level of absenteeism to be high					
20	Stress has caused loss of interest in work					
21	Stress has caused poor work relations					

22. What are the strategies that can be used to reduce stress among KDC employees? Please, indicate your level of agreement/disagreement by ticking

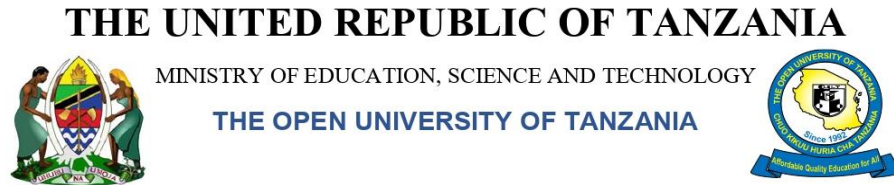
the most appropriate answer that applies to you in a 5 point Likert scale ranges from 5(Strongly Agree) to 1(Strongly Disagree).

ITEM		Ratings				
	OPINION	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
17	When stress occur, I chat the situation with my friends, colleagues and family to reduce stress					
18	I manage my feelings and emotions as the way to reduce stress					
19	I used to understand, control and develop my problem to reduce stress in the organization					
20	I reduce stress in the organization by eating a healthy diet and keeping my health in a check					
21	I exercise regularly to reduce stress					
	I seek for distributions to reduce pressure and take my mind off things					

**Appendix II: Interview Guide**

- i. Can you explain what causes stress when you are at work?
- ii. In your opinion, what do you think is the connection between job stress and employee's performance?
- iii. To what extent do you think stress affect your performance in this organization?
- iv. What do you think should be done to alleviate this problem?

### Appendix III: Research Clearance Letters



Ref. No OUT/ PG201985827

13<sup>th</sup> July, 2023

District Executive Director,  
Kalambo District Council,  
P.O.Box 03,  
**RUKWA.**

Dear Director,

**RE: RESEARCH CLEARANCE FOR MR. HENRY MAZWILE, REG NO: PG201985827**

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1<sup>st</sup> March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1<sup>st</sup> January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

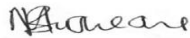
3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Henry Mazwile, Reg. No: PG201985827** pursuing **Master of Human Resource Management (MHRM)**. We here by grant this clearance to conduct a research titled **“The Effect of Workplace Stress on Employee Performance: A Case Study of Kalambo District Council,**

**Rukwa, Tanzania**". He will collect his data at your area from 14<sup>th</sup> July to 30<sup>th</sup> August 2023.

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

**THE OPEN UNIVERSITY OF TANZANIA**



Prof. Magreth S. Bushesha

For: **VICE CHANCELLOR**

**HALMASHAURI YA WILAYA YA KALAMBO***(Barua zote ziandikwe kwa Mkurugenzi Mtendaji Wilaya)*

MKOA WA RUKWA  
 TEL: +255 2802429  
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 Email: [ded@kalambohc.go.tz](mailto:ded@kalambohc.go.tz)  
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 Unapojibu tafadhali taja:



S.L.P 3,  
 MATAI,  
 KALAMBO  
 TANZANIA

**KUMB NA KDC/TD/10****17/07/2023**

Henry Adolf Mazwile  
 S.L.P 03  
 KALAMBO.

**YAH: KIBALI CHA KUFANYA UTAFITI.**

Husika na kichwa cha habari hapo juu. Pia rejea barua ya tarehe 13/7/2023 yenye Kumb Na Ref no OUT/PG201985827 yenye maombi ya kufanya Utafiti kwa Watumishi wa kada ya Utawala kuhusiana na Effects of Workplace Stress on Employee Performance: A Case Study of Kalambo District Council, Rukwa, Tanzania.

Nakufahamisha kuwa kibali kimetolewa utafanya Utafiti huo katika Halmashauri ya Wilaya ya Kalambo Idara ya Utawala na Rasilimali watu.

Aidha utawasiliana na Mkuu wa Idara ya Utawala na Rasilimali watu kwa ajili ya utaratibu na ukamilishaji wa ukusanyaji wa taarifa kwa kipindi cha kuanzia tarehe 14/7/2023-30/8/2023 kwa Watumishi wa kada ya Utawala.

Nakutakia kazi njema

*Eva F. Mkunda*

Kny:Mkurugenzi Mtendaji (W)

**KALAMBO**

**Nakala:** Mkurugenzi Mtendaji (W)  
 S.L.P 3  
 KALAMBO

- *Aione jaladani*