

**THE EFFECT OF OCCUPATIONAL STRESS ON
WORKERS' PERFORMANCE:
CASE OF MOHA SOFT DRINKS INDUSTRY S.C. (PEPSI)
AT T/HAIMANOT PLANT**



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DECLARATION

I hereby declare that this work entitled: *“The Effect of Occupational Stress on Workers’ Performance: Case of MOHA Soft Drinks Industry S.C. T/Haimanot Plant ”*, is the outcome of my own effort and all sources of materials used for the study, to the best of my knowledge, have been duly acknowledged. I have produced it independently except for the guidance and suggestion of my research advisor.

This study has not been submitted for any degree in this university or any other university. It is offered for the partial fulfillment of Degree of Masters in Human Resources Management.

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This is to certify that the thesis prepared by Blen Getachew, entitled: “The Effect of Occupational Stress on Workers’ Performance: Case of MOHA Soft Drinks Industry S.C. T/Haimanot Plant” and submitted in partial fulfillment of the requirements for the Degree of Masters of Human Resources Management complies with the regulations of the university and meets the accepted standard with respect to originality and quality.

Signed by the Examining Committee:

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Chair of Department or Graduate Program Coordinator

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ABSTRACT

Workers physiological and psychological needs are very important and these increase the workers' health, motivation and productivity. Failure to understand the causes of occupational stress on employees' performance can lead the organization poor quality and quantity of products and service. The purpose of this study was to research the effect of occupational stress on workers' performance of MOHA Soft Drinks Industry S.C. T/Haimanot Plant. The main objective was to identify the causes of occupational stress and their effect on workers' performance at MOHA Soft Drinks Industry S.C. T/Haimanot Plant and to establish the effects of role overload, role ambiguity, conflict at work and physical work condition on workers' performance. The research design was an explanatory design and the target population was 593 employees of T/Haimanot Plant of Pepsi and out of target population 239 sample size were drawn and used stratified sampling technique. The study used both primary and secondary source of data. The correlation result implied that role overload has negative relationship ($r=-0.273$, $n=200$, $p<0.05$) with workers' performance, negative relationship obtained with role ambiguity ($r=-0.135$, $n=200$, $p<0.05$), similarly, negative relationship obtained with conflict at work ($r=-0.185$, $n=200$, $p<0.01$), negative relationship obtained with physical work condition ($r=-0.106$, $n=200$, $p<0.01$). The result that obtained from regression analysis implied, the beta value for Role overload is ($\beta=-0.174$, $p>0.05$), role ambiguity ($\beta=-0.190$, $p>0.05$), conflict at work ($\beta=-0.276$, $p<0.05$), physical work condition ($\beta=-0.123$, $p>0.05$). Among the independent variables, conflict at work is more significant and statistically meaningful. This can be interpreted as a certain development on the conflict at work will increase employees' performance by 27.6%. Thus, conflict at work has a greater rate of change than other predictors. Concerning the level of perception of causes of occupational stress, the findings indicated that there is below average level of workers' performance recorded in the industry. In order to increase the level of workers' performance, the researcher recommended that the industry has to understand and properly manage the existing causes of occupational stress.

Keywords: *occupational stress, workers performance, stress, work related stress*

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ACRONYMS

MOHA	=	Mohammed H. Al-Amoudi
ILO	=	International Labor Organization
HSE	=	Health and Safety Executive
NIOSH	=	National Institute for Occupational Safety and Health
HR	=	Human Resource
SPSS	=	Statistical Package for Social Science
OSI	=	Occupational Stress Inducer

CHAPTER ONE

INTRODUCTION

The research aims to find out the effect of occupational stress on workers performance of MOHA Soft Drinks Industry S.C.(Pepsi) at T/Haimanot Plant. This chapter addresses the background of the study, background of the organization, statement of the problem, research questions, research objectives, significance of the study, scope of the study, operational definition of terms and organization of the study.

1.1Background of the Study

Occupational stress is defined as harmful physical and emotional responses that occur when there is imbalance between job requirements and the worker's capabilities, resources, and needs (National Institute of Occupational Safety and Health 2008). It is basically a mismatch between the individual capabilities and organizational demand (Dar, Akmal, Naseem, 2011). It is a well-known phenomenon that expresses itself in different work situations and affects the workers differently (Naqvi & Khan, 2013). It is now becoming the global issue which is affecting all the countries and all categories of employees (Haider & Supriya, 2007). It is recognized worldwide as a major challenge to individual mental and physical health, and organizational health. Stressed workers are also more likely to be unhealthy, poorly motivated, less productive and less safe at work.

Over the decade, occupational stress is emerging as a growing dilemma in work places. Occupational stress is a dynamic state in which every person is confronted with an opportunity, demand related to what the individual wishes and for which the conclusion is perceived to be both positive and clear. Occupational stress is a frequent problem across occupations and its effect on job performance is predominant. It is very much compulsory to take a holistic picture of surroundings of occupational stress by including the effects of personality, the organizational factors and the work-family interaction in the perception of occupational stress. (Dar & et.al 2011).

Most of the previous studies have shown that occupational stress had a great impact on the operations of an organization. Besides that, worker stress can also cause problems to the organizational productivity, the workers themselves and their* families as well as the surrounding communities. The occupational stress is always given attention due to its powerful effect on the workers and work behavior, and most dramatically - the employee's health.

According to Hussain, Khan, Kant & Shabana Khan (2013), over a few years where the industry is growing rapidly, occupational stress is considered to be a worldwide problem and increasing steadily in the U.S. and other nations. Poor salary packages, long working hours, mistreatment of employees by supervisors are the major causes of creating stress in employees. Occupational stress produces large number of undesirable effects for both individual and organization. The incidents of hyper tension and heart attacks are the severe problems related to occupational stress(Cooper & Marshall, 2013). Emerging countries where stress is rapidly growing are India, Russia, China, Brazil, Turkey and other eastern European countries. Occupational stress affects not only the employees but also the organizations in the monetary and non-monetary costs. These costs are used to recover the work and health related injuries. In terms of monetary cost, billions of dollars are spent annually in health care cost, employee turnover and absenteeism. Absenteeism of employees is recovered by non-monetary costs.

According to Salleh (2008), it is considered that more than one half of the physical illnesses are related to occupational stress. Hussain & et.al (2013), some common illnesses that are related to stress are high blood pressure, heart disease, colitis, migraine and ulcers. Stress can also make common flu, infections and colds become bad and take longer time to recover.

Total work performance Literatures show that lots of researches had been conducted in developed countries with regard to occupational related stress in a business organization. On the contrary, fewer researches have been worked in relation to occupational stress in Africa: Nigeria, Kenya, Uganda, South Africa and Ethiopia.

Even though there are abundant research findings on the issue of occupational stress in different specializations including business organization in other countries, as far as my knowledge is concerned, in Ethiopia, studies on occupational stress among workers are not only little but also have low emphases from the concerned bodies. This indicates that there is knowledge gap with

regard to the effect of occupational stress on workers performance in soft drinks industry in Ethiopia.

1.2 Background of MOHA Soft Drinks Industry S.C. (Pepsi)

Mohammed Hussein Al-Amoudi (MOHA) Soft Drinks Industry S.C. (Pepsi) was formed and registered under the commercial code of Ethiopia on the 15th of May 1996. This company was formed after the acquisition of four Pepsi Cola Plants located at Addis Ababa (Nefas Silk & T/Haimanot), Gondar and Dessie which were purchased by an investor named Sheik Mohammed H. Al-Amoudi on the 18th of January 1996, through a bid which was tendered by Ethiopian Privatization Agency. The handover of the factories was finalized on the 4th of April 1996.

The company product mix includes Pepsi Cola (Cola Flavor), Mirinda (Orange Flavor), 7UP(Lemon Flavor) and Mirinda Tonic, Mirinda Apple (Apple Flavor) and Kool water. It is currently employing 2,057 people around the country and has 46% market share in Ethiopia(MOHA employees' handbook 2008).

T/Haimanot Pepsi Cola Plant was established in 1961 as “Saba Tej” share company, but nationalized in 1975 replacing Pepsi Cola, Mirinda and Team brands in January 1978 (T/Hamanot Plant's company profile 2008). It possesses 598 employees in this Plant.

1.2.1 MOHA's T/Haimanot Plant Vision

MOHA Soft Drinks Industry S.C. Teklehaimanot Pepsi Cola Plant's vision is to be the best soft drink industry in the country and to make each of their products to be a drink of first choice among consumers and obtainable throughout the Ethiopian market. They strive to create superior value for their shareholders, customers, and employees.

1.2.2 MOHA's T/Haimanot Plant Mission

MOHA Soft Drinks Industry S.C. Teklehaimanot Pepsi Cola Plant's mission statement is continuously improving their responsiveness to the needs and concerns of their customers, employees, partners, and the communities in which they serve. This will be accomplished through the continuous development of their employees, an emphasis on cost efficiency, market expansion, and profitability. They will expand their marketing area to both protect and improve

their position by placing emphasis on innovation and technological improvement to always keep ahead of the competition.

1.3 Statement of the Problem

In Ethiopia, the researcher is assured that no researches have been conducted in this specific topic in the case of MOHA Soft Drinks Industry S.C. (PEPSI). Therefore, it is imperative to assess the effect of occupational stress on workers performance in PEPSI Co. This might be a great opportunity for the management of MOHA's T/Haimanot Plant to improve their concept on this area. This study is not only relevant to MOHA Soft Drinks Industry but also it is very useful for any type of organization that gives insight in causes of occupational stress and its effect on workers' performance.

Since MOHA Soft Drinks Industry is one of the biggest and the oldest soft drinks industry in the history of Ethiopia, it incorporates different kinds of employees both from factory workers and office employees where most of the employees were brought in from previously state-owned organization. Redeye (2014) workers physiological and psychological needs are very important and these increase the workers productivity, health and motivation in their work area. Accordingly, to address the abovementioned roles of workers, the researcher becomes concerned to conduct this research in MOHA Soft Drinks Industry T/Haimanot Plant. Based on my experience, informal questions and observation at T/Haimanot Plant Employees Clinic, the researcher was able to recognize on average 26 employees visit the Plant Clinic monthly. Most of the diseases are related to common cold, varicose vein, muscle strain and allergy (Clinic's monthly report).

MOHA Soft Drinks Industry S.C. (Pepsi) as a privately owned, Ethiopian branch of Pepsi International Inc. and the leading soft drinks industry (MOHA's Employees' Handbook) in Ethiopia has to create highly motivated, energetic and healthy employees. Creating such a working culture and engaged employees lead this organization to achieve its vision. Failure to understand the causes of occupational stress on employee performance can lead the soft drink to have poor quality and quantity of its products.

This research has been conducted to fill this gap through theoretical discussion and empirical findings.

1.4 Research Questions

The main research question the study tries to address is *"What are the causes of occupational stress on workers' performance at Pepsi Co.?"* While the specific questions are

1. What is the relationship between role overload and workers performance?
2. What is the relationship between role ambiguity and workers performance?
3. What is the relationship between conflict at work and workers performance?
4. What is the relationship between physical work condition and workers performance?

1.5 Research Objective

1.5.1 General Objective

The general objective of the study is to identify the causes of occupational stress and their effect on workers' performance at MOHA Soft Drinks Industry S.C. T/Haimanot Plant.

1.5.2 Specific Objectives

- To identify the relationship between role overload and workers performance
- To identify the relationship between role ambiguity and workers performance
- To identify the relationship between conflict at work and workers performance
- To identify the relationship between physical work condition and workers performance

1.6 Significance of the Study

Stress Management is important to healthy functioning of organizations as it seeks to increase productivity since one can clearly focus on tasks, better memory, improved immune system.

This research will find out the relationship between work related stress and workers performance. It is also significant because it will provide the indispensable fact about causes of occupational stress on worker performance in soft drinks industry. Thus, the results of this research will benefit the soft drinks industry, prospective employees and future researchers.

According to Gebrekirstos (2015) in Ethiopia, occupational stress is not being given the attention it deserves and so very little has been done as far as assessing the effect of occupational stress on workers performance within organizations. This research is deemed important, as it will:

- Create awareness among managers on the need to provide the required platform to help staff in dealing with causes of stresses.
- The study has the potential to inspire, among scholar and students, an interest in the study of occupational stress among workers in Ethiopia.

1.7 Scope of the Study

The scope of the topic clearly emphasized only on stress related to occupation and its results on workers performance. The study will focus on all level of employees including factory employees who are working at T/Haimanot Plant of MOHA Soft Drinks Industry S.C. (Pepsi) located at T/Haimanot Church area so called “Berbere Tera”. Moreover, the researcher intends to make the research by taking the entire employees of T/Haimanot Plant of MOHA Soft Drinks Industry as a target population. Due to time constraint, the researcher will take secondary data only available between 2014 – 2017. This research does not incorporate employees’ years of experience which is less than 2 years.

1.8 Operational Definition of Terms

Plant	Industrial plant (and where context is given, often just Plant) refers to the necessary infrastructure used in operation. Groups of Plants are called Industry. (Business Dictionary)
Stimulus-response	Any form of conditioning in which a specific stimulus comes to be paired with a particular response in the mind of the subject.

(www.enotes.com/homework-help/what-stimulus-response-theory-psychology-674442).

Stressor	It represents anything in the job or organizational environment that requires some adaptive response on the part of employees. (Jex & Britt, 2008)
Strain	It refers to a multitude of maladaptive ways of employees may react to stressors. (Jex & Britt, 2008)
Low strain job	These jobs are defined by few psychological demands and a high level of control in the workplace. As expected, workers have higher than average levels of health and happiness. Example jobs include natural scientist, lineman, and architect. (Karasek, 1979)
High strain job	These jobs are defined by low decision-making latitude, and high physical and/or psychological demands. The workplace is often rigid and inflexible in both environment and policy, thus workers are unable to take actions in order to control their environment and cope with the stress. (Karasek, 1979)
Passive job	These jobs are defined by low decision-making latitude, and low work demand. It often includes irrelevant, unchallenging, and unskilled work that is unsatisfying for the employee leading to apathy and boredom. These jobs also lead to high levels of mental and physical illness among employees. Example jobs include janitor, miner, and watchman. (Karasek, 1979)
Active Job	These highly demanding jobs offer employees challenging work in environments of great flexibility and latitude. The ability to constantly learn new skills in an environment that provides the leeway to problem solve enables these employees to reduce levels of stress and maintain high levels of health. Example jobs include engineer, physician, and teacher. (Karasek, 1979)
Job Demand	Job demands as those physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological (i.e., cognitive or emotional) effort and are therefore associated with

certain physiological and/or psychological costs. (Schaufeli & Bakker, 2004)

Job Decision

Latitude

The ability to make work-related decisions. “When employees can make decisions related to the way they work, they are able to devise coping strategies than can mitigate the effects of stress” (Halpern, 2005).

1.9 Organization of the Study

This research study is organized with five chapters and the highlights of each chapter are presented as follows:

Chapter one will introduce the research topic, background of the study, background of MOHA Soft Drinks Industry S.C (Pepsi) in Ethiopia, statement of the problem, research questions, research objectives, significance of the study, scope of the study and operational definition of terms.

Chapter two will be concerned about the previous literatures on the topic. Important theorists and researchers will also be mentioned with an overview of the key models and concepts they have developed or researched. Empirical researches in similar subject matter will also be assessed in this sub-topic.

Chapter three will be concerned about the research methodology. The researcher will outline the description of the study area, research approach, research design, population and sample, data sources and types, data collection procedures, ethical consideration and data analysis, validity and reliability.

Chapter four will display a visual representation of the data in the form of tables. And also discuss analysis and interpretation of the resulting data obtained through questionnaire and interview.

Chapter five includes summary, conclusion and recommendations. The findings will be related to the research questions. Appropriate recommendations based on research results will be made in this chapter.

CHAPTER TWO

RELATED LITERATURE REVIEW

1. Introduction

Researchers had been conducting researches by including the secondary data in order to gather the related information. Similar studies that have been conducted previously by other researchers are reviewed to provide more information for this study. The summary about previous researches regarding the present topic will be discussed comprehensively in this chapter. Literatures are reviewed to convey the knowledge that has been established on occupational stress topic.

In this study, case studies, academic journals and books, as well as other secondary data including online journals are used. Definitions and theories regarding the independent variables (factors of occupational stress) as well as the dependent variable which is workers' performance will be discussed. There are different opinions and statements from different resources about effects of occupational stress on the workers' performance. The new conceptual framework in this research will play an important role in this research. There are four independent variables of occupational stress which are ***role overload, conflict at work, role ambiguity and physical working condition*** and one dependent variable of ***workers' performance***.

2.1 Workers Performance

According to (June & Mahmood), workers performance is one of the important elements of organizational success. It has been described in many ways; ability to achieve targets, realize goals, attain benchmarks. Most people define worker performance as what a person did at work. The overall performance of the jobholder affected by different stages of job and complexity of a job. This could mean that job performance as a construct could be defined in different ways depending on the different stages and complexities of the job (Sarmiento & Beale, 2007).

According to Sarmiento & Beale (2007), job performance is resulted from two elements, abilities and skills (natural or acquired) that an employee possessed, and motivation to use them in order to perform a better job. If performance was simply defined as —all of the behavior employee engaged in at work, the definition would be slightly misleading because at times people might be engaging themselves in work which had no relation to their job performance (e.g. making

personal phone calls). More appropriate way then was as suggested by Campbell & McHenry (1990): according to them, job performance was stated as a collection of behavior employees engaged in at work, as long as that behavior contributed to the attainment of organizational goals. It was intuitive to draw a link between behavior and performance. Linking behavior and performance means trying to predict as to what type of behavior led to what type of performance; e.g. creativity in an employee and relating it to future performance. Therefore, most of performance based research centered around performance prediction.

According to Borman and Motowidlo (1993), workers performance is one of the most important dependent variables and has been studied for a long decade. They identified two types of employee behavior that are necessary for organizational effectiveness: task performance and contextual performance. Task performance refers to behaviors that are directly involved in producing goods or service, or activities that provide indirect support for the organization's core technical processes. As per Werner (2000), these behaviors directly relate to the formal organization reward system. On the other hand, contextual performance is defined as individual efforts that are not directly related to their main task functions. However, these behaviors are important because they shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes.

2.2 Definition of Occupational Stress

Occupational stress is a person's psychological state which has to do with the person's perception of the work environment and the moving practice of it. Attempts to identify the sources of occupational stress have discovered many problems.

Cary cooper has developed a concise yet complete list of six sources of work stress. These are:

- **Job conditions:** Quantitative& qualitative work overload, people decisions, physical danger.
- **Role stress:** Role ambiguity, sex bias and sex role stereotype.
- **Interpersonal factors:** Poor work and social support system, lack of management concern for the worker, jealousy or anger.
- **Career development:** Under promotion, over promotion, job security, frustrations and ambitions.

- **Organizational structure:** Rigid and impersonal structure, political battles, inadequate supervision or framing non-participative decision making.
- **Homework Interface:** Lack of support from spouse, marital conflict and dual career stress.

Occupational stress can be approached from four different perspectives: As my area of focus is mostly targeted to Engineering Psychology and Organizational Psychology approaches where occupational stress mainly emanates from the physical working conditions and interaction with others at work place(Jex & Britt, 2008).

1. Medical
2. Clinical /Counselling
3. Engineering psychology
4. Organizational psychology

The **medical approach** to occupational stress is a focus on the contribution of stress in the workplace to employee health and illness. The **clinical/counselling approach** to occupational stress emphasized the impact of stressful working condition on mental health outcomes. E.g. anxiety, depression. This approach tends to focus more on treatment than on research. That is rather than focusing on why stressful work condition lead to problems adherents of this approach tend to focus on developing method to relieve stress related symptomatology. The **engineering psychology approach** to occupational stress focusing on sources of stress that originated from the physical work environment. Engineering Psychology focuses on the interface between employee and the physical environment. The **organizational psychology approach** to the occupational stress it is characterized by a number of distinctive features. This approach tends to focus heavily on cognitive appraisal or the process by which employee perceive the work environment and decide whether it is stressful. This approach tends to focus on sources of stress that emanate from interaction with others.

2.3 Theories of Occupational Stress

There are a variety of occupational stress theories. Theories of occupational stress have been categorized as either interactional or transactional (Cooper, Dewe & O'Driscoll, 2001).

2.3.1. Interactional Theories: Interactional theories of stress focal point on the structural features of the person's interface with their work environment (Cooper, et.al, 2001). Early researchers used fundamental input-output or stimulus-response approaches, whereby the scale to which major life events or features of work design predicted a negative outcome-be it, psychological, physiological or behavioral (Jones & Kinman, 2004). In the occupational stress literature, the environmental-stimulus-individual response definition causes what is known as the stressors and strain approach. The relationship between stressors and strain is consideration to be causal. Hence, much of the research focuses on sensing various occupational stressors and examining their relationship to diverse indices of nervous tension, including measuring individual and organizational factors that might restrain this relationship (Hart & Cooper, 2001).

2.3.2. Transactional Theories: A transactional theory of stress focus on the person's touching response related to their surroundings. The traditional causal model of stress has been prolonged from a unidirectional conceptualization to a transactional explanation, whereby stress is "entrenched in an ongoing procedure that involves individuals handle with their environments, making appraisals of those encounters, and efforts to cope with the issues that arise" (Cooper, 2001). According to Folkman and Lazarus (1991), assessment comprises the successive processes of primary appraisal continuous-monitoring of environmental-conditions with a center on whether there are likely to be consequences for the individual's happiness, and secondary evaluation, what can be done should such cost occur, that is, the identification of a possible managing strategy. Coping refers to any effortful attempt to vary environmental circumstances or manage feeling regardless of outcome (Lazarus & Folkman, 1991). The discussion on the interactional or transactional theories of occupational stress exposed that the researchers have conceptualized these theories in more than a few fundamentally dissimilar ways. The central point of interactional-theories of stress is the structural appearance of the persons communication with their work environment, whereas, the transactional-theories of stress center on the person's moving reactions and cognitive development related to their environment.

2.4 Models of Occupational Stress

Employers and governments around the world have had an increasing interest about the occupational stress for the last two decades and therefore, a lot of researches have been undertaken in this field (Huang, Feuerstein and Sauter, 2002). Some of the more popular and widely used models are discussed below and an attempt has been made to bring to light the commonalities in the research and to draw a model suitable for the present research.

2.4.1. Person Environment Fit Model: According to the Person environment fit model, Stress and strain in the workplace is caused by the interaction of a worker with his or her environment. The model was developed by French and Caplan (1972) and his colleagues who suggested that occupational stress occur if an individual lack the capabilities, skill or resources which are needed to satisfy the demands of her or his work and organizational climate. According to Wong & Tetrick (2017), if job demands and pressures in the workplace exceed the skills and abilities of an individual or if the employee's goals and values conflict with these work demands, a misfit between the characteristics of an individual and his or her work environment occurs. The larger discrepancies in the fit between the individual and the environment, the more severe the occupational stress will be and the higher the probability that the individual will experience negative consequence in his or her job performance.

2.4.2. Beehr and Newman's Facet Model: Beehr and Newman's Facet model (1978) features that occupational stress could be broken down into a number of facets that stand for categories of variables to be studied. Personal facet refers to every characteristic that employees bring with them to the work place, the time facet, which reveals that the process of individual's acuity of stressor in the environment is inserting with of time context.

2.4.3. Dynamic Equilibrium Model: Dynamic Equilibrium Theory proposed by Hart and Cooper (2001) deals with the concern of the role personality plays in the stress process. According to this theory, Stress is not conceptualized as a demand, a response or process but as a state of disequilibrium exists when it affects the individual's normal level of psychological well-being. Stress results from a diversity of variables including personality characteristics, coping process, positive and negative work experience.

2.4.4 Demand-control model: Demand control model is developed by Karasek (1979). The job performance can be anticipated in this model. Karasek proposed that when workers are under high work-demand and low work-control, psychological and biological problem will happen. Karasek (1979) stated that more positive job performance level can be achieved when worker under high work control and high work-demand. Karasek model (Demand-control model) is best representing the topic under study.

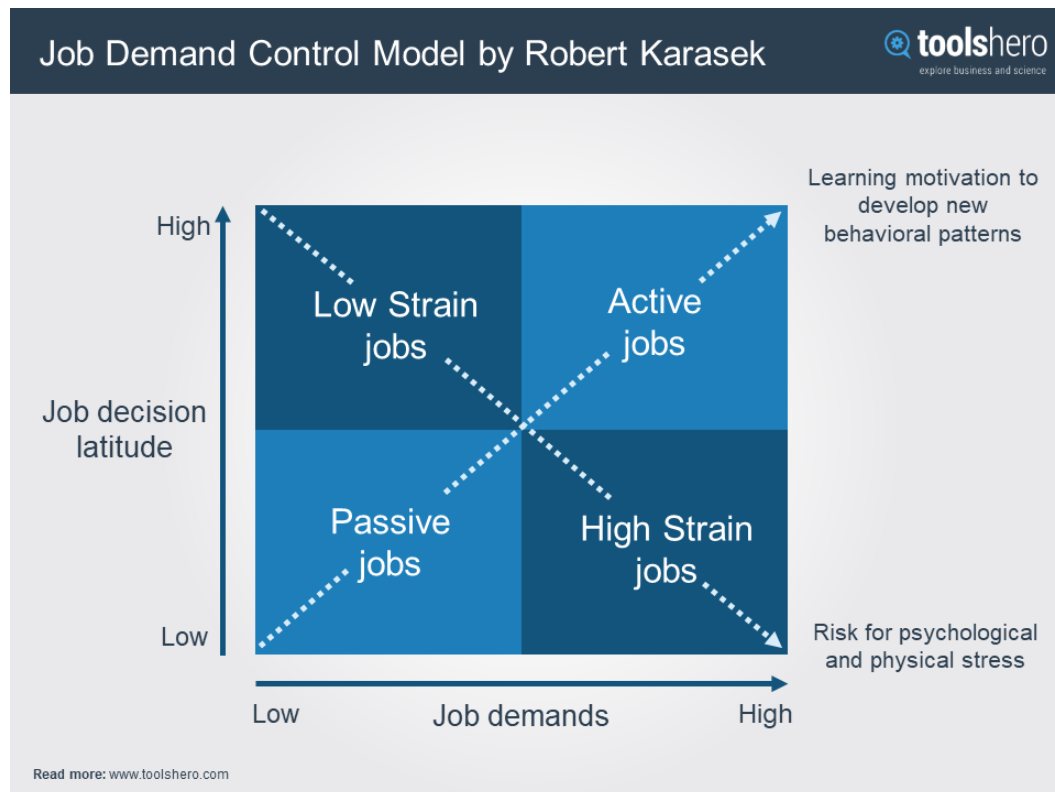


Figure 1: Job demand control model by Robert Karasek
Source: Adopted from Karasek & Theorell (1990)

Accordingly, under this study the researcher used four independent variables to determine their effects on workers performance. The selected variables are discussed as follow:

Role Overload

Roles are the building blocks of social systems and the requirements an individual confronts as a member of such systems (Katz & Kahn, 1978). In order to create an efficient organizational system in an organization, individuals should carry out roles assigned to them. Organizational

roles are based on expectations about behavior for a position in a social structure, and these expectations define what behavioral requirements or limitations are ascribed to the role (Rizzo, House, & Lirtzman, 1970).

Role theory can be used to help explain how roles can be a source of stress for employees in organizations. According to role theory, when role expectations are overloading, which may arise from characteristics of the individual or the work environment, the individual experiences role stress (Jackson & Schuler, 1985).

For a few years now, role overload has been the permanent factor of concern in Canada. In a survey conducted by EKOS Research Associates (2001), among Canadian workers, 36% of respondents said that role overload was heavy. Role overload is perceived as a very serious and obvious problem among manufacturing sector workers. This is because worker stress can directly affect individual's job performance and thus the achievement of the company.

If individuals have much work to do in insufficient time and unreasonable pressure to finish on deadline, they are going to feel stress. Health and Safety Executive (HSE, 2001) has stated that worker stress is a situation where a person feels pressure, or when the demands of situation are much larger than what someone can handle and if it continues for the long time without stop or pauses, then various behavioral, mental and physical problem may arise. Unrealistic deadlines and expectations, and unmanageable workloads will create worker stress even to the most capable employee. This will automatically contribute to less workers' productivity (Conley & Woosley, 2000)

H₁: Role overload has negative relation with workers performance:

Role Ambiguity

Role ambiguity refers to a situation where there is a lack of necessary information for an organizational position, resulting in role dissatisfaction, anxiety, fear and hostility and lower performance (Kahn et al., 1964).

According to Khuong and Yen (2016) role ambiguity is another factor that has influences on job stress. When employee lacks information about the requirements of their role, how to meet those role requirements, and the evaluating process to ensure the role performed successfully, role

ambiguity will happen. Based on Tubre and Collins (2000), role ambiguity leads to negative results as “reduces confidence, a sense of hopelessness, anxiety, and depression”. Therefore, employee will feel stressed when they contact the contradictory demands by their supervisor or subordinate. This simply results in workers less productivity.

H₃: Role ambiguity has negative relation with workers performance:

Conflict at Work

According to Said and Mori (2016), a conflict existed in today's competitive workplace. Most of the workers will face the conflict as they join an organization, whether conscious or unconscious, and the impact of conflict is inevitable either positive or negative. Work-life conflict creates stress for the employee and causes low performance for the organization. Besides, the clash between co-workers may cause to the personal and emotional conflict between them. As consequences, these conflicts may damage the organizational culture, worker morale and the overall reduction of organizational performance in the long run.

According to Esquevel and Kleiner (1997), organizational conflicts are disagreement regarding interests or ideas. There are different reasons for occurrence of conflict at work. One of the major sources is scarcity of resources. Jones and Gorge (2000) found that conflicts are inevitable part of organizational life cycle since the goals of different stakeholders like managers, workers and unions are incompatible. Dodd (2002) found that organizations are operating in a turbulent business environment where they are searching for measures that will allow them to improve their performance and competitiveness. Conflict is a fact of life. Conflict that occurs within a team, department, and branch is referred to as intra-group conflict. Jehn (1994) acquired distinction on the work of Chaudhry & Asif (2015), which first identified these two dimensions of intra-group conflict. Task conflict is a one dimension of the intra-group conflict. It means disagreement within members of a team relating to a difference of opinion, ideas or content of decision.

Due to the above reasons, if there is conflict at work, there is a possibility for causes of stresses which workers are ultimately end up with less productivity.

H₂: Conflict at work has negative relation with workers performance

Physical Working condition

Kohun (1992), defines physical working environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work. His opinion was that “the ability to share knowledge throughout organizations depends on how the work environment is designed to enable the organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge”. In addition, he argued that working environment designed to suit employee’s satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. This is a basis to attain maximum productivity, with regard to the business sector environmental conditions in terms of the factors such as heat, humidity, noise and light. Identifying the impact of physical working condition on workers performance will contribute to understand ways in which managers can enhance workers performance.

For Kamarulzaman and Saleh (2011), it is not enough for an office to be properly located and laid out; it is also highly necessary to ensure that good physical working conditions are provided and at the same time well maintained. Where the appropriate physical working condition are lacking, working performance has been very poor. If the industry has poor lighting, work is most in accurate, if the ventilation is poor, staff is most unhappy, and if the office is noisy, mistakes are a lot. Therefore, based on the theoretical discussions presented above and the researcher hypothesizes:

H₄: Physical working condition has negative relation with workers performance:

2.5 The Relationship Between Occupational Stress and Workers’ Performance

According to Armstrong & Baron (1998), the whole concern for the organizations is performance of their employees irrespective of factors and conditions. Good performance of employees leads to good organizational performance which is an indicator of their success. Ultimate success or failure of an organization is determined majorly by the performance of their

employees (Bartlett & Ghoshal, 1995 in Ahmed and Ramzan, 2013). Stress has significant impact on organization and workers performance and it terribly affects health of employees (Mimura and Griffiths, 2003). The studies conducted in western countries have shown that the sources of stress that we name as Occupational Stress Inducers (OSI) in this study are negatively related to workers performance and in their study on impact of stress on employee performance among teaching faculty, found a negative relationship between organizational structure and employee efficiency while rewards were found to be positively correlated to employee efficiency as expected. However the male employees were found to be affected more than their female counter parts. The tested relationship between work stressors like role ambiguity, workload pressure, home-work interface, performance pressure, with job performance on the other hand have the relationship found to be negative. They found that stress is responsible for decreasing the performance of bank employees. Ahmed & Ramzan (2013), to find a negative correlation between stress and job performance i.e as the stress increases the job performance goes down and vice-a-versa.

Usman Ali (2014), found that workload, role conflict, and inadequate monetary reward are the prime reasons of causing stress in employees that leads to reduced employee efficiency. He suggested that different aspects of employee job performance that are likely to be affected by stress include productivity, job satisfaction, morale, absenteeism, decision making abilities, accuracy, creativity, attention to personal appearance, organizational Skills, courtesy cooperation, initiative, reliability, alertness, perseverance and tardiness. The above described effects of stress (distress) affect the performance of humans and therefore it is important to understand how it can be managed well so as not only keep oneself happy and healthy but perform to best of the ability.

2.6 Conceptual Framework

As described below the research models contain independent variables of causes of occupational stress and dependent variables of workers performance. Independent variables of causes of occupational stress include *role overload, conflict at work, role ambiguity and physical working condition*. To investigate the effect of Occupational Stress on Workers' Performance, the following conceptual framework is developed.

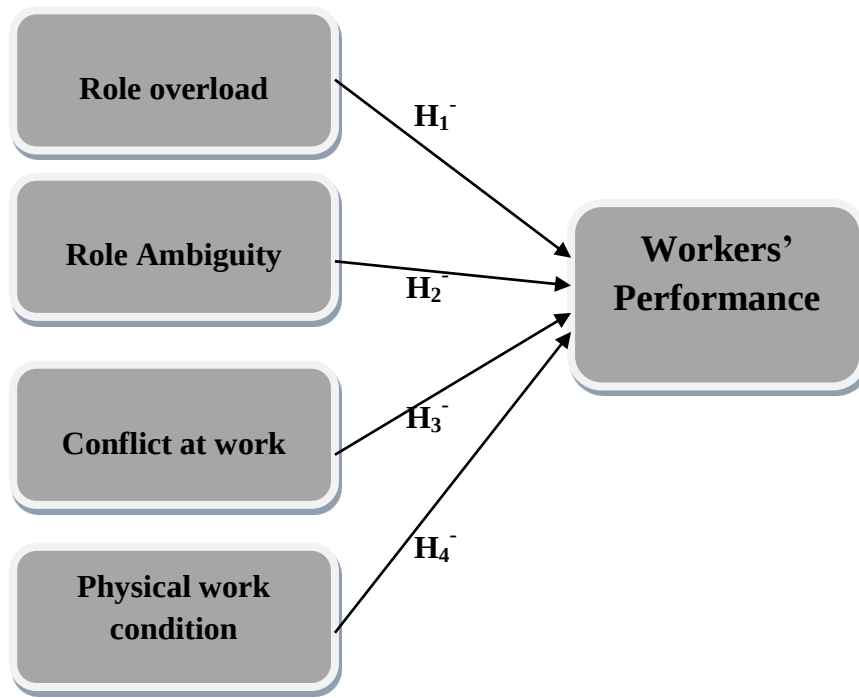


Figure 2: Conceptual Framework of causes of Occupational Stress that Affect Workers' Performance at MOHA Soft Drinks Industry S.C. T/Haimanot Plant.

Source: Designed by the Researcher (2018)

2.7 Summary of Research Hypothesis

The main objective of this study is to find out the effect of occupational stress on workers performance in T/Haimanot Plant of MOHA Soft Drinks Industry S.C. It is commonly believed that factors of occupational stress should be understood and managed by management of the organization very well so that the workers' productivity will be increased.

A Manager should have adequate awareness of the issues. Reluctance to the issues may result in stressed employee in an organization. Besides managers may be reluctant to be educated in this area if they do not consider health and safety to be part of their responsibility, the employees will end up less productive. From the above conclusion, it will be hypothesized that:

H₁: Role overload has negative relation with workers performance.

H₂: Role ambiguity has negative relation with workers performance

H₃: Conflict at work has negative relation with workers performance.

H₄: Physical work condition has negative relation with workers performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Description of the Study area

This study area is on MOHA Soft Drinks Industry S.C.(PEPSI) in one of its medium size Plant called Tekelehaimanot which is located in Addis Ababa around T/Haimanot Church area at “Berbere tera”.

3.2 Research Approach

Given the above stated statement of the problem, it used quantitative tools in analyzing the data gathered through questionnaires.

3.3 Research Design

Based on the statement of the problem and research objectives, the study established causal relationships between variables as may be termed explanatory research. The emphasis here is on studying a situation or a problem in order to explain the relationships between variables (Saunders, Lewis & Thornhill, 2009). Explanatory approaches were conducted to test the relationship between the independent and dependent variable, and to see the cause and effects of variables.

3.4 Population and Sample

According to Saunders, et.al (2009), the target population refers to the full set of cases from which a sample is taken. In this study target populations was all employees of MOHA Soft Drinks Industry located at T/Haimanot Plant, Addis Ababa with a size of 593 employees.

According to Kothari (2004), Probability sampling under this sampling design, every item of the universe has an equal chance of inclusion in the sample. Since occupational stress affects all level of employees irrespective of their position, stratified random sampling techniques is considered to be the best technique of selecting a representative sample.

MOHA Soft Drinks Industry S.C. constitutes nine departments/strata and each of them is homogeneous with respect to their department. Dividing the population into a series of relevant strata means each of the strata was represented proportionally within the sample unit.

As the researcher mentioned above, the number of total population for the study is 593. In order to determine the sample size, the researcher used Taro Yamane (1967) sample selection method with a probability of 95% free error. Based on this method, a total of 239 sample which is 40.30% drawn from the total population.

$$n_0 = \frac{N}{1+N(e^2)} = \frac{593}{1 + 593(0.05)^2}$$

Where

n_0 is the sample size,

N is the total population size,

e is the level of precision

Table 1: Employees Distribution in each Department

No.	Name of Department	No. of Employees	Total no. of target population	Sample size
1.	Human Resource	93	93	37
2.	Finance	28	28	11
3.	Sales	214	214	86
4.	Production	134	134	54
5.	Quality Control	23	23	10
6.	Procurement	33	33	13
7.	Technique	33	33	13
8.	Vehicle maintenance	16	16	7
9.	Cafeteria	19	19	8
Total		593	593	239

$$\text{Distributions} = \frac{\text{No. of individual in each department} \times \text{sample size}}{\text{Total number of population}}$$

The sample size represented 40.30% of the total target population. Based on this percentage the sample from each department was selected proportionately. The respondents from each department was selected by using simple random technique .

3.5 Data Sources and Type

Data type was consisting of employees and managers of T/Hamianot Plant. Data was collected both from primary and secondary data. Primary data obtained through questionnaires who are employees and managers and actual interview with top management and senior professional staff was made at MOHA T/Haimanot Plant in Addis Ababa. The secondary data collected from reputed article journals, organization manuals, human resource management books and exit interview documents.

3.6 Data Collection Procedures

The main data gathering instruments of this study were questionnaire, interview and document review.

3.6.1 Questionnaire

One of the data collection instruments of this study is questionnaire. The questionnaire is adopted from different sources National Institute for Occupational Safety and Health(NIOSH) Generic Occupational Stress Questionnaire(2018), Rizzo, House, & Lirtzman (1970), Babin & Boles (1998) which were checked and approved by the researcher's advisor. Questionnaire was prepared for all employees, supervisors and managers of T/Haimanot Plant.

A five point Likert scale questionnaires ranging from strongly disagree, disagree, neither agree or disagree, agree and strongly agree were distributed to 239 employees working in T/Haimanot Plant of MOHA Soft Drinks Industry S.C. The questionnaire measured the attitude of employees towards causes of occupational stress and its effect on workers performance. The researcher identified four independent variables (role overload, role ambiguity, conflict at work and physical work condition) and one dependent variables (workers' performance) sample questions for each group of variables shown as follows:

Questions Related to Role Overload						
No.	Item	1	2	3	4	5
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	I am given enough time to do what is expected of me on my job. (R)					
2	It often seems like I have too much work for one person to do in my job.					

Questions Related to Role Ambiguity

No.	Item	1	2	3	4	5
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	I feel secure about how much authority I have. (R)	1	2	3	4	5
2	Clear, planned goals and objectives exist for my job. (R)	1	2	3	4	5

Questions Related to Conflict at Work

No.	Item	1	2	3	4	5
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	There is harmony within my group. (R)	1	2	3	4	5
2	The members of my group are supportive of each other's ideas. (R)	1	2	3	4	5

Questions Related to Physical work condition

No.	Item	1	2	3	4	5
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	The level of NOISE in the area(s) in which I work is usually high.	1	2	3	4	5
2	The level of LIGHTING in the area(s) in which I work is usually poor.	1	2	3	4	5

Questions Related to Workers' Performance

No.	Item	1	2	3	4	5
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1.	I am a top performer	1	2	3	4	5
2.	I am in top 10 percent of employees here	1	2	3	4	5

The measurement for the above dependent variable (workers' performance) the respondents result have been cross checked against employees performance evaluation document. The industry has a performance management programme which is implemented bi-yearly and it will be documented at employees' personal file. This document is available at the industry HR department. The researcher was able to review the respondents' performance evaluation document for the past three years (2014-2017). Consequently the average performance evaluation results of the three years were taken for each respondent's and compared the results against the independent variables.

It is systematically categorized in order to answer the research questions and meet the research objective. Closed ended questionnaire designed in both English and Amharic language. The English questionnaire was translated into Amharic questionnaire for those who are Amharic conversant using professional translator. The questionnaire was prepared clear, simple and easily understandable by the respondents.

3.6.2 Interview

Open ended interview conducted to obtain data for further clarity of the research with top management and senior professional staff available at HR department with the intension that these staff could have detail information about causes related to occupational stress and the level of workers' performance. The interview made on this study helps to substantiate the data obtained through questionnaires.

3.6.3 Document Review

Data concerning with the effect of occupational stress on workers performance well gathered through sick leave, complaint letter and review of exit interview document. These were also used to support the reliability of the data obtained through questionnaire.

3.7 Ethical Consideration

Research ethics are related to questions about how it formulates and clarify the research topic, design the research and gain access, collect data, process and store the data, analyze data and write up the research findings in a moral and responsible way (Saunders, et.al, 2009)

By considering the above, the researcher received official authorization from the HR Manager to distribute questionnaires to all employees under my sample unit within T/Haimanot Plant of MOHA Soft Drinks Industry and conduct the research. The researcher assured the purpose of the research paper and confidentiality of any information on the introductory part of the questionnaire. In addition to these, participants in the study were voluntary and the research objectives were also explained to all participants in the study. Any information collected would never be used for any other purpose other than its academic purpose. Confidential information of the industry will not be disclosed.

3.8 Data Analysis

The analysis of the data collected was done at the end of the data collection. The responses were classified and summarized on the basis of the information provided by the respondents. The analysis was done statistically with the help of SPSS (Statistical Package for Social Science) version 20. Moreover, it was summarized by frequencies, percentages, means and standard deviations. Correlation analysis using Pearson's correlation coefficient was done to show the relationship between causes of occupational stress (independent variables) and workers' performance (dependent variable). The researcher also used to show the extent of variation in the dependent variable that explained by the independent variable, the data computed by regression analysis.

The following regression model was used to determine the variation or quantitative associations between the variables as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

$$Y = \alpha + -174X_1 + -190X_2 + -0.276X_3 + -.123X_4 + e$$

Where:

Y = Workers' performance,

α = Constant,

β_1 = is the coefficient of role overload

β_2 = is the coefficient of role ambiguity

β_3 = is the coefficient of conflict at work

β_4 = is the coefficient of physical work condition

Hence β_1 = is the change in y for one unit change in X1.

X1 = role overload, X2 = role ambiguity, X3 = conflict at work, X4 = physical work condition

e = is the error term

3.9 Validity

According to Kothari (2004), sound measurement must meet the tests of validity, reliability, and practicality. "Validity refers to the extent to which a test measures what we actually wish to measure. As stated earlier, the questionnaire was developed with due care containing 39 items. Occupational stress measurements were adopted from various scholar works. Items in the questionnaire were prepared using a five point-Likert scale except the demographic items. Maximum effort exerted to create logical link between the items in the questionnaire and the objectives of the study. Therefore, in order to ensure content validity of the items incorporated in the instrument highly experienced professionals, reputable literature related to the topic itself was examined before it is distributed. Besides, the instrument was given to the researcher's advisor to comment on it. Accordingly, following the researcher's advisor approval the questionnaires were distributed among the sample population.

3.10 Reliability

According to Kothari (2004), reliability has to do with the accuracy and precision of a measurement procedure. Internal consistency of items incorporated in the instrument were checked by using Cronbach Alpha. Cronbach Alpha greater than .70 is considered acceptable. Before distributing the entire questionnaires to the participants, the researcher made a pilot study on 35 participants to check with the reliability of the data instrument. Out of 35 participants 30 participants returned the filled-out questionnaires.

Table 2: Reliability of statistics
Summary of Measures

Variable	No. of Items in the Scale	Cronbach's Alpha Result (α)
Role Overload	3	0.91
Role Ambiguity	6	0.88
Conflict at work	15	0.81
Physical work condition	10	0.85
Workers Performance	5	0.89
	39	0.73

Based on the above Table no. 2, it has good internal consistency, with a Cronbach alpha coefficient reported of 0.73, which is greater than 0.70. Therefore, according to Kotari (2004) the reliability of the applied instruments is considered to be acceptable.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

The main objective of this paper is to examine the effect of occupational stress on workers performance in MOHA Soft Drinks Industry S.C. at T/Haimanot Plant. In this chapter, the data obtained in the study are analyzed, presented, interpreted and discussed. This chapter started by providing the demographic data of the respondents and followed by the descriptive and inferential statistics of respondent's data in T/Haimanot Plant.

A total of 239 questionnaires were distributed to all participants of MOHA Soft Drinks Industry T/Haimanot Plant employees using stratified sampling techniques. Out of these, 200 (84%) usable questionnaires were collected. The remaining 39 questionnaires, 20 questionnaires were not returned and 19 returned questionnaires had errors. This response rate is quite large to confidently run the analysis. Accordingly, the analysis of this study is based on the responses obtained from these respondents.

After obtaining the questionnaires from the respective respondents and the statistical tests executed using SPSS software version 20 include frequency distribution, descriptive statistics, bivariate correlation and regression analysis.

4.1 Background Information of Respondents

Table 3: Demographic Characteristics of Respondents
Demographic Information of Respondents

No.	Item	Classification	Frequency	Percent	Valid Percent	Cumulative Percent
1	Gender	Male	148	74.0	74.0	74.0
		Female	52	26.0	26.0	100.0
		Total	200	100.0	100.0	
2	Marital Status	Single	77	38.5	38.5	38.5
		Married	123	61.5	61.5	100.0
		Total	200	100.0	100.0	
3	Age	23-30yrs	69	34.5	34.5	34.5
		31-40yrs	104	52.0	52.0	86.5
		41-45yrs	11	5.5	5.5	92.0
		>45yrs	16	8.0	8.0	100.0
		Total	200	100.0	100.0	
4	Educational Level	MA/MSc	7	3.5	3.5	43.0
		BA/BSc.	40	20.0	20.0	63.0
		Diploma	43	21.5	21.5	84.5
		Vocational School	31	15.5	15.5	100.0
		Below Grade 12	79	39.5	39.5	60.1
		Total	200	100.0	100.0	
5.	Work Experience	2-5yrs	26	13.0	13.0	13.0
		6-10yrs	83	41.5	41.5	54.5
		11-15yrs	60	30.0	30.0	84.5
		Above 15 yrs	31	15.5	15.5	100.0
		Total	200	100.0	100.0	
6.	Salary	Birr1000-Birr5000	80	40.0	40.0	40.0
		Birr5001-Birr10,500	86	43.0	43.0	83.0
		Birr10,501-Birr15,000	16	8.0	8.0	91.0
		Above 15,001	18	9.0	9.0	100.0
		Total	200	100.0	100.0	

As it is shown in the above table, among two hundred (200) respondents 148 (74%) are male and 52(26%) are females. This implies majority of employees in the industry are male employees who are mostly affected by causes of occupational stress. In connection with marital status, the majority of respondents 123(61.5%) are married and 77 (38.5%) are single. This implies the majority of employees are married compared to single employees and married employees are more inclined being affected by causes of occupational stress as work life balance is one of the causes of occupational stress that affects more married employees than single one.

According to age of respondent 69(34.5%) are between age 23-30yrs, 104 respondents (52%) are between age 31-40yrs, and 11 respondents (5.5%) are between age 41-45 yrs. And 16 respondents (8%) are above 45yrs. In this regard, the majority of T/Haimanot Plant employees age fall between 31-40yrs, therefore the employees are matured, energetic and who are expected to deliver high level of performance for the industry.

Regarding educational level of respondents, only 7(3.5%) of respondents are master degree holders, 40(20%) of respondents are BA/BSC holders, 43(21.5%) of respondents are diploma holders and 31 (15.5%) of respondent are from vocational school. The majority of respondents 79(39.5%) are grade 12 completed and below. This implies that majority of the respondents didn't take formal education and they don't actually know how to manage causes of occupational stress which are happening in the organization.

Regarding work experience of respondents, the majority 83 (41.5%) of the respondents have between 6-10yrs in the industry, 26 (13%) of respondents have work experience from 2-5yrs and remaining serving the industry more than 10 years. This conveys that majority of the employees has rendered service above 6years and it is believed that they can understand work related stress during their stay with the industry.

Regarding salary of respondents, the majority of the respondents 86 (43%) falls between Birr 5,001.00 - Birr10,500.00, the least respondents 16 (8%) fall between Birr 10,501 - Birr15,000.00 and respondents 16 (8%) fall between Birr 10,501 - Birr15,000, 18 (9%) respondents are above Birr15,001. It implies that majority of the employees of MOHA Soft Drinks Industry S.C. T/Haimanot Plant are earning less monthly salary when we compare with the other salary categories in the industry. Employees who are less paid are more affected by occupational

stress. Since salary is one of monetary rewards which mostly motive employees to produce high level of performance in an organization.

4.2 Descriptive Analysis

According to Zaidatol and Bagheri (2009) cited in (Wogari, 2016) the mean score below 3.39 is considered as low; the mean score from 3.40 up to 3.79 is considered as moderate and mean score above 3.8 is considered as high as shown below.

**Table 4: Comparison Bases of Mean Score of Five Point Likert Scale Instruments
Decision Rule for Mean Values of Five Point Likert Scale**

No.	Mean Value	Description
1.	<3.39	Low
2.	3.40 up to 3.79	Moderate
3.	>3.8	High

Descriptive analysis is conducted to see the general perception of the respondents regarding causes of occupational stress and workers' performance in MOHA Soft Drinks Industry S.C.T/Haimanot Plant, the study used the following table.

Table 5: Descriptive Statistics of Causes of Occupational Stress and Workers Performance

Descriptive Statistics			
	N	Mean	Std. Deviation
Role overload	200	4.3200	.62055
Role Ambiguity	200	4.3333	.54425
Conflict at work	200	4.3057	.40704
Physical work condition	200	4.2235	.48391
Worker Performance	200	1.3590	.43574
Valid N (listwise)	200		

Source: Own survey, 2018

Table 5 presents the mean and standard deviation of the constructs of the study. According to Zaidatol and Bagheri (2009) cited in (Wogari, 2016), in the above table the mean value of role overload is 4.32, this indicates that mean score is above 3.8. Majority of the respondents perceived high level of role overload in the industry. The item used to measure when an individual fulfills multiple roles simultaneously and lacks the resources to perform them. It can evolve from both excessive time demands and excessive psychological demands. Open ended interview conducted to obtain data for further clarity of the research with top management and senior professional staff available at HR department with the intension that these staff could have detail information about causes related to occupational stress and the level of workers' performance. The interview made on this study helps to substantiate the data obtained through questionnaires. As per the informant response shows that there is no fair distribution of role among individual in the industry. Besides they are not given enough time to do their respective duties. For example under the HR department, personnel section there are 3-5 employees, who are working there and only one officer has a lot of workload and required to deliver the output in short time as the manager is thinking that the officer works well better than other in same department. And top management are suffering from level of stress related to capacity and amount of duties and tasks they required to do, attending meetings was most affecting factor in workload. There is no segregation of role among the employees and these will put employees under role overload and eventually the employees' performance evaluation is recorded as low.

Regarding role ambiguity, table 5 indicates that the mean value for role ambiguity computed as mean of 4.33, the mean score >3.8 scored high. This implies that majority of the respondents did not have clear job description offered by the industry. This item measures lack of information needed by the individual in accomplishing his or her role in an organization, such as information, limits of authority and responsibility, policies and rules of the organization. Based on majority of the respondents, MOHA Soft Drink Industry are not offering clear job description which has clear goals, objectives and responsibilities. As per the result of interview questions which was conducted with senior staff regarding their understanding of causes of occupational stress and its effect on workers performance, there is no clear job description given and whatever the employees get any transfer, promotion or demotion, the job description will not be revised accordingly and it remains as it is and security guards are told to support store people working under sales department.

The respondents' response about conflict at work indicates mean score of 4.31. This mean score is still >3.8 and considered to be high. Majority of the respondents were characterized by high level of disagreement between within the unit and among the units. These items measure state of disagreement or misunderstanding, resulting from the actual or perceived disagreement of needs, beliefs, resources and relationship between the members of the organization. There was uneven distribution of resources like sales department had better authority in making decision compare to finance department this creates conflict among the department. As per the interview result interpretation for the questions "Do you feel that causes of occupational stress are a serious problem?" and "Do you believe that the overall practices of HR policies are fair in your organization?" Employees are treated differently among and within departments like promotion is given bypassing the internal HR policy or without any merit. This creates conflict at work within and among the department.

As it shows in the table 5, the mean value of physical work condition is 4.22. The mean score >3.8 is large. This result also shows that majority respondents responded their current physical work environment is not convenient. For example, majority of the employees belonged to production and sales department in this study, I observed continuous noise coming out of the production room during production of soft drinks and also heavy vehicles noise which carries soft drinks to/from the market quite disturbing. Besides, the area of T/Haimanot Plant is quite small compare to other Plants of MOHA Soft Drinks Industry S.C. These factors contribute a lot to the employees for healthy production of the soft drinks.

According to Sarmiento and Beale (2007), job performance results from two elements, abilities and skills (natural or acquired) that an employee possessed, and motivation to use them in order to perform a better job. As it can be seen in table 5, the mean value result of job performance is 1.36. The mean score is <3.39 and recorded as low. It indicates the majority of respondents disagree with the given questions. Based on the collected data and employee's performance evaluation report of the industry, it is concluded that current employees of MOHA Soft Drinks Industry have a job performance record below an average where the average employees performance evaluation records represent "3" in the industry.

4.3 Inferential Statistics

4.3.1 Bivariate Correlation Analysis

Correlation is a measure of association between two variables. According to Kothari (2004), positive values of “r” indicate positive correlation between the two variables (i.e., changes in both variables take place in the stated direction), whereas negative values of “r” indicate negative correlation i.e., changes in the two variables taking place in the opposite directions. A zero value of “r” indicates that there is no association between the two variables. When $r = (+) 1$, it indicates perfect positive correlation and when $r = (-) 1$, it indicates perfect negative correlation.

In order to determine the strength of the relationship, different authors suggest different interpretations; however, Cohen (1988) suggests the following guidelines:

Table 6: Pearson Correlation Coefficients value

No.	Pearson Correlation coefficients value	Description
1.	$r = .10$ to $.29$ or $r = -.10$ to $-.29$	Small
2.	$r = .30$ to $.49$ or $r = -.30$ to $-.49$	Medium
3.	$r = .50$ to 1.0 or $r = -.50$ to -1.0	Large

Pearson correlation coefficients (r) can take on only values from -1 to $+1$. Pearson correlation coefficients (r) is used to explore the strength of the relationship between two continuous variables. This gives us an indication of both the direction (positive or negative) and the strength of the relationship. A positive correlation indicates that as one variable increases, so does the other. A negative correlation indicates that as one variable increases, the other decreases. The researcher computed for the purpose of determining the relationship between independent variables (role overload, role ambiguity, conflict at work, physical work condition) and the dependent variable (workers performance) using Pearson’s correlation.

Table 7: Correlations

		Role overload	Role Ambiguity	Conflict at work	Physical work condition	Workers' Performance
Role overload	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	200				
Role Ambiguity	Pearson Correlation	-.102	1			
	Sig. (2-tailed)	.152				
	N	200	200			
Conflict at work	Pearson Correlation	-.063	-.164*	1		
	Sig. (2-tailed)	.373	.020			
	N	200	200	200		
Physical work condition	Pearson Correlation	.023	-.074	.110	1	
	Sig. (2-tailed)	.743	.295	.120		
	N	200	200	200	200	
Workers' Performance	Pearson Correlation	-.273	-.135	-.185**	-.106	1
	Sig. (2-tailed)	.307	.057	.009	.934	
	N	200	200	200	200	200

*. Correlation is significant at the 0.05 level (2-tailed).

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

As it is shown in the above table 7, the relationship between role overload and worker performance was investigated and correlation Coefficient of $r = -.273$, $n=200$, $p<0.05$ was found, this shows that there is small, negative relationship between the two variables. This implies that the level of role overload increases, the employees' work performance will be decreased. In the same way, the relationship between role ambiguity and worker performance correlation coefficient $r = -.135$, $n=200$, $p<0.05$ was found; this also demonstrates that there is small, negative relationship between role ambiguity and worker performance. And also the relationship between conflict at work and worker performance a correlation coefficient $r = -.185$, $n=200$, $p<0.05$ was found, it shows that there is a small, negative relationship between these two variables and as conflict at work areas increases, there is a decrease of employees' work performance. The relationship between physical work condition and worker performance a

correlation coefficient $r = -.106$, $n=200$, $p<0.05$ was found, this shows that there is a small, negative relationship between these variables and an increase in physical discomfort at work place, there will be a decrease of workers' performance.

4.3.2 Regression analysis

Regression analysis helps in order to measure the relative strength of independent variable on dependent variable. Thus, in order to determine the statistically significance effect of the independent variables on the dependent variable, multiple regression analysis was used. As defined by kothari (2004), "multiple regression analysis adopted when the researcher has one dependent variable, which is presumed to be a function of two or more independent variables." Besides, multiple regression is a more sophisticated extension of correlation and is used to explore the predictive ability of a set of independent variables on one continuous dependent measure. The objective of this analysis is to test the predictive power of a set of variables and to assess the relative contribution of each individual variable. This means to make a prediction about the dependent variable based on its covariance with all the concerned independent variables. Under the study result of regression analysis is discussed as follows.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.427 ^a	0.18	0.16	.42871

- a. Predictors: (Constant), Physical work condition, Role overload, Role Ambiguity, Conflict at work
- b. Dependent Variable: Workers' Performance

The above model summary shows the coefficient of multiple correlation R which is the degree of association between causes of occupational stress and workers performance is 0.427^a. The value of r square is 0.18 this implies 18% of variation in workers performance is explained by role overload, role ambiguity, conflict at work, physical work condition where as 82% of variance is explained by other factors.

Table 9: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.944	4	.486	2.644	.035 ^b
Residual	35.840	195	.184		
Total	37.784	199			

a. Dependent Variable: Workers' Performance

b. Predictors: (Constant), Physical work condition, Role overload, Role Ambiguity, Conflict at work

The higher F value and less significance value ($p < .05$) indicate that the model reaches statistical significance and this tests the null hypothesis that multiple R in the population is equal to zero.

Table 10: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.963	.569		3.447	.001
	Role overload	-.052	.049	-.174	-1.054	.293
	Role Ambiguity	.080	.057	-.190	-1.404	.162
	Conflict at work	-.189	.076	-.276	-2.472	.001
	Physical work condition	.020	.063	-.123	.323	.747

a. Dependent Variable: Workers' Performance

The above table shows the extent to which each independent variables influence the dependent variable. The relative effect of causes of occupational stress (independent variables) in contributing to the variance of the workers performance (dependent variable) is explained by the standardized beta coefficient. The beta value for Role overload is (beta= -.174, $p > 0.05$), role ambiguity (beta= -.190, $p > 0.05$), conflict at work (beta= -.276, $p < 0.05$), physical work condition (beta= -.123, $p > 0.05$). Among the independent variables, conflict at work is more significant and statistically meaningful. This can be interpreted as a certain development on the conflict at work will increase employees performance by 27.6%. Thus, conflict at work has a greater rate of change than other predictors. Based on the multiple regression coefficient tables, the following model summary was extracted to conclude the variation between the variables as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

$$Y = \alpha + (-0.174)X_1 + (-0.190)X_2 + (-0.276)X_3 + (-0.123)X_4 + e$$

4.4 Testing Hypothesis

The table no. 10 represents the variation in dependent variable due to each proxy of independent variable. Role overload -.174 or 17.4 percent negative variation in workers' performance and the H_1 is accepted due to significance of t-value which states that "There is a negative relationship between role overload and worker's performance". Alkubais, 2015; Naqvi & et al.; Mansour & Elmorsey, 2016; Trivellas & Platis, 2013; Ibrahim, 2013 and Ratnawat & Jha, 2014 indicated in their researches that role overload has a negative effect on workers' performance; which support the result of this study.

Role ambiguity -.190 or 19 percent negative variation in worker's performance and the t-value is also significant. It accepted H_2 that "An increase in role ambiguity will negatively affect the workers' performance" that is consistent with Alkubais, 2015; Mansour & Elmorsey, 2016 and Ratnawat & Jha, 2014. These research shows that role ambiguity are negatively associated with the worker's performance, which is supporting the validity of this result.

The conflict at work (-.276) or 27.6 percent negatively varied with workers' performance and t-value is significant. H_3 is accepted which states that "conflict at work are negatively related with workers' performance". Mansour & Elmorsey, 2016; Trivellas & Platis 2013; Ibrahim, 2013 and Ratnawat & Jha, 2014 supported the results of this study, which indicated the negative relationship between conflict at work and workers' performance. The model indicates that physical work condition -.123 or 12.3 percent negative variation in workers' performance and the t-value is also significant. So it accepts H_4 , which states that "physical work condition will negatively affect workers' performance". The negative link between physical work condition and workers' performance is also supported by Naqvi and et.al. and Ibrahim, 2013. These researches supported my study and show the validity of this research.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter summarizes the main findings of the research, infers what the findings signify in the conclusion section, and forwards its recommendation in the areas where gaps were identified.

5.1 Summary

Summary of major findings from descriptive section, correlation and regression analysis sections are presented as follow.

Workers performance at his/her workplace is point of concern for all the organizations irrespective of all the factors and conditions. Consequently the employees are considered to be very important asset for their organizations. Workers performance is a human behavior the result of which is an important factor for individual work effectiveness evaluation. From this view, it could be said that organization's success or failure depends on job performance of the individuals in that organization. Job performance is individual productivity in both quantitative and qualitative aspects. It shows that how well a person is doing his job and extent to which the employee meeting their job duties. Coetzet and Rothmann (2006) stated that job performance depends upon work settings, the atmosphere of office and social interaction.

- In this study, majority of the employee are suffering from role overload in the industry. Most employees are given multiple roles simultaneously and they lack the resources to perform the job. In this situation, the employees will get stressed due to excessive time demands and excessive psychological demands. Besides there is no fair distribution of role among individual in the industry. Hard worker and highly achievable employees are seen as they can do anything and given a lot of job to that individual. This happens due to poor segregation of work and poor HR planning. Work is distributed among the individual based on who perform well. Top management staffs are suffering from level of stress related to capacity and amount of duties and tasks they required to do, attending meetings is most affecting factor in workload.
- Regarding role ambiguity, majority of the respondents do not have clear job description offered by the industry. Employees are not given clear job description with states clear

goals, objectives and responsibilities. Whenever the employees are get promoted or transferred, the job descriptions are not revised accordingly. Employees are provided with different task that are not related with their specific position.

- According to conflict at work majority of the respondents are characterized by disagreement between within the unit and among the units. There is uneven distribution of resources like sales department had an authority in making decision compare to finance department this creates conflict among the department and unfair practice of HR policies within and among the department creates conflict at work within the industry.
- As it shows physical work condition majority respondents responded their current physical work environment is not convenient. As majority of the employees belonged to production and sales department in this study, there is continuous noise coming out of the production room during production of soft drinks and also heavy vehicles noise which carries soft drinks to/from the market is quite disturbing. These factors contribute a lot to the employees for healthy production of the soft drinks.
- There is low work performance recorded in the industry due to poor physical working condition, no clear job description provided to the employees, unfair distribution of resource among the departments, unfair work distribution among employees, failure to stick to organization HR policy and poor HR planning system.

It is found in the results that causes of stress are negatively associated with the employees' productivity with different intensities. All these negative stressed factors have causal relationship with the job stress. The research indicated as increased in these contributors happened job stress is increased, which affected the employees' physically, behaviorally and psychologically as well. In turn, with increased job stress, employees' productivity decreased.

5.2 Conclusion

On the basis of empirical findings it is concluded that occupational stress is a real challenge for employees' who are working in the soft drinks industry. It is very important that working environment is being continuously monitored for stress related factors. Further, it is not only important to monitor the factors, but to create a healthy environment in which employees' work in efficient way. For this purpose, the study is conducted to monitor the effects of occupational stress on workers' performance in MOHA Soft Drinks Industry at T/Haimanot Plant. The variables are drawn through the literature which causes the occupational stress and their effect on employees' productivity. The variables of causing occupational stress are role overload, role ambiguity, conflict at work and physical work condition. The results indicated that causes of occupational stress have negative effect on employees' productivity. The level of employees' performance has been recorded as below average. Pearson correlation and regression were used to measure the effects of occupational stress on employees' productivity.

5.3 Recommendation

The researcher has recommended that, in order to increase the level of workers' performance, the industry has to understand and properly manage the existing causes of occupational stress. These causes of occupational stress which needs general improvement are discussed as follows:

- The industry should organize for burnout sessions for its employees and create sufficient time for them to be with their families. They should also redesign jobs that are overwhelming in order to reduce workloads in one department and spread it out evenly. Flextime working can also be considered in the industry in some events so as one shall be to work over the weekend or after working hours as long as outputs are achieved. Better communication channels to be used so as information reaches employees in time for better preparation instead of last minute communication where requires staff to spend long hours at the workplace to complete a task. A regular skill analysis and job evaluation to be conducted in order to identify the staffing gaps so as work is distributed evenly. This will improve workers performance.
- The industry should prepare job descriptions that specify tasks and duties for each position in clear and precise manner. Therefore employees' don't face vagueness related

to industry activities of production, sales and other professional services. Constantly, the job description requires revision whenever the need arises. If employees have clear role to do the assigned job, they have clear direction to the expectations of their role in the organization. Performance evaluation is critical to enable the employees in evaluating their performance and to inform them about progressing toward task accomplishing.

- Management in the same position should have equal authority. This will minimize conflict between departments in making a decision. Fair practices of HR policy must be implemented throughout the industry. Internal promotion, transfer, demotion of employees should be treated fairly and should be implemented according to the internal HR policy and procedure. These will minimize conflict at work in the industry.
- In the business environment like MOHA Soft Drinks Industry T/Hamanot Plant should work with regard to factors such as heat, humidity, noise and light. Since the nature of this business is production and sales of soft drinks this Plant firstly needs to acquire a large space for (production, sales department and stores) of these similar groups can be located a bit far away from the administrative workers so that the noise will not be disturbing the employees working at the offices. Identifying the impact of physical working condition on workers performance will contribute to understand ways in which managers can enhance workers performance. By implementing the above listed recommendations, the industry would be able to focus on selected causes of occupational stress and it would be possible to increase the existing level of worker performance.

Limitation of the Study

This study is specifically related to soft drinks industry sector of MOHA Soft Drinks Industry S.C. at T/Haimanot Plant. It suggests for future research study that this research is expanded to all Plants of MOHA Soft Drinks Industry located in different part of Ethiopia. Furthermore, researchers will prolong this study to the other sectors like, education, tourism, hospitals, non-governmental organization etc., to check the causes and effects of occupational stress on workers' performance. Some of the variables of causes of occupational stress are discussed in this study, but the study suggests to other researchers to include more job related stress factors in MOHA like financial rewards, gender discrimination, career factors, personal issues and many more to make this research more comprehensive.

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Appendix 1

Survey Questionnaire in English

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
Department of Business Administration and Information System
MA in Human Resource Management Program
Questionnaire to be Filled by Employees, Supervisors and Managers

Dear Participant:

My name is Blen Getachew and I am a graduate student at Addis Ababa University School of Commerce. As partial fulfillment of my Master's Degree, I am examining the Effect of Occupational Stress on Workers Performance: The case of MOHA Soft Drinks Industry S.C. at Addis Ababa T/Haimanot Plant. You are kindly invited to genuinely fill in this questionnaire and return it to me within one week's time. Participation in this study is voluntarily. The information you provide will be kept in a confidential manner, and it will only be used for academic purposes aggregated with the response of other respondents.

Thank you for taking the time to assist me in my educational endeavors. If you require additional information or have any questions, please contact me through:

Mobile No. +251-91-163-9108 or email: <blen.getachew2013@gmail.com>

Instruction:

- ✓ *Please do not write your name*
- ✓ *Put "✓" or "x" mark in the box to the point which mostly reflect your idea*

I. Demographic data

1. Gender:

1. Male ☐ 2. Female ☐

2. Marital Status

1. Single ☐ 2. Married ☐ 3. Separated ☐ 4. Divorced ☐ 5. widowed ☐

3. Age

- 1. 23 to 30 years
- 2. 31 to 40 years

3. 41 to 45 years
4. >45 years
4. Education level
 1. MA/Msc.
 2. BA/BSc.
 3. Diploma
 4. Vocational school
 5. Other, please state _____
5. Work Experience:
 1. 2 to 5 years (less than six years)
 2. 6 to 10 years (less than 11 years)
 3. 11 to 15 years
 4. Above 15 years
6. In which range your salary fall
 1. Birr 1,000 to Birr 5,000
 2. Birr 5,001 to Birr 10,500
 3. Birr 10,501 to Birr 15,000
 4. Greater than Birr 15,001

II. Research Related Questions

The following questions are presented on a five point Likert scale. If the item strongly matches with your response choose 5 (Strongly Agree), if you moderately agree on the idea choose 4(Agree), if you do not have any idea or information on the point choose 3 (Neither Agree nor Disagree), if you moderately disagree with the point choose 2 (Disagree) and if you completely disagree with the point choose 1 (Strongly Disagree).

1 = "Strongly Disagree" 2 = "Disagree" 3 = "Neither Agree nor Disagree" ;
 4 = "Agree" 5 = "Strongly Agree"

Questions Related to Role Overload

Instruction: Listed below is a series of statements that represent the conditions that exist for you in the organization you work or in your home. Please indicate your level of agreement with each statement by **circling** the number that represents your situation.

(Source: Rizzo, House, & Lirtzman, 1970)

No.	Item	1	2	3	4	5
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	I am given enough time to do what is expected of me on my job. (R)	1	2	3	4	5
2	It often seems like I have too much work for one person to do in my job.	1	2	3	4	5
3	The performance standards on my job are too high.	1	2	3	4	5

Questions Related to Role Ambiguity

Instruction: Listed below is a series of statements that represent the working conditions that exist for you in the organization you work. Please indicate your level of agreement with each statement by **circling** the number that represents your situation.

(Source: Rizzo, House, & Lirtzman, 1970)

No.	Item	1	2	3	4	5
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	I feel secure about how much authority I have. (R)	1	2	3	4	5
2	Clear, planned goals and objectives exist for my job. (R)	1	2	3	4	5
3	I know that I have divided my time properly. (R)	1	2	3	4	5
4	I know what my responsibilities are. (R)	1	2	3	4	5
5	I know exactly what is expected of me. (R)	1	2	3	4	5
6	Explanation is clear of what has to be done. (R)	1	2	3	4	5

Questions Related to Conflict at Work

Instruction: Listed below is a series of statements that represent the working conditions that exist for you in the organization you work. Please indicate your level of agreement with each statement by **circling** the number that represents your situation.

(Source: Generic Occupational Stress Questionnaire, 2018)

No.	Item	1	2	3	4	5
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	There is harmony within my group. (R)	1	2	3	4	5
2	In our group, we have lots of unkind remarks over who should do what job.	1	2	3	4	5
3	There is difference of opinion among the members of my group.	1	2	3	4	5
4	There is disagreement in my group	1	2	3	4	5
5	The members of my group are supportive of each other's ideas. (R)	1	2	3	4	5
6	There are clashes between subgroups within my group	1	2	3	4	5
7	There is friendliness among the members of my group. (R)	1	2	3	4	5
8	There is "we" feeling among members of my group. (R)	1	2	3	4	5
9	There are dispute between my group and other groups.	1	2	3	4	5
10	There is agreement between my group and other groups. (R)	1	2	3	4	5
11	There is lack of mutual assistance between my group and other groups.	1	2	3	4	5
12	The relationship between my group and other groups is harmonious in attaining the overall organizational goals.(R)	1	2	3	4	5
13	There is cooperation between my group and other groups (R)	1	2	3	4	5
14	There are personality clashes between my group and other groups.	1	2	3	4	5
15	Other groups create problems for my group.	1	2	3	4	5

Questions Related to Physical Working Conditions

Listed below is a series of statements that represent the working conditions that exist for you in the organization you work. Please indicate your level of agreement with each statement by **circling** the number that represents your situation.

(Source: Generic Occupational Stress Questionnaire, 2018)

No.	Item	1	2	3	4	5
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1.	The level of NOISE in the area(s) in which I work is usually high.	1	2	3	4	5
2	The level of LIGHTING in the area(s) in which I work is usually poor.	1	2	3	4	5
3.	The TEMPERATURE of my work area(s) during the SUMMER is usually comfortable.	1	2	3	4	5
4	The TEMPERATURE of my work area(s) during the WINTER is usually comfortable.	1	2	3	4	5
5	The HUMIDITY in my work area(s) is usually either too high or too low.	1	2	3	4	5
6	The level of AIR CIRCULATION in my work area(s) is good. (R)	1	2	3	4	5
7	The AIR in my work area(s) is clean and free of pollution	1	2	3	4	5
8	In my job, I am well protected from exposure to DANGEROUS SUBSTANCES.	1	2	3	4	5
9	The overall quality of the PHYSICAL ENVIRONMENT where I work is poor.	1	2	3	4	5
10	My WORK AREA(S) is/are extremely crowded.	1	2	3	4	5

Questions Related to Job Performance

Listed below is a series of statements that represent the working conditions that exist for you in the organization you work. Please indicate your level of agreement with each statement by **circling** the number that represents your situation.

(Source: Babin & Boles 1998)

No.	Item	1	2	3	4	5
		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1.	I am a top performer	1	2	3	4	5
2.	I am in top 10 percent of employees here	1	2	3	4	5
3.	I know more about services delivered to employees here	1	2	3	4	5
4.	I get along with customers better than others	1	2	3	4	5
5.	I know what my customers expect better than others	1	2	3	4	5

Thank you once again for your time & support!!!

Appendix 2

Survey Questionnaire in Amharic

አዲስ አበባ ዩኒቨርሲቲ የንግድ ትምህርት ቤት

የመረጃ ስርዓት እና ንግድ አመራር ትምህርት ክፍል
የሰው ሀብት አስተዳደር መርሐ ግብር የድህረ ምረቃ/ማስተርስ ዲግሪ ማሟያ ጥናት
ሰራተኞች" ተቆጣጣሪዎች እና ስራ አስኪያጆች የሚሞላ መጠይቅ

ለተከበሩ የዚህ ጥናት ተሳታፊዎች

ብሌን ጌታቸው እባላለሁ በአዲስ አበባ ዩኒቨርሲቲ የንግድ ትምህርት ቤት የድህረ ምረቃ ተማሪ ሲሆን ይህም ቃለ-መጠይቅ ለሁለተኛ ዲግሪ/ማስተርስ ዲግሪ ማሟያ የተዘጋጀ ጥናታዊ ፅሁፍ መረጃ መሰብሰቢያ ቅፅ ነው። የጥናቱ ዓላማ በአዲስ አበባ ተክለሐይማኖት የሚገኘው የሞህ ለስላሳ መጠጦች ኢንዱስትሪ አክሲዮን ማህበር የስራ ጫና በሠራተኞች የሥራ አፈፃፀም ላይ ያለውን ተፅዕኖ ለመገምገም የተዘጋጀ ነው። ስለሆነም እባክዎን ለዚህ መጠይቅ እውነተኛ እና ትክክለኛ መረጃ ሞልተው በአንድ ሳምንት ጊዜ ውስጥ እንዲመልሱልኝ በአክብሮት እጠይቃለሁ። ለጥናቱ ዓላማ የሚሰጡት መረጃዎች በፍቃደኝነት ላይ የተመሰረተ ሲሆን የመልስ ሰጪዎቹም ግላዊ መረጃ ምስጢራዊነት የሚጠበቅና ለትምህርታዊ ጥናት ዓላማ ብቻ የሚውል መሆኑን ላረጋግጥላችሁ እወዳለሁ። የጥናቱ ተሳታፊ በመሆን ለሚያደርጉልኝ ቀና እገዛ በቅድሚያ እያመሰገንኩ ተጨማሪ መረጃ ከፈለጉ ከታች በተመለከቱት አድራሻዎች ሊያገኙን ይችላሉ።

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መመሪያዎች

- ስምዎን መፃፍ አስፈላጊነት አይኖረውም
- የሚፈልጉትን የመልስ አማራጭ በሚያገኙበት ጊዜ እባክዎን በትክክለኛው ሳጥን ውስጥ የ « √ » ወይም « X » ምልክት ያድርጉ።

I. ግላዊ መረጃዎች

1. ፆታ

1. ወንድ ☐ 2. ሴት ☐

2. የጋብቻ ሁኔታ

1. ያላገባ ☐ 2. ያገባ ☐ 3. የተለያየ ☐ 4. የተፋታ ☐ 5. የሞተበት/የሞተችበት ☐

3. ዕድሜ

1. ከ23 እስከ 30 ዓመት
2. ከ31 እስከ 40 ዓመት
3. ከ41 እስከ 45 ዓመት
4. ከ45 ዓመት በላይ

4. የትምህርት ደረጃ
 1. የማስተርስ/ሁለተኛ ዲግሪ
 2. የመጀመሪያ ዲግሪ
 3. ዲፕሎማ
 4. የሙያ ትምህርት
 5. ሌላ እባክዎን ይገለፅ _____
5. የስራ ልምድ
 1. ከ2 እስከ 5 ዓመት (ከ6 ዓመት ያነሰ)
 2. ከ6 እስከ 10 ዓመት (ከ11 ዓመት ያነሰ)
 3. ከ11 እስከ 15 ዓመት
 4. ከ15 ዓመት በላይ
6. የሚያገኙት ደመወዝ መጠን
 1. ከብር 1000 እስከ ብር 5,000
 2. ከብር 5,001 እስከ ብር 10,500
 3. ከብር 10,501 እስከ ብር 15,001
 4. ከብር 15,001 በላይ

II. ከጥናቱ ጋር ተዛማጅነት ያላቸው ጥያቄዎች

ለሚከተሉት ጥያቄዎች አምስት የማኅበራዊ ነጥቦች ያላቸው ሲሆን በጉዳዩ ላይ ያለዎትን አመለካከት የማኅበራዊ ቃላቶችን በመጠቀም ይግለፁ:: እጅግ በጣም እስማማለሁ (5)፣ በመጠኑ እስማማለሁ (4)፣ በጉዳዩ ላይ በቂ መረጃ ወይም ግንዛቤ የለኝም (3)፣ በመጠኑ አልስማማም (2)፣ እጅግ በጣም አልስማማም (1) የሚሉትን ምርጫዎች በመጠቀም ምላሽ ይስጡ:-

1. = እጅግ በጣም አልስማማም
2. = በመጠኑ አልስማማም
3. = በጉዳዩ ላይ በቂ መረጃ ወይም ግንዛቤ የለኝም
4. = በመጠኑ እስማማለሁ
5. = እጅግ በጣም እስማማለሁ

ከስራ መደብ ጋር በተያያዘ የሚከሰቱ የስራ ጫናዎች መጠይቅ

መመሪያ፡- ከታች የተመለከቱት መግለጫዎች/ዓረፍተ ነገሮች በሚሰሩበት ክፍል ውስጥ ሊኖሩ የሚችሉውን የስራ ጫና ያመለክታል፡፡ ስለሆነም እባክዎን ያሉበትን ሁኔታ በትክክል የሚገልፅ መግለጫ ወይም ዓ.ነገር ቁጥር ያክብቡ

ቁ.	መግለጫ	1	2	3	4	5
		እጅግ በጣም አልሰማም	በመጠኑ አልሰማም	በጉዳዩ ላይ በቂ መረጃ ወይም ግንዛቤ የለምኝም	በመጠኑ እሰማለሁ	እጅግ በጣም እሰማለሁ
1	የሚፈለግብኝን ስራ ለማከናወን ወይም ኃላፊነት ለመወጣት በቂ ጊዜ ተሰጥቶኛል	1	2	3	4	5
2	አንድ ሰው ሊያከናውነው ከሚችለው በላይ ስራ ወይም ኃላፊነት ተሰጥቶኛል	1	2	3	4	5
3	በተመደብኩበት ስራ መደብ ላይ ያለው የስራ ጫና እጅግ ከፍተኛ ነው	1	2	3	4	5

በግልፅ ተለይቶ ያልተቀመጠ የስራ መደብ ጋር በተያያዘ የቀረበ መጠይቅ

መመሪያ፡- ከታች የተመለከቱት መግለጫዎች/ዓረፍተ ነገሮች በሚሰሩበት ክፍል ውስጥ ሊኖሩ የሚችሉውን በግልፅ ተለይቶ ያልተቀመጠ የስራ መደብ ጋር በተያያዘ የቀረበ መጠይቅ ያመለክታል፡፡ ስለሆነም እባክዎን ያሉበትን ሁኔታ በትክክል የሚገልፅ መግለጫ ወይም ዓ.ነገር ቁጥር ያክብቡ

ቁ.	ዝርዝር	1	2	3	4	5
		እጅግ በጣም አልሰማም	በመጠኑ አልሰማም	በጉዳዩ ላይ በቂ መረጃ ወይም ግንዛቤ የለምኝም	በመጠኑ እሰማለሁ	እጅግ በጣም እሰማለሁ
1	በተሰጠኝ ኃላፊነት እና ሥልጣን ደስተኛ ነኝ	1	2	3	4	5
2	በስራ መደቤ ውስጥ የተካተቱት ዓላማዎች እና ግቦች በእቅድ እና በግልፅ ተለይተው የተቀመጡ ናቸው፡፡	1	2	3	4	5
3	የተሰጠኝን ስራ ለማከናወን ሰዓቶቼን በአግባቡ ከፋፍዬ አጠቀማለሁ፡፡	1	2	3	4	5
4	ኃላፊነቶቼ ምን እንደሆኑ በግልፅ ሊይቼ አውቃለሁ፡፡	1	2	3	4	5
5	በተመደብኩበት የስራ መደብ የሚፈለግብኝን ጠንቅቄ/በትክክል ሊይቼ አውቃለሁ፡፡	1	2	3	4	5
6	ምን መስራት እንዳለብኝ በቂ ማብራሪያ ተሰጥቶኛል፡፡	1	2	3	4	5

በስራ ቦታ የሚያጋጥሙ አለመግባባቶች ጋር በተያያዘ የቀረበ መጠይቅ

መመሪያ፡- ከታች የተመለከቱት መግለጫዎች/ዓረፍተ ነገሮች በሚሰሩበት ክፍል በስራ ቦታ የሚያጋጥሙ አለመግባባቶች ጋር በተያያዘ የቀረበ መጠይቅ ያመለክታል፡፡ ስለሆነም እባክዎን ያሉበትን ሁኔታ በትክክል የሚገልፅ መግለጫ ወይም ዓ.ነገር ቁጥር ያክብቡ

ቁ.	ዝርዝር	1	2	3	4	5
		እጅግ በጣም አልስማማም	በመጠኑ አልስማማም	በጉዳዩ ላይ በቂ መረጃ ወይም ግንዛቤ የለምኝም	በመጠኑ እስማማለሁ	እጅግ በጣም እስማማለሁ
1	ከስራ ቡድኔ ጋር ጥሩ መግባባት አለን	1	2	3	4	5
2	በቡድኖችን መካከል ማን ምን መስራት እንዳለበት በግልፅ ተለይቶ አልተቀመጠም	1	2	3	4	5
3	የቡድኖችን አባላት ሁልጊዜም የተለያዩ እና የማይጣጣም አመለካከት አላቸው	1	2	3	4	5
4	በቡድኖችን መካከል አለመግባባት አለ	1	2	3	4	5
5	የቡድኖችን አባላት አንዱ የሌላኛውን ሐሳብ የመደገፍ ልምድ አለን፡፡	1	2	3	4	5
6	በቡድኖችን ውስጥ ያሉ ንዑስ ቡድኖች መካከል አለመግባባት አለ፡፡	1	2	3	4	5
7	የቡድኖችን አባላት መካከል ጥሩ ጓደኝነት እና የአጋርነት ስሜት አለ	1	2	3	4	5
8	በቡድኖችን አባላት መካከል « የእኛ » የሚል ጠንካራ ስሜት አለ	1	2	3	4	5
9	በእኛ ቡድን እና ሌሎች ቡድኖች መካከል ግጭት እና አለመግባባት አለ	1	2	3	4	5
10	በእኛ ቡድን እና ሌሎች ቡድኖች መካከል መግባባት እና ስምምነት አለ	1	2	3	4	5
11	በእኛ ቡድን እና ሌሎች ቡድኖች መካከል የመደጋገፍ እና የመተባበር ስሜት የለም	1	2	3	4	5
12	በእኛ ቡድን እና በሌሎች ቡድኖች መካከል ያለው ጥሩ መግባባት የድርጅቱን ዓላማ ከግብ ለማድረስ ጥሩ አስተዋፅኦ አለው	1	2	3	4	5
13	በእኛ ቡድን እና ሌሎች ቡድኖች መካከል የመተባበር እና የመተጋገዝ መንፈስ አለ	1	2	3	4	5
14	በእኛ ቡድን አባላት እና በሌሎች ቡድን አባላት መካከል የግል አለመግባባቶች እና ቅሬታዎች አሉ	1	2	3	4	5
15	ሌሎች ቡድኖች በእኛ ቡድን ላይ ጫና ወይም ችግር እየፈጠሩ ነው፡፡	1	2	3	4	5

ከስራ አካባቢ ጋር በተያያዘ የቀረበ መጠይቅ

መመሪያ፡- ከታች የተመለከቱት መግለጫዎች/ዓረፍተ ነገሮች በሚሰሩበት ክፍል ውስጥ ከስራ አካባቢ ጋር በተያያዘ የቀረበ መጠይቅ ያመለክታል፡፡ ስለሆነም እባክዎን ያሉበትን ሁኔታ በትክክል የሚገልፅ መግለጫ ወይም ዓ.ነገር ቁጥር ያክብቡ

ቁ.	ዝርዝር	1	2	3	4	5
		እጅግ በጣም አልሰማምም	በመጠኑ አልሰማምም	በጉዳዩ ላይ በቂ መረጃ ወይም ግንዛቤ የለምኝም	በመጠኑ እስማማለሁ	እጅግ በጣም እስማማለሁ
1	በምስራብት ቦታ ብዙ ጊዜ ከፍተኛ ጫጫታ አለ	1	2	3	4	5
2	በምስራብት ቦታ ብዙ ጊዜ ለስሪ የማይመች አነስተኛ ብርሃን አለ	1	2	3	4	5
3	በምስራብት ቦታ የአየር ሁኔታ/ሙቀት ብዙ ጊዜ በክረምት ወቅት ምቹ ነው	1	2	3	4	5
4	በምስራብት ቦታ የአየር ሁኔታ/ሙቀት ብዙ ጊዜ በቢጋ ወቅት ምቹ ነው	1	2	3	4	5
5	በምስራብት ቦታ የአየር እርጥበት በጣም ከፍተኛ ወይም ዝቅተኛ ስለሆነ ለስራ ምቹ አይደለም	1	2	3	4	5
6	የምስራብት ቦታ የአየር ዝውውር ጥሩ ስለሆነ ለስራ ምቹ ነው፡፡	1	2	3	4	5
7	የምስራብት ቦታ አየር ያልተበከለ እና ንፁህ ስለሆነ ለስራ ምቹ ነው፡፡	1	2	3	4	5
8	የምስራብት ቦታ ለመርዛማ እና ጐጂ ንጥረ ነገሮች የተጋለጠ ስለሆነ ብዙ ጊዜ መከላከያ ማድረግ አለብኝ፡፡	1	2	3	4	5
9	አጠቃላይ የምስራብት ቦታ ወይም የስራ አካባቢ ለስራ ምቹ አይደለም	1	2	3	4	5
10	የምስራብት ቦታ እጅግ በጣም የተጨናነቀ ነው፡፡	1	2	3	4	5

ከስራ አፈፃፀም ጋር በተያያዘ የቀረበ መጠይቅ

መመሪያ፡- ከታች የተመለከቱት መግለጫዎች/ዓረፍተ ነገሮች በሚሰሩበት ክፍል ውስጥ ከስራ አፈፃፀም ጋር በተያያዘ የቀረበ መጠይቅ ያመለክታል፡፡ ስለሆነም እባክዎን ያሉበትን ሁኔታ በትክክል የሚገልፅ መግለጫ ወይም ዓ.ነገር ቁጥር ያክብቡ

ቁ.	ዝርዝር	1	2	3	4	5
		እጅግ በጣም አልሰማማም	በመጠኑ አልሰማማም	በጉዳዩ ላይ በቂ መረጃ ወይም ግንዛቤ የለምኝም	በመጠኑ እሰማማለሁ	እጅግ በጣም እሰማማለሁ
1	እኔ እጅግ የላቀ የስራ አፈፃፀም ያለኝ ሰራተኛ ነኝ	1	2	3	4	5
2	የላቀ የስራ አፈፃፀም ካላቸው 10% የድርጅቱ ሰራተኞች መካከል አንደኛው ነኝ	1	2	3	4	5
3	የምሰራበት ድርጅት ለሰራተኞቹ ስለሚሰጣቸው አገልግሎቶች በደንብ አውቃለሁ	1	2	3	4	5
4	ከሌሎች ይልቅ ከደንበኞች ጋር ጥሩ እና የሰመረ ግንኙነት አለኝ፡፡	1	2	3	4	5
5	ከሌሎች የስራ ባልደረቦቹ ይልቅ ደንበኞች ከእኔ እና ከድርጅቱ ምን እንደሚፈልጉ በደንብ አውቃለሁ፡፡	1	2	3	4	5

ለሰጡኝ ጊዜ እና ላደረጉልኝ ድጋፍ በድጋሚ አመሰግናለሁ፡፡

Appendix 3

Supporting Letters

Appendix 4

Interview Questions

Interview Guiding Questions for Key Informants

Informant Demography

Age: _____

Gender: _____

Occupation: _____

1. Do you believe that there is high level of worker performance in your organization?
2. Do you feel that causes of occupational stress are a serious problem?
3. Do you know the reasons of why employees perform less in your organization?
4. Do you believe that the overall practices of HR polices are fair in your organization?

Appendix 4

BUDGET BREAKDOWN

BUDGET BREAKDOWN

Ser.No.	Reason for Expenditure	Estimated Cost in Birr
1.	Stationary materials(photocopy, printing & binding)	2,000.00
2.	Internet	1,200.00
3.	Hiring Data Collector	500.00
4.	Professional translator fee (English to Amharic)	414.00
5.	Miscellaneous costs	1,000.00
Total costs		5,114.00

TIMELINE/PLAN OF WORK

The following table indicates the plan/timeline of the activities to be performed during 6 months.

Ser. No.	Area to be covered	Duration in month (Plan for 6 months)					
		M 1	M2	M3	M4	M5	M6
1.	Research proposal writing						
2.	Questionnaire distribution and data collection						
3.	Data entry and analysis						
4.	Writing the Research						