

**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
GRADUATE PROGRAM UNIT**



**“ASSESSING THE EFFECT OF ORGANIZATIONAL
STRESS MANAGEMENT ON JOB PERFORMANCE: A
CASE OF HEALTH COUNSELING & INFORMATION
CENTER (952 HEALTH HOTLINE)”**

**A THESIS PROPOSAL SUBMITTED TO ADDIS ABABA
UNIVERSITY SCHOOL OF COMMERCE IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR MASTER OF ARTS
(MA) IN HUMAN RESOURCE MANAGEMENT**

PREPARED BY: TEDBABE AYELE

ADVISOR: WUBESHET BEKALU (PhD)

MAY 2018

ADDIS ABABA, ETHIOPIA

Acknowledgements

First I would like to thank the almighty God for giving the strength ability and opportunity to complete this research study and complete it satisfactorily. I would like to thank also the biggest source of my strength, my beloved family, spouse and lovely children who gave me our precious family time to make my dream real.

I would like to take this opportunity to thank my colleague Minyahil Ayele. He has been there in providing his heartfelt support and guidance who contributed in coaching for the awareness of the SPSS program, the health hotline staff specially the coordinator Tesfaye Yirdaw, the supervisors Nafkot W/Tsadik ,Workiye Tsige and Assistant Counselor Liyou Tadesse for their unreserved support and participation in my research study.

A special thanks to my Advisor Dr. Wubishet for his special guidance he has given throughout my dissertation.

Table of Contents

CHAPTER ONE.....	2
1. INTRODUCTION	2
1.1 Background of the Study	2
1.2 Background of the Organization	4
1.3 Statement of the Problem	6
1.4 Research Question	7
1.5 Objective of the Study	8
1.6 The Significance of the Study	8
1.7 The Scope of the Study	9
1.8. Definition of Terms	9
1.9 Organization of the Paper	10
CHAPTER TWO.....	11
2. Literature Review	11
2.1 Definition of stress	11
2.2 Sources of Stressors:	11
2.3 Levels of Stressors:	12
2.4 Occupational stress	13
2.5 The causes of stress in general	14
2.5.1 Work overload	14
2.6 Impact (consequence) of stress on human body:	19
2.7 The relationship between work stress and performance	21
2.8 The effect of work stress in performance	22
2.9 Performance Level	24
2.10 Practice of Organizational stress management	25
2.11 Types of stress management	32
2.12 Impacts of stress management on job performance	33
CHAPTER THREE.....	38
3. METHODOLOGY	38
3.1 Description of the Study Area	38
3.2 Research Design	38
3.3 Data Types & Variables	39
3.4 Source of Data	39

3.5.	Population, and Sampling Techniques	40
3.6	Data Capturing Instruments	40
3.7.	Data Collection Procedures	41
3.8	Data Analysis Method	43
3.9	Ethical Considerations	43
CHAPTER FOUR		45
4.	ANALYSIS AND DISCUSSION	45
4.1	Demographic Characteristics of Respondents	45
4.2.	Sources of Work Related stress	47
4.3	Signs of Occupational Stress	51
4.4.	Work Affecting Health	52
4.4.1	Illness as a result of Occupational Stress.....	53
4.4.2	The Level of of Illness	54
4.5	Work Stress that Affect Job performance	55
4.5.1	Factors Affecting the Job Performance	56
4.5.2	Other Depressing Factors that Affect Job Performance.....	57
4.6	Provision of Supplies & Equipment	58
4.7.	Effect of Occupational Stress on Job Performance	61
4.8.	Ways to Minimize Stress	62
4.9	Correlations	63
4.10	Observation of Working Environment	64
CHAPTER FIVE		65
Summary, Conclusion and Recommendations		65
5.1	Summary of the major Findings	65
5.2	Conclusion	66
5.3	Recommendation	66
References		1
Appendices		3
Appendix I-.....		3
Appendix II-.....		9
Appendix III-.....		11

List of tables

Table 3.1 Cronbach's Alpha Test Results from SPSS	41
Table 4.1 Demographic Characteristics of Participants	44
Table 4.2 Source of Occupational Stress – Job condition	46
Table 4.3 Source of Occupational Stress - Role	48
Table 4.4 Source of Occupational Stress – Relationship	48
Table 4.5 Source of Occupational Stress – Career	49
Table 4.6 Signs of Occupational Stress	50
Table 4.7 Health Affected by Work	51
Table 4.8 Illness as a Result of Occupational Stress	52
Table 4.9 Cause of the Illness	53
Table 4.10 Work Stress Affect Job performance.....	54
Table 4.11 Factors Affect Performance	54
Table 4.12 Additional Factors that are Source of Stress & Affect Performance	55
Table 4.13 Provision of Supplies & Equipment.....	56
Table 4.14 Support from Supervisor, Colleague & Others.....	58
Table 4.15 Effects of Work Stress on Performance.....	59
Table 4.16 Strategies to Minimize Occupational Stress	59
Table 4.17 Correlation	60

Addis Ababa University School of Commerce
Graduate Program

We, the undersigned, members of the advisor and examiners of the final defense by Tedbabe Ayele Atnash, have read and evaluated her thesis entitled “**Assessing the effect of organizational stress management on job performance: A Case of Health Counseling & Information Center (952 Health Hotline)**”: and examined the candidate. This is, therefore, to certify that the thesis has been accepted in partial fulfillment of the requirements for the award of the degree of Master of Arts in Human Resource Management complies with the regulation of the university and meets the accepted standards with respect to originality and quality.

Wubeshet Bekalu (PhD)

Advisor

Signature

Date

Worku Mekonnen (PhD)

Internal Examiner

Signature

Date

Berhanu Borji (Prof.)

External Examiner

Signature

Date

ABSTRACT

The objective of this study is to assess the effect of organizational stress management on job performance: “A case of Health Counseling & Information Center (952 Health Hotline)”. In addition, the study was also conducted to identify the causes, consequences of stress and to examine the relationship between stress, job performance and effects of work stress on performance in 952 Health Hotline. It also examines the stress management practices and to recommend effective way of stress management and the remedial measures to be taken by management to minimize the effects of job stress to build high performance of employees to achieve the unit goals in Health Counseling & Information Center. A combination of qualitative and quantitative research approach has been adopted whereby a structured questionnaire was administered by the researcher to supervisors and coordinator. 23 usable responses were collected and in-depth interviews with coordinator and 2 supervisors of the 952 Health hotline were used to support the quantitative data. SPSS was used to process the primary data. In addition to that, the researcher has done Work environment observation. It was found that, Workload, dealing with difficult customers and malfunctioning system (line problems) are the main factors of work stress and affected the counselors’ job performance. This is reflected through absenteeism, reduced productivity, poor working relationship and low morale. There is also lack of career development in the unit. The stress they encountered is not only from their work, the working environmental issues and other issues are considered as added issues such as poor technology, salary, career development, the provision of proper equipment, recognition and lack of attention from the higher officials. In terms of stress management there is no proper training, especially for newly hired counsellors joining the Hotline. Self-counselling to manage stress is not sufficient. Finally, Ministry of Health should consider the significance of this service into account and should involve in the process enhancing of the service by equipping all necessary materials and the facilitation of counseling service without interruption. The Ministry should also help counselors by facilitating stress management training at least once a year. As the unit has a nationwide important contribution it has to be equally treated and be recognized as one of the key departments of the Ministry of Health (MoH).

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

Stress has been defined in different ways over the years. Originally, it was conceived as pressure from the environment, then as worry within the person. Hans Selye (1978/1956) classified stress into two categories, each with two variations: distress (harmful or disease-producing stress) and eustress (beneficial stress) (Drafke and Kossen, 2002:409). Positive stress can be experienced when someone is well focused on a specific task, motivated, feeling confident and also excited about the result he/she is hoping to achieve. It is a typical short term feeling. Whereas Negative stress (DISTRESS) occurs when a person feels unable to perform or to cope with a situation. This feeling can be short or long term. It causes anxiety or concern and can lead to mental and physical problems. The causes (STRESSORS) for the negative feelings of stress do not always lie with external situations. Internal feelings (i.e. fear of doing something), thoughts (i.e. continuous worrying) and certain behaviors (i.e. procrastination) can also lead to negative stress.

Stress is the general term applied to the pressures people feel in life. When pressure begins to build up, it can cause adverse strain on one's emotions, thought process, and physical condition. When stress becomes excessive, employees develop various symptoms of stress that can harm their job performance and health.

Stress is man's adaptive reaction to an outward situation which would lead to physical, mental and behavioral changes and it has become significant due to dynamic social factor and changing needs of life styles. The experience of work stress can cause unusual and dysfunctional behavior at work and contribute to poor physical and mental health. (Prasad et al, 2016).

Every individual experiences various forms of stress in everyday life at their work place, home in social setting and so on for different reasons. Stress is a psychological condition of the human mind arising due to unfulfilled expectation. Stress has become a worldwide fatal experience by employees universally.

The generally accepted definition today is one of the interactions between the situation and the individual. It is the psychological and physical state that results when the resources of the individual are not sufficient to cope with the demands and pressures of the situation (Occup Environ Med 2002; 59). Stress is the non-specific response of the body to any demand, positive or negative, made upon it.

Stress is unavoidable consequence of today's work life. People to deal with stress of others experience are under a variety of occupational stressors as their work is emotionally involving in the problem of others. Occupational stressors contribute to organizational inefficiency, high staff turnover, absenteeism due to sickness, decreased quality, and quantity of practice, increased costs of health care, and decreased job satisfaction. One of the organizational outcomes that affected by occupational stress is job performance (Kazmir R, Amjad S & Khan D, 2008).

Job stress may come from the job that may include: too much or too little work, time pressure and deadlines, frustration or boredom with current role, lack of clear plans and goals demand from clients and so on. Organizational stress can have a profound effect on production and motivation in the workplace. Worries about job security or the demands of a heavy workload increase stress levels and cause a variety of emotional and physical ailments. When stress factors, or stressors, are coupled with ineffective or uncaring management, stress can become a problem that extends to the entire organization (Jill Leviticus, (2014).

Occupational stress remains an albatross as a result of its detrimental consequences on employees' psychological wellness, physical health, and work-life balance and negatively associated with outcomes such as job satisfaction, organizational commitment, turnover and productivity (Kozuszsik, Rodriguez & Peiro, 2012).

Occupational stress has been defined as characteristics of a profession that requires employees to interact intensively with others (Ellison, 2004). Stress in organizations is a wide-spread phenomenon with far-reaching effect on somatic and psychological patterns which is detrimental to the individual (Strange and Brown, 1970). Negative stress affects the physical and mental health of the employees that in turn affects their performance on job. Research into the

relationship between stress and job performance has been neglected in the occupational stress literature (Jex, 1998)

There are many different factors that can trigger job stress and how people react to them can be different for every individual. Common external factors include, “work schedule, pace of work, job security, route to and from work, workplace noise, and the number and nature of customers” (Dessler, 2010) (Lisa Quast 2011). Another study found 33% of stress was caused by factors outside the organization while 67% of stress was caused by internal, company factors. The internal factors included heavy or difficult work load, working long hours, leadership (or lack thereof), and work environment (Bhatti, Shar, Shaikh, & Nazar, 2010).

1.2 Background of the Organization

Hotlines are phone lines set up to take calls about specific topics. These service provide advice related to sexual and reproductive health, suicide prevention, drug abuse and violence and offer education, counseling and referral to services. They often discuss issues related HIV in a positive, nonjudgmental tone; help callers clarify their values, attitudes and behavior; and help develop decision-making, negotiation and communication skills. They can increase awareness, knowledge and self-esteem; combat myths and fears regarding sex, pregnancy, sexually transmitted infections (STIs) and HIV/AIDS and encourage as well as support sustained behavior change (Laura Moch and Christine Stevens, 1999)

Hotlines service aim to provide accurate and timely information, provide an opportunity for dialogue, give support to callers by listening to them and counseling them, when necessary, provide referral information, and identify trends in information requests from the audience (Stratten & Ainslie, 2003).

Health Counseling & Information Center (952 Health Hotline) previously established as National Hotline service (Wegen AIDS Talkline) has begun as an alternative method to creating awareness as a prevention mechanism of HIV/AIDS and other health related issues in Addis Ababa Ethiopia.

Health Counseling & Information Center (952 Health Hotline) is a means of availing up-to-date and accurate information. In addition, the hotline has been an alternative source of confidential and anonymous counseling and support for those infected and affected by the HIV and AIDS. It was established in September 2004 under the National AIDS Resource Center (NARC) of Ethiopia with technical support from the Johns Hopkins University Bloomberg School of Public Health/Center for Communication Programs (JHU.CCP Ethiopia) in collaboration with the Ethiopia's HIV/AIDS Prevention and Control Office (HAPCO) and the Ethiopian Telecommunication Corporation (ETC). Currently, the service and service providers are transferred to Ministry of Health and the unit is working under public relation and health education Directorate named as Health Counseling & Information Center (952 Health Hotline).

Counseling in the context of HIV/AIDS hotline could be given for behavioral change of pregnant women, HIV positive children, couples and for people who want to test for HIV (UNAIDS, 1997). The aspiration of providing services for the aforementioned group of people is to bring positive change in their life.

Having this general information this paper will specifically articulate what kinds of major Challenges faced by the hotline counsellors, service providers, in the provision of services and the communication they have with different clients.

The challenges service providers can face in their daily interaction with clients and due to the nature of their work environment will have a huge impact on the quality of service they can provide and their dedication to their job performance.

Therefore, The aim of the study is to assess Practice of Organizational stress management and its effect on job performance in the case of Health Counseling & Information Center (952 Health Hotline) and to recommend effective way of stress management and to remedial measures to be taken by management to minimize the effects of job stress to build high performance of employees to achieve the department goals.

1.3 Statement of the Problem

Different researchers has done studies on stress and its effect on job performance. According to Atkinson stress occurs when one is faced with events or encounters that they perceive as an endangerment to their physical or psychological wellbeing (as sited in McGowan, 2001).

Meanwhile Kaplan, Cobb, French, Van Harrison, and Pinneau (1975) said “stress” refers to “any characteristics of the job environment which pose a threat to the individual. Two types of job stress may threaten the person: either demands which he may not be able to meet or insufficient supplies to meet his needs”. These two types of job stress have been explicated by the theory of person-environment fit (or misfit) developed by French, Rogers, and Cobb (1974). The extent to which the person’s skills and abilities match the demands and requirements of the job represents one kind of fit. The extent to which the person’s needs are supplied in the job environment is another kind of fit. Job stress, then, is conceptualized as a misfit of either of these relationships between employee and job environment. Also, when misfit of either kind threatens an individual’s well-being, strains will occur. Kaplan, (1975) defined strain as “any deviation from normal responses in the person: (a) psychological strains such as job dissatisfaction, anxiety, and low self-esteem; (b) physiological strains such as high blood pressure and elevated serum cholesterol: and (c) behavioral symptoms of strain such as smoking and dispensary visits”

Job stress produces negative effects for both the organization and the employee. For the organization, the results are disorganization, disruption in normal operations, lowered productivity, and lower margins of profit. For the employee, the effects are threefold: increased physical health problems, psychological distress, and behavioral changes (Rice, 1992)

As per the annual report of AIDS Resource Center (Year), Hotline counselors have excessive involvement with clients which can be extremely stressful. Stress and burnout has long been the big problem of the hotline counselors mainly due to job related stressors like abuse calls, prank calls and emotionally touching scenarios as they have been dealing with many people with chronic illness.

Furthermore previously research has done, by Ezana Haileselassie, “**Research title Occupational Stress and Coping Mechanisms among HIV/AIDS Counselors, The Case of Wegen AIDS Talk line.**” The researcher tried to show the stress and its coping Mechanism. He did not focus on the effect of stress on employees’ performance.

Putting the aforementioned facts as a basis, this study conducted in the Ministry of Health, Health Counseling & Information Center (952 Health Hotline) Department to investigate the Practice of Stress Management and its effect on employees’ Job Performance. There are various reasons as this research tries to highlight that cause Stress on Counselors of HIV/AIDS Health Hotline. These causes are broadly discussed in this paper. The study first identifies these causes of stress and moves on to show their influence on the counselors’ job performance. The findings will help the Ministry of Health and Health Counseling & Information Center (952 Health Hotline) for the provision of effective hotline service as well as the service receivers’.

1.4 Research Question

The specific research questions includes the following:

1. What is the level of stress in Health Counseling & Information Center (952 Health Hotline) employees?
2. What are the causes of stress in Health Counseling & Information Center (952 Health Hotline)?
3. What are the consequences of stress in Health Counseling & Information Center (952 Health Hotline)?
4. What is the level of employees’ performance in Hotline?
5. What is the relationship between work stresses and employees’ performance in Health Counseling & Information Center Health Counseling & Information Center (952 Health Hotline)?
6. What is the effect of work stresses in performance in Health Counseling & Information Center (952 Health Hotline)?

1.5 Objective of the Study

The objective of this study is to examine the Practice of stress management and its effect on job performance in the case of Health Counseling & Information Center (952 Health Hotline) and indicate how the different stages in stress Management system influence employee performance.

The specific objectives of this study are as follows:

To examine the level of stress in Health Counseling & Information Center (952 Health Hotline) employees

To identify the cause of stress in Health Counseling & Information Center (952 Health Hotline)

To determine the consequences of stress in Health Counseling & Information Center (952 Health Hotline)

To examine the relationship of stress and job performance

To examine the effect of work stress on performance in Health Counseling & Information Center (952 Health Hotline)

To examine the stress management practices in Health Counseling & Information Center (952 Health Hotline)

1.6 The Significance of the Study

The purpose of this study is to identify practice of organizational stress management by pin pointing the stress faced by the counselors working in the Health Counseling & Information Center (952 Health Hotline) service. The study also provides the effect or impact of stress in relationship with the job and its influence on employee job performance.

The paper proposed important recommendations to the organization to reassess its existing practices on stress management and put a workable stress management system Furthermore, the result of the study can be used as a ground for other researchers to conduct further study on job stress, the relationship between the job stress and job performance of employees and work stress management.

1.7 The Scope of the Study

Even though stress is applicable in all types of organizations regardless of its nature and goal, this study delineates the practices of Health Counseling & Information Center (952 Health Hotline), which is located at the Federal Ministry of Health, Sudan St, Addis Ababa. The study covers the effects of organizational stress management on job performance in the case of Health Counseling & Information Center (952 Health Hotline). The study mainly identified factors of work stress, effects of work related stress on health and their effect on Job Performance. Furthermore, the study examines Stress Management of personal and organizational efforts towards managing the stress in 952 Health Hotline.

1.8 The Limitation of the Study

Because of resource scarcity (like time and information accessibility) and its corresponding costs, this research confines only to Health Counseling & Information Center (952 Health Hotline) for limited number of staff from among many Hotline service providers in other organizations. Hence, there will be a gap of knowledge in the findings of this research. However, it can be used as a base for others that might have come up with studying all Hotline services in Addis Ababa or in the country.

Due to the fact that the Health Counseling & Information Center (952 Health Hotline) is the only counselling service available in the country, this research was forced to be bound to a possible 30 respondent research. Of these possible 30 respondents, 26 usable responses have been generated.

1.8. Definition of Terms

Stress: the nonspecific response of the body to any demand. The demands, Hans Selye (1978/1956) held, can be positive ones (Eustress) or negative ones (Distress). (M. Nagamalleswari, Vol 7 Issue 09, 2017)

Positive stress or eustress (also called good stress) is when you perceive a stressful situation as an opportunity that will lead to a good outcome.

Negative stress or distress when you perceive a stressor as a threat that will have a poor outcome.

Job Stressors: is a stimulus external to an employee and a result of an employee's work conditions. Example job stressors include organizational constraints, workplace mistreatments (such as abusive supervision, workplace ostracism, incivility, bullying), role stressors, workload, work-family conflicts, errors or mistakes, examinations and evaluations, and lack of structure (Jex & Beehr, 1991; Liu, Spector, & Shi, 2007; Narayanan, Menon, & Spector, 1999).

Stress Management: defines stress precisely as a person's physiological response to an external stimulus that triggers the "fight-or-flight" reaction.

Job performance According to Viswesvaran and Ones (2000), job performance are work behaviors relevant to organizational goals, within the individual's control, and measurable, observable, scorable, etc.

1.9 Organization of the Paper

The research is divided in five chapters. Chapter one includes the introduction which encompasses the background of the study, background of the organization, statement of the problem, Basic research questions, objectives of the study, the significant of the study, the scope of the study and the limitation of the study. Chapter two explores the literature review related to Stress, organizational stress management and its effect on job performance. Chapter three explains the research design and methodology employed. In Chapter four the researcher will summarize the results and interprets and discuss the findings. The last chapter embedded the conclusion, findings and recommendations given by the researcher.

CHAPTER TWO

2. Literature Review

This chapter will investigate the literature review scholarly articles relevant to the area of my research on Practice of Organizational stress management and mainly its effect on job performance.

2.1 Definition of stress

Stress originally has been defined by Hans Selye in 1936. He classified stress into two categories, each with two variations: distress (harmful or disease-producing stress) and eustress (beneficial stress) (Drafke and Kossen, 2002:409). Other definitions which was given by Fletcher as a “continuous process that involves individual transacting with their environments, making appraisals of the situations they find themselves in, and endeavoring to cope with any issues that may arise (Fletcher 2006) cited James L. Rumbold, 2012, p. 173”. Furthermore Kahn and Byosiere (1992) explored job stress frequent effect of role conflict, role ambiguity and work overload.

The above definitions implies stress as a condition where a person is under pressure and does not have sufficient ability to cope with it. In selye’s definition he put stress into two categories (Positive & Negative) that is a worldwide element experienced by employees around the globe.

2.2 Sources of Stressors:

There are different sources of stressors. These sources can be categorized as the environmental stressors, Social stressors, Physiological stressors and Thought.

The Environment: – The environmental stressors such as weather, noise, crowding, pollution, traffic, unsafe and substandard housing, and crime. **Social Stressors:** –Social stressors such as deadlines, financial problems, job interviews, presentations, disagreements, demands for your time and attention, loss of a loved one, divorce, and co-parenting. These stressors arising due to

demands of the different social roles such as parent, spouse, caregiver, and employee. Vol-1 Issue-3 2015 IJARIIIIE-ISSN(O)-2395-4396 1179 www.ijariie.com 19 **Physiological:** – Physiological stressors include rapid growth of adolescence, menopause, illness, aging, giving birth, accidents, lack of exercise, poor nutrition, and sleep disturbances. **Thoughts:** – Human brain interprets and perceives situations as stressful, difficult, painful or pleasant, in such situation our brain determines whether they are problems to us or not.

Murphy, 1995, said that common organizational and individual stressors could be classified into five groups:

- (1) Organizational practices (performance reward systems, supervisory practices, promotion opportunities)
- (2) job/task features (workload, workplace, and autonomy)
- (3) Organizational culture/climate (employee value, personal growth, integrity)
- (4) Interpersonal relationships (supervisors, coworkers, customers), and
- (5) Employee personal characteristics (personality traits, family relationships, coping skills).

2.3 Levels of Stressors:

Stress has been experienced in various forms by all kinds of professionals as they get through the duties assigned to them. Though, the extent of stress levels might differs from one another or respond to stress differently. The extent of burnout in professionals who perform care and support in the areas of direct involvement with clients may have higher than the other professionals (Maslach, 2003). Level of stress can be classified as high level, moderate level and low level by the assigned several factors.

Stress has been also classified according to duration (time), intensity and its effect on the individual's mental and physical health into three types (Hanafi; 2002):

- **Low Stress:** This stress can be from a few seconds to hours and can be caused by people or other events in work.
- **Medium Stress:** This stress can take from hours to several days such as overtime work or a visit by undesirable manager or even an illness.

- **High Stress:** This stress usually persists for weeks months and even years as in the case of being away from family for a long time or a death of a close relative or a friend. In work environment, this would be a transfer or reducing authority or suspension from work.

2.4 Occupational stress

Occupational stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker (NIOSH, 1999).

Stress at work is one of the major psychosocial risks of work. Work-related stress is one of the problems challenging employees and employers. It is of great concern to employees, employers and psychologists, because of its high growing rate in ill- health, as a result of long working hours of some employees (Joseph, 2007).

According to Sayeed (2001), stress also continues to jeopardize the health of organizations. Unhealthy organizational climates reduce employee involvement and negatively affect performance at the individual and corporate level.

Job stress has an impact on employee performance it produces negative effects for both the organization and the employee. For the organization, the results are disorganization, disruption in normal operations, lowered productivity, and lower margins of profit. For the employee, the effects are threefold: increased physical health problems, psychological distress, and behavioral changes (Rice, 1992).

Attempts to identify the sources of occupational stress have discovered many culprits. Cary Cooper, has developed a concise yet complete list of six sources of work stress (Cooper, 1983):

Job Conditions such as Quantitative & qualitative work overload, people decisions, physical danger, and techno stress, **Role Stress** like role ambiguity, sex bias and sex-role stereotypes, **Interpersonal Factors** just as poor work and social support systems, lack of management concern for the worker, political rivalry, jealousy, or anger, **Career Development** manner with under promotion, over promotion, job security, frustrated ambitions, **Organizational Structure**

like rigid and impersonal structure, political battles, inadequate supervision or training, no participative decision making and **Home-work Interface** being spillover, lack of support from spouse, marital conflict, dual career stress.

Stress causing problems to employee's health and well-being, affects the organization's reputation as well as its productivity. Job dissatisfaction and employee's unwillingness to their works are the negative aspect of stress, followed by reduction the level of production and turnover and weakness in quality of work would be the demerits for the organization. It is the fact that employee performance and productivity has an adverse effect, the lower the employees' performance, the lower the productivity of the whole organization.

2.5 The causes of stress in general

Stress is an unfriendly emotional experience associated with elements of fear, dread, anxiety, irritation, annoyance, anger, sadness, grief, and depression. Stress can be brought about by pressures at home – within the family (death of beloved ones, getting older, unhealthy marriage, divorce etc.), the society - arguments and at work - *excessive demands and pressures that are not matched to workers' knowledge and abilities, where there is little opportunity to exercise any choice or control, and where there is little support from others.*

There are many originators of occupational stress. This study will focus on the most commonly stress used by researchers are:

2.5.1 Work overload

Workload, main cause of stress in employees refers to the focusing on assignments at work. French and Caplan (1972); Margolis et al. (1974) and Russek & Zohman (1958) said that work overload happen when assigned work exceed one's capability. It is a case when people feels pressure on themselves, or when the demands of a situation are larger than they can handle; and if it continues for

a long time without any pauses or breaks, then different physical, behavioral and mental problems may occur and can lead to death.

Work overload was significant affect job stress (Wilkes, Beale, Hall, Rees, Watts & Denne, 1998). Division of Human Resource (2000) defined workload stress as feeling of constant pressure and not willing to come to work accompanied by the general physiological and behavioral stress foretoken. Al Aameri (2003) has mentioned in his studies that work overload is one of six factors affect job stress. Besides, a study in UK showed that the large amount of workers were dissatisfy when they were required to work overtimes and deal with big workloads while meeting production targets and deadlines (Townley, 2000).

2.5.2 Role Ambiguity & Role Conflicts

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, and role ambiguity will happen (Cords & Dougherty (1993), Cooper (1994), Dyer & Quine (1998) and Ursprung (1986). Based on Jackson & Schuler (1985) and Muchinsky (1997) studies, role ambiguity lead to negative results as arguments in role requirements of employee, it increases role conflict. Because follow the requirement of one's role makes it difficult to follow the requirements of others, role conflict is an important situation. Therefore, employee will feel stress when they contact the contradictory demands by their supervisor or subordinate.

2.5.3 Working relationship

According to International Journal of Trade, Economics and Finance, Vol. 7, No. 2 April 2016, The relationship between employee and their supervisor is a main aspect of employee's link to the company, and employee behaviors affected by the way their supervisors managed them. Effective communication is one of the components of a good relationship, and it can provide employees with direction. Supervisors can treat more effectively to the needs and problems of their employees when there are open-lines of communication such as an open-door policy. Support from supervisors and co-workers can reduce job stress. With less support from

supervisors or peers, employee feel alone, then lead to decrease pace of work and performance (Mai Ngoc Khuong and Vu Hai Yen 2016).

Employees' relationships with colleagues are essential to their success and help employees complete not only their work goals but also organization's goals. The more positive relationships at work employee have, the more enjoyable the workplace is, and better job satisfaction and engagement. According to Internet, working relationship was very important to employee job satisfaction based on 40% of employees, and 79% of employees showed satisfaction on their working relationships. (Mai Ngoc Khuong and Vu Hai Yen 2016).

2.5.4 Career Development

Career development is defined as opportunities for employees to join in more advanced activities such as training and networking that help employee improve skills, gain new skills, take greater responsibility at work, improving their social status and earn higher income. According to SHRM (2012), there is only one factors in career development factor was rated by employee, they are opportunities to use skills and abilities at work. Besides, career development is one of five very important factors affect job satisfaction in 2012.

2.5.6 Working Environment

According to the Journal of Business Economics & Finance (2012) working environment is “the physical geographical location as well as the surroundings of the workplace, such as a factory site or office building”. Other factors relating to the workplace, such as the quality of the air, noise level and working relationship can lead to the quality of working environment. It has proven that when employee feels comfortable with their working environment, they will perform more effectively and enjoy the working process better than those who are feel uncomfortable. Therefore, it is necessary for managers consider their employees' workplace factor carefully. Organization understand that their employees spend almost day at work, that is the reason why companies need to actions to make sure working environment is conducive for employees to be productive, satisfied and engaged in the workplace (Mai Ngoc Khuong and Vu Hai Yen 2016).

2.5.7 Aspects of the Job such as Dealing with Difficult Customers/Clients

According to Taldkdesk (March 17, 2014) no matter how good your customer service, you will eventually have to deal with an unhappy client. For service givers difficult clients are a fact of life or are part and parcel of doing business. **Dealing with an angry caller is not an easy task.** Servicer givers encounter daily stressors from customers, co-workers, managers and the demands of the company. They face high consumer expectations and experience pressure to meet company standards. This pressure is compounded by the continuous expectation to exceed performance metrics while their service quality is continuously analyzed by managers. These are potential sources of stress that relate to the fundamental nature of the job itself. Factors such as the physical working conditions, type of tasks and the amount of satisfaction derived from the job. People who call, email and hit up the live chat regularly then disrespect your advice, insult and consuming valuable work time. This kind of people are one of the sources of stress in the work place (Geraghty S. 2017).

2.5.8 Interpersonal Relationships.

According to management study guide.com article on interpersonal relationship written by Prachi Juneja, interpersonal relationship refers to a strong association among employees either working together in the same team or same organization. Employees working together ought to share a special bond for them to deliver their level best. It is essential for individuals to be honest with each other for a healthy interpersonal relationship and eventually positive ambience at the workplace.

A good interpersonal relationship among the employees will create an environment which will be welcoming and which will boost the morale of the employees and will inspire them to deliver quality work.

The interpersonal relationship that an employee develops at his workplace is a key to his career and job success. If he gets along harmoniously with his coworkers and shares a special bond with them, then the positive interpersonal relationship that develops fuels his work achievement, happiness, and success.

The most plausible explanation is a combination of both an individual and environmental perspective; stating that reasons for problematic relationship at work may found in the interaction between the organizational level and the personal or individual level. Poor social environment and lack of support or help from coworkers and supervisors in turn spoil the work environment.

2.5.9 Personal expectation

There are many explicit expectations in the employer-employee relationship. According the article Work Expectations produced by Corexcel. Corexcel some of the expectations are Environment, structure vs. independence, Work vs. personal life and career growth.

2.5.9.1 Environment

Many employees expect a pleasant work environment. No one wants to wake up each morning dreading going to work. Workers prefer a low-stress environment that has a social atmosphere. Different personalities expect different types of work environments. Some people work better under pressure and welcome the opportunity to be challenged. Giving workers the opportunity to express their ideas in a workplace that emphasizes results over personal relationships may give them satisfaction.

2.5.9.2 Structure vs. Independence

Structure is an integral part of the workplace for some employees. Perhaps they like to know that certain resources are available to them. Providing workers with specific timelines, procedures, or guidelines may be beneficial to them when completing a project or problem-solving. Some people, however, expect to work independently. They may want to set their own priorities or use their methods of problem-solving. Granting freedom to take on new responsibilities or to streamline current procedures might be a way to keep your employees happy.

2.5.9.3 Work vs. Personal Life

Most employees expect a certain balance between work and personal life. They have commitments outside of work and feel that work should not distract them from fulfilling those commitments. Employees want to be assured employers to understand their commitment to their families and other activities, to let them know that work will not interfere with their personal life, but also that expected high standard of job performance.

2.5.9.4 Career Growth

Having a career is important to many people in today's society. If employees enjoy their job, invest a lot of time and effort, and succeed at it, they probably expect to get rewarded. The reward doesn't always have to be monetary; sometimes a new job title, increased responsibility, or other incentives will provide the positive reinforcement they desire. Career-minded employees probably want to gain new experiences and increase their set of job skills, making themselves more marketable to other employers. Making sure that employees know there are opportunities for advancement may keep them satisfied and keep them with the company.

Once it's identified the things that can make work a positive experience for employees, employers must keep the lines of communication open. Employees may never be satisfied in their current positions if their work expectations are not met. As an employer, the high cost of employee turnover must be understood. If employers want to retain their employees, learn what employee's work expectations are and do what they can to increase their job satisfaction, making work a positive experience.

2.6 Impact (consequence) of stress on human body:

Sengupta (2007) stated that stress may cause physiological, behavioral or even psychological effects:

2.6.1 Physiological – hormone release triggers fight or flight response of humans. These hormones help them to either fight harder or run faster. They increase heart rate, blood pressure, and sweating. Stress has been tied to heart disease. Because of the increase in heart rate and blood pressure, prolonged stress increases the tension that is put on the arteries. It also affects the immune system which is why cold and flu illness usually show up during exams.

2.6.2 Behavioral – it may cause people to be jumpy, excitable, or even irritable. The effects of stress may cause some people to drink or smoke heavily, neglect exercise or proper nutrition, or overuse either the television or the computer.

2.6.3 Psychological – the response to stress may decrease the ability to work or interact effectively with other people, and be less able to make good decisions. Stress has also been known to play a part in anxiety and depression (Sengupat, 2007).

EMPERICAL LITRATURE REVIEW

According to research conducted by Muhammad Jamal (2011) the role of organizational commitment in the relationship of job stress and job performance among employees working in a large North American based Multinational Corporation in Malaysia and Pakistan, in both countries, overall job stress and four job stressors work overload, ambiguity, conflict, and resource inadequacy were negatively related to job performance. The dominant findings of the negative linear relationship between the measures of job stress and job performance tend to be in agreement with the recent comprehensive meta-analytic study of the topic (Muse, Harris & Field, 2003).

According to research conducted by Muhammad Jamal (2016) Job Stress and Job Performance Relationship in Challenge-Hindrance Model of Stress: An Empirical Examination in the Middle East, supported the relationship of overall job stress, challenge stress and hindrance stress with

job performance and turnover motivation. Both overall job stress and hindrance stress were negatively related to job performance and positively related to turnover motivation.

Impact of Stress on Job Performance: An Empirical study of the Employees of Private Sector Universities of Karachi, Pakistan, the study affirms that work load, role conflict and inadequate monetary rewards are the main causes of stress among employees in Higher Education Sector, which reduces their work performance. (Ali, Raheem, Nawaz and Imamuddin 2014)

2.7 The relationship between work stress and performance

Job stress is one of the common problems that employees confront with increasing frequency. Stress that employees face comes in many types and at diverse intensity. There is work stress as well as social and economic stress and the effect of each type is different. Individual may face major events that lead to negative results that affect his/her performance and mental and physical being. He/she may face smaller events that act as alarms. Occupational stress can be defined as a disruption of the emotional stability of the individual that induces a state of disorganization in personality and behavior (Ahlam; 2012).

Employees are the human capital of organizations and their performance is a key indicator for organization to achieve its goals. Employee performance is one of the most important constructs in both organizational psychology and human resource management (Campbell, McHenry, & Wise, 1990). It is a function that an individual can successfully perform within framework of normal constraints and available resources (Jamal, 2007).

(Hassan, Umar & Mochammad 2015) founded that there are many human resource management factors that can influence the firm performance includes performance of employees. Factors such as organizational culture, job satisfaction, training and development, and stress, have been studied and researchers have demonstrated evidence on the relationship between these factors and employee performance. In people's daily life there are two dynamic things plays a very

important role, first in productivity and second is different work stress whether in structured or unstructured environment.

Workplace stress is a major issue for both employees and organization. Work stress which means the difficult situations and conditions that one is exposed to in his place of work. An article, Relationship between stress and productivity/performance (by Summit Sony, 2016) stated that several kinds of studies have been done to find out the relation between work stress and performance. At the workplace, the stress can affect the productivity of the employee and if the stress level is low, then the employee can work with enjoyment and concentration and as a result a very high productivity.

If stress is too high, it turns into a damaging force. Job performance begins to decline at the same point because excessive stress interferes with performance. An employee loses the ability to cope, fails to make a decision and displays inconsistent behavior. If stress continues to increase even further it reaches a breaking point. At this breaking stage, an employee is very upset and mentally devastated. Soon he/she completely breaks down. Performance becomes zero, no longer feels like working for their employer, absenteeism increases, eventually resulting into quitting of a job or getting fired. Stress should not be very high nor too low. It must be within the range and limits of employee's capacity to tolerate and his performance level. A controlled stress which is within limits is always beneficial and productive than an uncontrolled one (Akrani, 2011) (kalyan-city.blogspot.com/2011/03/relationship-between-stress-and-job.html Mar 29, 2011)

2.8 The effect of work stress in performance

Scullen (2000) described job performance comprising of four aspects; i) general performance, ii) human performance, iii) technical performance and iv) administrative performance. Rubina et al. (2008) viewed job performance as the result of three factors working together: skill, effort and the nature of work conditions. Skills include knowledge, abilities and competencies of the employees; effort is the degree of motivation the employee puts forth towards completing the job; and the nature of work conditions is the degree of accommodation of these conditions in

facilitating the employee's performance. 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 (Armstrong & Baron, 1998).

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 company and people performance and it terribly affects health of employees (Mimura and Griffiths, 2003 in Shah et al, 2012). These effects can be summarized as: Mental effects: Such as depression, anxiety, deterioration in performance, deterioration in social relations, fatigue, quick-temperance, and loss of hope or ambition. Physiological Effects: When stress persists, it can lead to migraine, increase in pulse, high cholesterol, high blood pressure. It can also lead to heart disease, ulcer and rheumatism (Greenberg; 1999).

Stress, specifically occupational stress, has been linked to numerous negative consequences for employees and employers (O'Brien, 2008). For example, Simon & Amarakoon (2015) linked occupational stress to anxiety, fatigue, and disengagement, and The American Institute of Stress (no date) (<https://www.limeade.com/.../EMPLOYEE-STRESS-ENGAGEMENT-AND-WORK-O>) mentioned increased absenteeism as one of many consequences of stress. Motowidlo, Packard, and Manning (1986) reported that stress leads to a decrease in cognitive/motivational elements of employee performance, such as concentration, perseverance, and adaptability. Lang and colleagues (Lang, Thomas, Bliese, & Adler, 2007) also tested a linear, albeit mediated/moderated, relationship between job demands and job performance, finding that physical and psychological strain mediated the demands-performance relationship, while role clarity served as a moderator.

Not all stress, however, is bad. Research continues to show that increased stress can be good (up to a point). According to the Yerkes-Dodson law (Yerkes & Dodson, 1908), there is an optimal mid-range or sweet spot of emotional or physical stress associated with higher performance. Too little stress can lead to decreased activation, performance, and participation in life. Conversely, too much stress can lead to over activation, the inability to perform, or negative emotional and physical outcomes. While some researchers question the shape of the actual relationship between

stress and performance (e.g., Hancock, 2009), the idea remains that that, up to a certain point, as stress increases performance also increases.

2.9 Performance Level

Yerkes-Dodson Law

The Yerkes–Dodson law is an empirical relationship between arousal and performance, originally developed by psychologists Robert M. Yerkes and John Dillingham Dodson in 1908. The process is often illustrated graphically as a bell-shaped curve which increases and then decreases with higher levels of arousal. It shows the relationship between pressure (arousal) and performance.

According to the model, peak performance is achieved when people experience a moderate level of pressure. Where they experience too much or too little pressure, their performance declines, sometimes severely. Performance increases with physiological or mental arousal (stress) but only up to a point. When the level of stress becomes too high, performance decreases.

Where people are under-challenged they see no reason to work hard at a task, or they're in danger of approaching their work in unmotivated way. Where people working at peak effectiveness they're sufficiently motivated to work hard, but they're not so overloaded that they're starting to struggle. This is where people can enter a state of "Flow," the enjoyable and highly productive state in which they can do their best work. Where people starting to "fall apart under pressure." They're overwhelmed by the volume and scale of competing demands on their attention, and they may be starting to panic.

According to **Yerkes-Dodson Law**- Human performance at any task varies with arousal in a predictable parabolic curve. At low arousal, people are lethargic and perform badly. As arousal increases, performance also increases - but only to a point, after which increasing arousal actually decreases performance. Arousal in this context can also be thought of as stress, which is felt as an inner motivating tension.

2.10 Practice of Organizational stress management

To mitigate stress in the workplace, one have to apply some of the stress management and intervention techniques. According to Hellriegel and Slocum (2004:182) stress management refers to: “any initiative that reduces stress by helping people to understand the responses to stress, in order to recognize stressors, and the use of coping techniques to minimize the negative impact of stress”

Fontana (1989) posits that the steps to stress management consist of mobilization, knowledge and action. Mobilization is the simple decision that something must be done. It is the realization that there is a better way of working in the organization with reduced stress. Knowledge entails understanding what needs to be mobilized in order to reach that level of reduced stress in the workplace. The final stage is to take action and whether it will be immediate or in the future.

Several interventions categorized as primary secondary and Tertiary interventions for stress management

2.10.1 Primary Interventions (Preventative Stress Management)

Primary preliminary level interventions are required to correct or eliminate stressful causes (Robbins, Judge, Odendaal and Roodt, 2009). This involves increasing employee participation in goal setting and introduction of flexible working hours. By increasing employee participation in decision-making, management provides a more supportive climate by empowering their employees to have a say in the decisions that have a direct effect on how they perform on the job. By redesigning job roles and tasks, employees are given more responsibility, work is more meaningful and they have more control over their job functions. Management should develop a

total rewards strategy that includes compensation, work-life balance, benefits and career development opportunities. These all enhance employee's motivation, work engagement and job satisfaction, which are positive correlates of individual wellbeing.

2.10.2 Secondary Interventions (Coping)

Secondary level interventions focus on the individual are concerned with enabling employees in order to minimize the damaging effects of their stresses by focusing on increasing employee's awareness and extending the psychological and physical resources of employees and therefore enabling employees to manage their stress effectively. There are three main types of secondary interventions that can be used; somatic, cognitive and multimodal techniques. **Somatic techniques** involve relaxation exercises such as bio-feedback and breathing exercises. **Cognitive techniques** involve cognitive restructuring processes, which enable employees to modify their painful interpretations of situations without imposing onto their value systems and interpretations. **Multimodal** Therapy approach appeared to offer an assessment and treatment/training program that could easily be adapted to the field of stress management and counselling (Palmer and Dryden, 1991, 1995). The approach was developed by Arnold Lazarus who was formerly a well-known behavior therapist.

Secondary interventions help employees become aware of the psychological, physical, and behavioral responses that may occur from the stressors presented in their working environment. Secondary interventions help a person detect and attend to stressors and identify resources for and ways of mitigating job strains. Often, coping strategies are learned skills that have a cognitive foundation and serve important functions in improving people's management of stressors (Lazarus & Folkman, 1991). Coping is effortful, but with practice it becomes easier to employ. This idea is the foundation for understanding the role of resilience in coping with stressors. However, "not all adaptive processes are coping. Coping is a subset of adaptation activities that involves effort and

does not include everything that we do in relating to the environment” (Lazarus & Folkman, 1991, p. 198). Furthermore, sometimes to cope with a stressor, a person may call upon social support sources to help with tangible materials or emotional comfort. People call upon support resources because they help to restructure how a person approaches or thinks about the stressor.

Most secondary interventions are aimed at helping the individual, though companies, as a policy, might require all employees to partake in training aimed at increasing employees’ awareness of and skills aimed at handling difficult situations vis à vis company channels (e.g., reporting on sexual harassment or discrimination).

Furthermore, organizations might institute mentoring programs or work groups to address various work-related matters. These programs employ awareness-raising activities, stress-education, or skills training (cf., Bhagat, Segovis, & Nelson, 2012), which include development of skills in problem-solving, understanding emotion-focused coping, identifying and using social support, and enhancing capacity for resilience. The aim of these programs, therefore, is to help employees proactively review their perceptions of psychological, physical, and behavioral job-related strains, thereby extending their resilience, enabling them to form a personal plan to control stressors and practice coping skills (Cooper, Dewe, & O’Driscoll, 2011).

According to Cooper, Dewe, and O’Driscoll (2001), secondary interventions are successful in helping employees modify or strengthen their ability to cope with the experience of stressors with the goal of mitigating the potential harm the job stressors may create. Secondary interventions focus on individuals’ transactions with the work environment and emphasize the fit between a person and his or her environment. However, researchers have pointed out that the underlying assumption of secondary interventions is that the responsibility for coping with the stressors of the environment lies within individuals (Quillian-Wolever & Wolever, 2003). If companies cannot prevent the stressors in the first place, then they are, in part, responsible for helping individuals develop coping strategies

and informing employees about programs that would help them better cope with job stressors so that they are able to fulfill work assignments.

Stress management interventions that help people learn to cope with stressors focus mainly on the goals of enabling problem-resolution or expressing one's emotions in a healthy manner. These goals are referred to as problem-focused coping and emotion-focused coping (Folkman & Lazarus, 1980; Pearlin & Schooler, 1978), and the person experiencing the stressors as potential threat is the agent for change and the recipient of the benefits of successful coping (Hobfoll, 1998). In addition to problem-focused and emotion-focused coping approaches, social support and resilience may be coping resources.

2.10.3 Tertiary Interventions (Stress Management)

The final level of stress management interventions is at the tertiary level which concerns itself with individual rehabilitation for those who have suffered from ill health or reduced well-being as a result of the strain received whilst at work. Rather than being based on preventative philosophies, these interventions are based on treatment and are best illustrated by organizational wellness programs, which entails behavioral modification, and revolves around employee counselling, career counselling, etc.

2.10.4 Behavioral modification

These initiatives are targeted at career counselling and other employee assistant programs, workshops on burnout to help employees understand its nature and symptoms, team building, workshops on time management, and training and relaxation techniques.

2.10.5 Employee counselling

Counselling refers to the discussions that ensue between the counsellor and the counselee in order to find out emotionally constructed problems, so as to assist the counselee in handling their stress related problems (Furnham, 1997). Therefore, the aim of counselling is to improve employee's mental health and well-being. Both job and personal problems affect an employee's performance, and counselling is usually kept confidential. The emphasis on counselling also helps organizations become more humane and considerate of people's problems.

The need for counselling arises from a variety of employee problems such as stress in the workplace and stress in one's job. Therefore employees can benefit from the advice and guidance that the counsellor provides. Furnham (1997) states that people can benefit from counselling in a number of ways, such as developing their self-confidence, being able to understand things more clearly, practicing self-control and creating the ability to work more effectively. There are six types of counselling functions. The first function is providing advice by giving judgments about the employee's problems and to help lay out the course of action. Secondly, counselling may provide employees with reassurance in order to give them the courage to face their problems or to pursue a suitable course of action. Thirdly, counselling can also improve upward and downward communication. Counsellors can also identify organizational problems that can be improved upon if mentioned to top management, keeping the source of the information confidential of course. Fourthly, counselling provides an outlet for the release of emotional tension, which is sometimes called, emotional catharsis. Fifthly, through the function of the counsellor, reasoning is clarified, and employees are encouraged to accept responsibility for emotional problems and to be more realistic in solving them. The final function of counselling is the reorientation of the counselee. This process involves a change in the counselee's psychic self through a change in basic goals and values.

Three major types of counselling have been recognized, namely directive counselling, nondirective counselling and participative counselling (Furnham, 1997).

Directive counselling consists of listening to an individual's problem, deciding on a solution with the individual, and then motivating the individual to do it. This type of counselling is mostly accomplished by giving advice.

Nondirective counselling is the complete opposite. It consists of skillfully being attentive to and encourages a counselee to explain troublesome problems, understand them, and determine appropriate solutions. Focus is mostly on the counselee rather than in the counsellor as judge and advisor. Professional counsellors usually practice some form of nondirective counselling and often perform four out of the six counselling functions. They treat each counselee as a social and organizational equal. The limitations of nondirective counselling are that it is very time-consuming and costly than directive counselling. It also depends on a capable, willing employee.

Finally, participative counselling, which is also called cooperative counselling, is the mutual relationship between counsellor-counselee, and launches a cooperative interchange of ideas in order to help solve the problems of the counselee. Each of the enumerated counselling can be utilized with specific related purposes.

2.10.6 Career counselling

Career counselling is a continuous face-to-face dialogue between the counsellor and counselee, with the prime focus on work related issues; the conversation is often physiological in nature (Gysbers, Hepper and Johnston, 2003). Career issues often become personal-emotional issues and family issues, and then career issues again. Therefore psychological distress is often present. Career counselling has broadly two major phases and a number of sub phases in terms of its structure (Gysbers et al., 2003). The first phase is "client goal or problem identification, clarification, and sub specification opening" (Gysbers et al. 2003:4), which involves gathering client information and understanding and hypothesising client behavior. The second phase is "client goal or problem resolution" (Gysbers et al. 2003:4) which involves taking action, developing action plans and career goals and finally, evaluating the results, which ends the sessions between counsellor and counselee. Life career development can also help in mitigating stress in the workplace.

2.10.7 Life career development

The main aim of utilizing life career development is that it helps as a lens to identify, describe and understand the dynamics of their past, present, and future career development in order to create career awareness within them and supports their aptitude to create in their own mind, in order to plan for their life and future careers (Gysbers et al., 2003:8). Therefore, life career development provides individuals in organizations with a realistic and graphical representations of major life responsibilities and life possibilities as well as the language to describe them, namely their possible selves. Life career development also helps to have a better understanding of individuals' behaviors and development in career terms; from a work-only focus, life settings, to expand their vision of career, and life events, all interacting over the life span. Therefore, they can focus on specific life roles while, at the same time, connecting other life roles to that particular life role. These are all potential mechanisms of mitigating stress in the workplace.

2.10.8 Interventions

Most interventions to reduce the risk to health associated with stress in the workplace involve both Individual and organizational approaches.

2.10.8.1 Individual-Focused Stress Management

Individual-focused interventions concentrate on improving conditions for the individual, through counseling programs emphasize that the worker is in charge of reducing "stress," whereas role-focused interventions emphasize activities that organizations can guide to actually reduce unnecessary noxious environmental factors

2.10.8.2 Organization-Focused Stress Management

At the organizational level, companies that face major declines in productivity and profitability or increased costs related to healthcare and disability might be motivated to reassess organizational factors that might be impinging on employees' health and well-being. After all, without healthy workers, it is not possible to have a healthy organization. Companies may choose to implement

practices and policies that are expected to help not only the employees, but also the organization with reduced costs associated with employee ill-health, such as medical insurance, disability payments, & unused office space. Example practices and policies that may be implemented include flexible work arrangements to ensure that employees are not on the streets in the middle of the night for work that can be done from anywhere (such as the home), diversity programs to reduce stress-induced animosity and prejudice toward others, providing only healthy food choices in cafeterias, mandating that all employees have physicals in order to receive reduced prices for insurance, company-wide closures or mandatory paid time off, and changes in organizational visioning.

2.11 Types of stress management

Understanding the many causes and triggers of job stress makes it easier for managers to take proactive steps to reduce stress before detrimental consequences occur:

2.11.1 Practice primary prevention: This includes “making sure job designs, workplace design and workflows are correct” (Millar, 2005, p. 6), that employees are not being burdened with too much work or unrealistic deadlines, and that company environmental conditions are not contributing to workplace stress.

2.11.2 Implement on-going intervention techniques: This includes employee surveys to determine levels and sources of stress, individual employee assessments by managers, and intervention where needed (Millar, 2005, p. 6).

2.11.3 Provide management training: This includes training on causes and consequences of stress, how to recognize warning signs of excessive stress, what managers can do to help alleviate job related stress, and how leadership style can affect employee levels of stress.

2.11.4 Establish employee assistance programs (EAP): “The EAP is a one-stop shop for the employee who has a problem or issue and does not know where or how to seek help. They can

call their EAP program to receive a limited number of free sessions with a professional counselor or adviser, depending on their current problem” (Richards, 2010, p. 1).

2.11.5 Improve communications with employees: This includes clearly defining employees’ roles and responsibilities and establishing clear job expectations, giving employees the opportunity to participate in decisions that affect their jobs, and sharing “information with employees to reduce uncertainty about their jobs and futures” (Segal, J., Smith, M., Robinson, L, & Segal, R., 2011). **2.11.6 Create a “stress-proof” company culture:** “NIOSH research has identified organizational characteristics associated with both healthy, low-stress work and high levels of productivity. Examples of these characteristics include: Recognition of employees for good work performance; opportunities for career development; an organizational culture that values the individual worker; management actions that are consistent with organizational values” (Lisa Quast 2016). ([https://www.forbes.com/.../2011/.../the-importance of-proactively-managing-workplace](https://www.forbes.com/.../2011/.../the-importance-of-proactively-managing-workplace)).

2.12 Impacts of stress management on job performance

If employers use effective work related stress management techniques, possible effects on organizational performance increased. This can lead to increase organizational performance as measured by the following:

- productivity and efficiency may be increased
- job satisfaction, morale and cohesion may growth
- absenteeism and sickness absence may decrease
- there may be a decrease in staff turnover
- accidents and injuries may decrease

- conflict may decrease and the quality of relationships may increase
- client satisfaction may be increased
- there may be decreased health care expenditure and workers' compensation claims.

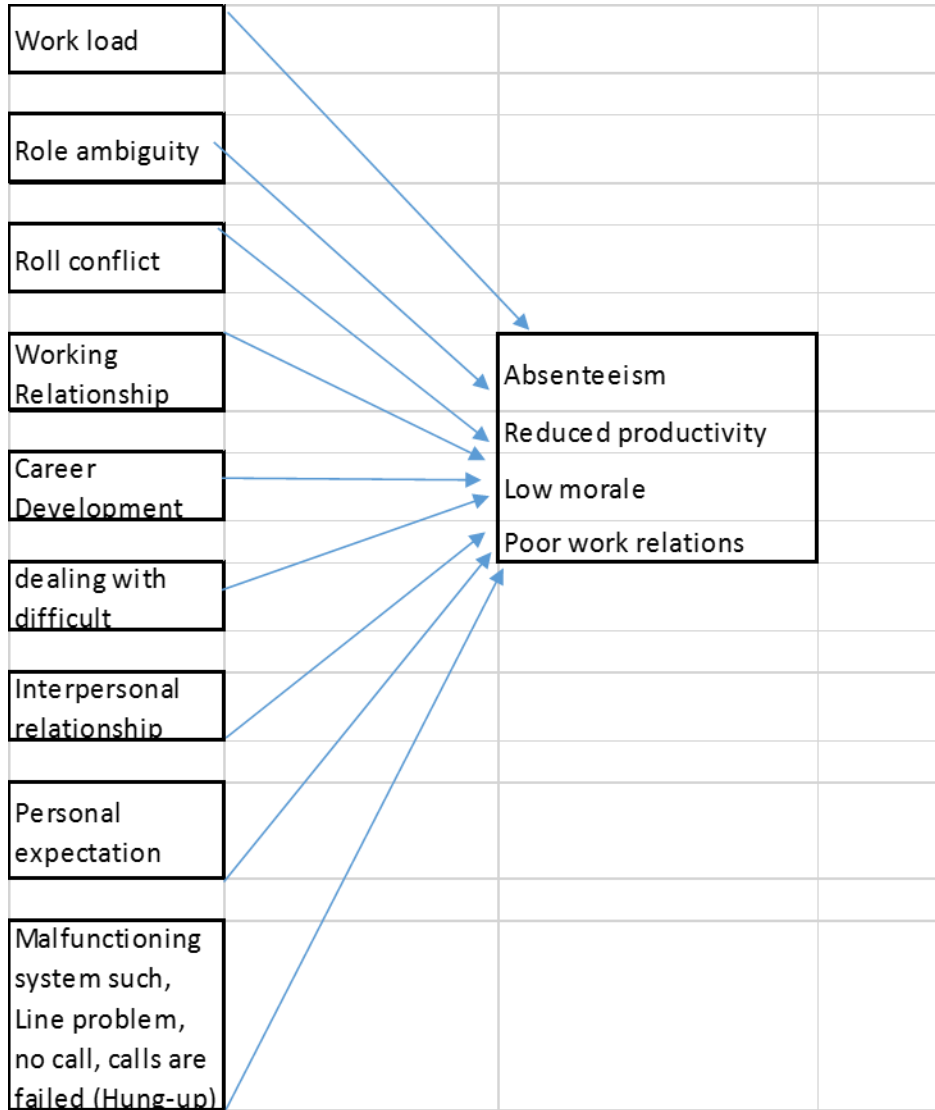
CONCEPTUAL FRAMEWORK

The dependent variable of the research is employee performance while the independent Variables consisted of sources of work stress and effects of work stress on employee performance and stress management techniques.

Figure 2.1: CONCEPTUAL FRAMEWORK

Independent Variable

Dependent Variable



Source: Compiled by the study, 2018

Job performance is the dependent variable whereas source of work stress is the independent variable shows negative relationship between job stress and job performance. Job stress and its impact on employee productivity are available in the above conceptual frame work.

Workload refers to the concentration of assignments at work: It is one of the main causes of stress in employees. The attitude of various employees is different towards workload. Some comfortably manage it at the work place while for some it becomes difficult to manage. Those who are not comfortable are not willing to come to work. Workload has significant impact on job performance of employees.

Role conflict: When role requirements of an individual are opposing (expected to play two incompatible roles), it gives rise to role conflict. It is a critical situation because loyalty to the requirement of one's role makes it difficult to follow to the requirements of another. Employee feel hopelessness, anxiety and depression.

Role ambiguity: occurs when people are unclear or uncertain about their expectations within a certain role, typically their role in the job or workplace. Role ambiguity arises when the definition of the person's job is vague or ill defined. Role ambiguity is the factor that is linked to team performance

Career Development - Over promotion, under promotion, lack of job security, thwarted ambition etc.

Working Environment – When employee feels comfortable with their working environment, they will perform more effectively and enjoy the working process better than those who are feel uncomfortable.

Aspects of the job such as dealing with difficult customers/clients – Fundamental nature of the job itself, physical working conditions, receiving call, email and hit up the live chat regularly then disrespect of advice.

The relationship between employee and their supervisor is a main aspect of employee's link to the company, and employee behaviors affected by the way their supervisors managed them. With less

support from supervisors or peers, employee feel alone, then lead to decrease pace of work and performance. Relationship at work: Poor relations with boss, subordinates, or colleagues, difficulties in delegating responsibility, etc.

Personal expectation – When employees think that they are not rewarded according to the efforts they are putting in; it creates stress among them and therefore their work performance decreases

CHAPTER THREE

3. METHODOLOGY

3.1 Description of the Study Area

This study was conducted at the Federal Ministry of Health in Addis Ababa Region, Sudan St., among counselors working in Health Counseling & Information Center (952 Health Hotline) unit. This 952 Health Hotline previously established as National Hotline service (Wegen AIDS Talk line) began as an alternative method to creating awareness as a prevention mechanism of HIV/AIDS and other health related issues and working as an alternative source of confidential and anonymous counseling and support for those infected and affected by HIV and AIDS. Currently the service and counselors (service providers) have been transferred to Ministry of Health and the Unit is working under Public Relations and Health Education Directorate, on top of HIV/AIDS it covers broad health areas including non-communicable chronic diseases. The Health Counseling & Information Center (952 Health Hotline) has 40 counselors, providing service in three languages (Amharic, Afan Oromo and Tigrigna) holding different position titles; Senior Counselor, Counselor, Assistant Counselor and Junior Counselor. The study has been conducted in Addis Ababa.

3.2 Research Design

A cross sectional study design with mixed research approach (quantitative and qualitative) employed in data collecting from different sources and searching explanations for events and phenomena in the study findings and describe and explain the study. According to Fox, W. & Bayat, M.S. (2007) descriptive method aimed at casting light on current issues or problems through a process of data collection that enables them to describe the situation more completely than was possible without employing this method whereas explanatory research was conducted in order to help us find the problem that was not studied before in-depth. Qualitative data was allowed for deeper narrative explanation of organization stress and management and its effect on

job performance in Ministry of Health context that cannot be entirely observed through quantitative data alone.

The researcher used mixed research approach, mixed methods research was an approach to inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data, and using distinct designs that may involve philosophical assumptions and theoretical frameworks. The core assumption of this form of inquiry was that the combination of qualitative and quantitative approaches provided a more complete understanding of a research problem than either approach alone. To undergo this method of research, the sources of data, sample of population and sampling techniques, instruments and procedures of data collection and method of data analysis are stated here under.

3.3 Data Types & Variables

The data type was quantitative and qualitative. The reason for combining both quantitative and qualitative data was to better understand the research problem by converging both quantitative (broad numeric trends) and qualitative (detailed views) data. In the study, the scales of measurement used were Nominal, Ordinal, and Ratio. These were used for categorization and ratings and then were utilized to measure the relationship *between the work stress (dependent variable) and job performance, age, sex, education level, position, service years (independent variables)*. At the same time, the effect of stress on job performance was explored by distributing questionnaire, work environment observation checklist, and face to face interview with the coordinator and supervisors at the Health Hotline, Ministry of Health. The questionnaire coated all the variables such as work load, role ambiguity, role conflict, working relationship, career development, working environment, dealing with difficult customer, interpersonal relationship and personal expectation. The most important rationale of the study was to find out the factors that causes job stress and the correlation among job stress and employee performance.

3.4 Source of Data

For this study there was one type of data source, namely, primary data sources. The primary data were collected through questionnaire from all Health Counseling & Information Center

(952 Health Hotline) counselors, supervisors and coordinators and work environment observation checklist.

3.5. Population, and Sampling Techniques

The study population for this research included senior counselors, assistance counselors, junior counselors, supervisors and a coordinator currently working at Federal Ministry of Health Counseling & Information Center (952 Health Hotline)

There was census of all available professionals currently serving at Health Counseling & Information Center (952 Health Hotline). All 23 counselors (senior, assistant, and junior) for self-administered questionnaire and 2 Supervisors and one coordinator for key informant interview.

According to Ary, Jacobs, & Razavieh (2002), all things being equal, the larger the sample size, the better the representativeness of the population. It was a census of the entire supervisors and coordinator currently working.

3.6 Data Capturing Instruments

A separate data collection instrument was developed for each type of data.

Questionnaire: The primary source of data was collected through questionnaire from all Health Counseling & Information Center (952 Health Hotline) counselors. Most of the questions in the questionnaire were adopted from the review of National Institute for Occupational Safety and Health and the thesis written by Nnuro, Edward Kwaku, titled Occupational stress and its effects on job performance: A case of Koforidua Polytechnic and by some modification to fit in to the current study. The study conducted by Koforidua is almost similar to this research.

In- depth Interview Guide: The research conducted key informant interview with all supervisors, and the coordinator by using an open ended semi-structured interview questions developed by the researcher to ensure greater level of understanding, expert opinion and the trustworthiness of the study.

Work environment observation checklist: In order to evaluate how far the organization environment was conducive, observation was used by the checklist developed by the researcher. Using the semi structured checklist, the researcher visited the office to observe the working environment and conditions such as factors or circumstances that affect the work setting of the counselors.

3.7. Data Collection Procedures

Structured self-administered questionnaire, key informant interview, and document review template were utilized as data collection tools for this study. The data collection tools were adopted from different literatures.

The survey questionnaires had been developed in English. The questionnaire had various sections to capture the critical areas spelt out in the objectives for the study such as socio-demographic background, level, cause & consequences of stress, the relationship of stress and job performance & the effect of work stress. The questionnaire had close-ended questions to ask respondents to tick the appropriate answer. Some of the questions were open-ended which offered respondents the opportunity to express their views freely. The key informant interview questions designed in a flexible manner in order to easily understand respondents' interactive participation.

The questionnaire was sent to selected counselors for the pretest to determine the appropriateness and relevance of the language alongside clarity of the questions. Self-administered questionnaires were distributed and administered. Approved questionnaires were sent to the respondents through the representative so that they filled it and sent back to the researcher.

The researcher conducted key informant interview with all supervisors, and the coordinator by using an open ended semi-structured interview questions to ensure greater level of depth of understanding, expert opinion and the trustworthiness of the study.

Using structured check list, the researcher visited the office to observe the working environment and conditions such as factors or circumstances that affected the work setting of the counselors.

Reliability and Validity

According to Kothari, (2004), sound measurement must meet the tests of validity, reliability and practicality. In fact, these are the three major considerations one should use in evaluating a measurement tool. “Validity refers to the extent to which a test measures what we actually wish to measure. Reliability has to do with the accuracy and precision of a measurement procedure. Practicality is concerned with wide range of factors of economy, convenience, and interpretability ...” Therefore, we briefly take up the relevant details concerning these tests of sound measurement.

The questionnaire was tested in pretest in organizations with counselors and supervisors in health areas related to the current study. Cronbach's alpha test was computed to see the internal consistency of the instrument. Normally, Cronbach's alpha value lies between 0 and 1 and as a rule of thumb, to be a reliable instrument, we require a Cronbach's alpha value of 0.70 or higher.

Furthermore, to ascertain the data quality and reliability purpose of questionnaire explained and respondent supported at times of need of clarity, in order to make respondents comfortable in understanding the essence of the questionnaire. Data from self-administered questionnaire, face to face key informant interview of supervisors and coordinator, observation checklist, were triangulated. Therefore, the validity, reliability and practicality of this study are ascertained.

Table 3.1. Cronbach’s Alpha Test Resulted from SPSS

Case Processing Summary

	N	%
Valid	10	38.5
Cases Excluded ^a	16	61.5
Total	26	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.819	.796	33

3.8 Data Analysis Method

After collecting the required data, the quantitative & qualitative data were analyzed using a computer software known as Statistical Package for the Social Sciences (SPSS) version 24, cross-tabulations, categorizing, coding and percentages to analyze information on all factors/variables including respondents' personal information. Likert scale measurements were used on the basis of the survey's thematic areas. The quantitative data results are presented through means, standard deviation and range of scores. Following this, all the data generated through both the quantitative and qualitative methods was brought together to bring about valid and trustworthy information. The key informant interviews written during conducting the interview were composed and typed. Data was analyzed based on their content by priority thematic areas. Thematic analysis technique was used for the analysis. Finally, information obtained through self-administered questionnaire, key informant interview and work environment checklist was interpreted and triangulated.

3.9 Ethical Considerations

First ,Ethical approval was obtained from the ethical board of Addis Ababa University, College of Commerce and Economics (CoBE) School of Commerce. Then the researcher provided the letter to the Publication Relation Directorate Director of Ministry of Health, to be directed to the

responsible/relevant body. Having done that, the researcher explained the purpose of the research to the respondents, the Health Counseling & Information Center (952 Health Hotline) Coordinator in this case.

Data collection commenced after explaining the purpose of the research and communicating with the participants. Explanation was also given on the purpose of the study, the kind of participation required and how the collected information given was to be utilized. Assurance was also made to the participants on the confidentiality of their responses and that their responses was to be used for academic purpose only.

CHAPTER FOUR

4. ANALYSIS AND DISCUSSION

4.1 Demographic Characteristics of Respondents

The first part of the questionnaire consists of the professional background and demographic data of respondents in terms of age, gender, educational level, current position, work experience, marital status, No. of children, sharing responsibility at home and working hour per day. Accordingly, these variables of the respondents are summarized and described in the table below:

No.	Counselors				Supervisors & Coordinator				
	Item	Variable	Frequency	Percent	Item	Variable	Frequency	Percent	
1	Age of the respondents	26-30	11	47.8	Age of the respondents	≥39	3	100	
		31-38	7	30.4		Total	3	100	
		≥39	5	21.7					
		Total	23	100					
2	Gender of the respondents	M	8	34.8	Gender of the respondents	M	1	33.3	
		F	15	65.2		F	2	66.7	
		Total	23	100		Total	3	100	
3	Educational Level	Bachelor	12	52.2	Educational Level	Masters	3	100	
		Masters	11	47.8		Total	3	100	
		Total	23	100					
4	Current Position	Senior Counselor	2	8.7	Current Position	Coordinator	1	34	
		Counselor	9	39.1		Supervisor	2	66	
		Assistant counselor	8	34.8			Total	3	100
		Junior Counselor	4	17.4					
		Total	23	100					
5	Work Experience	Greater than seven years	14	60.9	Work Experience	≥=10	3	100	
		Less than seven years	9	39.1		Total	3	100	
		Total	23	100					
6	Marital Status	Single	6	26.1	Marital Status	single	0	0	
		Married	17	73.9		Married	3	100	
		Total	23	100		Total	3	100	
7	No of Children	<2	12	52.2	No of Children				
		≥2	11	47.8					
		Total	23	100					
8	Responsibility at home	with helper	20	87	Responsibility at home				
		without helper	3	13					
		Total	23	100					
9	Working Hour		6	23	Working Hour				
		Total	23	100					

source: Survey Questionnaire

Table 4.1 shows the demographic characteristics of the study. Out of the highest age range of the respondents fall on 26 to 30 (48%) 11 respondents then follow by the age 32 to 38 years old

(30%) 7 respondents. Next is age of greater or equal 39 years old which is (22%) 5 respondents. Regarding sex there are 8 male (35%) and 15 female counselors (65%). Based on the table in this research the majority of the Health Counseling & Information Center (952 Health Hotline) staff are female and young.

For the educational level and professional status there are two categories, Masters and Bachelor. The highest educational level is Bachelor 52% (12 respondents) and 48% (11 respondents) are Masters. The discipline they studied is in social science like counseling psychology, psychology, sociology and public health. It can be said that all employees are qualified and has potential to provide counseling to the clients. Concerning with work experience 61% (majority) of the respondents have worked for more than 7 years.

Regarding marital status out of the total number of 23 respondents, 6 respondents (26%) are single and 17 respondents (74%) are married, the majority respondents are married. Number of children 12 respondents (52%) have less than two children and 11 respondents (48%) have more than or equal to 2 children. For the questions if the respondents are sharing responsibilities with other family member or without helper 20 respondents (87%) are sharing responsibilities with other family member and 3 respondents (13%) are not sharing their responsibilities with other family member. According to this survey there is no significant difference in stress level among those who have <2 and ≥ 2 children. For the working hours all respondents are working 6 hours per day.

Regarding the background characteristics of the supervisors and coordinator on which in-depth interview was done a total of 3 respondents were interviewed who were selected on the basis of their position their seniority working as counselors in 952 Health Hotline so as to acquire reach and detailed information from different perspectives. There are 2 supervisors and one coordinator in 952 Health Hotline. Two of the supervisors are female and one coordinator is male. The supervisors' age is between 31 to 40 years old, the coordinator is 52 years old. All are married and have Masters in Public Health and Social Work with over 10 years of experience in the Hotline.

4.2. Sources of Work Related stress

There are varying factors of work stress. This research focuses on source of occupation stress and the research tried to assemble work stress into four groups such as shown in the tables below as: Table 4.2 (work load, dealing with difficult customers/clients and malfunctioning system). Table 4.3 (Role Ambiguity & Role conflict). Table 4.4 (Interpersonal Relationship & Work relationship). And table 4.5 (Career Development & Personal Expectation). These constructs were measured on a 5 point Likert scale.

Item	Factor name	Rating						Descriptive Statistics				
		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total	Mean	SD	Min	Max	
1	Work load	Frequency	3	7	1	5	7	23	3.26	1.514	1	5
		%	13	30	4	22	30	100				
2	Dealing with Difficult Customers/Clients	Frequency	2		2	10	9	23	4.04	1.147	1	5
		%	9		9	43	39	100				
3	Malfunctioning system such as line problems, no call, calla are failed	Frequency	1	1	1	7	13	23	4.30	1.06	1	5
		%	4	4	4	30	57	100				
Grand Mean								3.27				

Source: Survey: Questionnaire

The table above shows the results obtained from 952 Health Hotline counselor concerning factors of occupation stress and the responses are discussed below.

The first ranked statement is work stress caused by work load. The above responses showed that 12 respondents (52.2%) agreed that work load is source of work stress and 10 respondents (43.5%) disagreed work load causing work stress, with only one respondent (4.3%) who was neutral on the matter. Thus, with the mean of 3.26 and standard deviation of 1.514, it can be said that respondents are stressed because of work load. As the scale of measurement is 1-5, 1 indicating strongly disagree and 5 indicating strongly agree, the midpoint of the scale is 2.5. Therefore, since 3.26 is greater than the midpoint it can be concluded that work load is one of the factors that causes stress.

For dealing with difficult customers/clients, 19 respondents (82.6%) agree, 2 of the respondents (8.7%) disagree while 2 respondents (8.7%) remain neutral that dealing with difficult customer/client causes stress. With mean score of 4.04 and Standard Deviation of 1.147. As the scale of measurement is 1-5, 1 indicating strongly disagree and 5 indicating strongly agree, the midpoint of the scale is 2.5. Therefore, since 3.26 is greater than the midpoint it can be concluded that dealing with difficult customer/client creates work stress among all stress causing factors presented in the study.

In connection with dealing with difficult customers there was a follow-up question to the respondents how often their job exposed to verbal abuse and confrontation with clients or the general public? 1 respondent (4.3%) occasionally, 5 respondents (21.7%) sometimes, 2 respondents (8.7%) fairly often, and 15 respondents (65.2%) very often they are exposed to verbal abuse.

In the in-depth interview the supervisors confirmed this as per the following statement. *Counselors are often dealing with bad mouth/insult from clients when providing counseling service. According to the supervisors, one counselor, on average, receives calls from 80 to 100 clients per day. There are times that within these phone encounters counselors also deal with fake calls/cases. Confrontation from the clients is also often.* 65% of the respondents reported that they are exposed to fake calls and confrontations. Drawing from the responses it can be concluded that counselors of 952 Health Hotline exposed to verbal abuse and confrontation.

As shown in the above table 4.2 the other greatest factor that causes work stress to the respondents is malfunctioning systems such as line problems, no calls or failed calls (Hung-up calls). When responding to whether malfunctioning systems such as line problems, no calls or failed calls (Hung-up calls) cause work stress 20 respondents (86.90%) agreed, 2 respondents (8.6%) disagreed and the remaining 1 respondent (4.3%) remained neutral. With a mean of 4.3 and SD 1.063. As the scale of measurement is 1-5, 1 indicating strongly disagree and 5 indicating strongly agree, the midpoint of the scale is 2.5. Therefore, since 4.3 is greater than the midpoint, therefore it can be concluded that over three quarters of the respondents believe that the cause of work stress are malfunctioning systems.

With regards occupational stress-work, it is understood that the majority of the respondents' causes of stress are the malfunctioning systems, such as line problem, no call, failed calls (Hung-up), dealing with difficult customers and work load respectively.

Table 4.3 Source of occupation stress - Role

Item	Factor name		Rating						Descriptive Statistics			
			Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total	Mean	SD	Min	Max
1	Role ambiguity	Frequency	1	5	5	7	5	23	3.43	1.2	1	5
		%	4	22	22	30	22	100				
2	Role conflict	Frequency	5	7	3	3	5	23	2.83	1.497	1	5
		%	22	30	13	13	22	100				
Grand Mean									3.13		3.13	

Source: Survey: Questionnaire

As depicted in the table, role ambiguity is another factor that influences job stress. In this study 12 respondents (52%) agree, 6 respondents (26%) disagree and the rest 5 respondents (22%) remain neutral. From this finding along with mean = 3.43 and SD = 1.2 which means the mean is greater the midpoint it can be concluded that over 50% of the respondents source of work stress is role ambiguity. Thus within the team in 952 Health Hotline there is role ambiguity that causes work stress.

As summarized in the table 4.3 with respect to role conflict, 8 respondents (35%) agree, 12 respondents (52%) disagree and the rest 3 respondents (13%) remain neutral. With mean of 2.83 and SD 1.497. The majority of the responses indicated that role conflict is less likely which is linked to cause of occupational stress.

Table 4.4 Source of occupation stress -Relation ship

Item	Factor name		Rating						Descriptive Statistics			
			Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total	Mean	SD	Min	Max
1	Interpersonal Relationship	Frequency	11	4	3	3	2	23	2.17	1.403	1	5
		%	48	17	13	13	9	100				
2	Working Relationship	Frequency	10	2	3	5	3	23	2.52	1.563	1	5
		%	44	9	13	22	13	100				
Grand Mean									2.35		2.35	

Source: Survey: Questionnaire

The relationship between employees is the main aspect of the organization. As depicted in the above table, 5 respondents (22%) agree, 15 respondents (65%) disagree and believe that working relationships cause occupational stress. The remaining 3 respondents (13%) are neutral, with a

mean of 2.17 and SD of 1.403. from the mean which is less than mid-point this finding indicates the interpersonal relationships in the 952 Health Hotline is not source of occupational stress.

With regard to working relationship 8 respondents (35%) rate agree and 12 respondent (52%) rate disagree and the rest 3 respondents (13%) neutral, with mean 2.52 (not greater than mid-point) and standard deviation 1.563. This result shows that working relationship in 952 Health Hotline is not source of occupational stress.

Table 4.5 Source of occupation stress -Career

Item	Factor name		Rating						Descriptive Statistics			
			Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total	Mean	SD	Min	Max
1	Career Development	Frequency	5	1	2	9	6	23	3.43	1.5	1	5
		%	22	4	9	39	26	100				
2	Personal expectation	Frequency	2	5	2	6	8	23	3.57	1.409	1	5
		%	9	22	9	26	35	100				
Grand Mean									3.13		3.13	

Source: Survey: Questionnaire

Career development is the lifelong process of managing learning and updating skills. Regarding career, 15 respondents (65%) rated agree, 6 respondents (26%) disagree and the remaining 2 respondents (9%) are neutral that occupational stress is caused by career development, with a mean of 3.43 and SD 1.5. As the scale of measurement is 1-5, 1 indicating strongly disagree and 5 indicating strongly agree, the midpoint of the scale is 2.5. Therefore, since 3.43 is greater than the midpoint. This implies that the majority of the respondents agreed that career development is source of occupational stress.

Career development is further aggravated by lack of training on how to handle stress in agreement of respondents by the coordinator on the in-depth interview. *“The veteran counselors are well trained while they were at JHU.CCP but the newly recruited counselors do not have adequate training that would enable them to manage their stress. The new counselors are trained just to understand the concept, signs and theoretical techniques rather than mastering the stress management skills. This is because enough time was not given for the training due to lack of knowledge by the management about the importance of stress management in increasing the health, motivation and productivity of the staffs”*. This implies that lack of career development (lack of promotion and training) is source of occupational stress. Career development is important to the unit to play an important role in respect to the hotline service.

Regarding personal expectation, 14 respondents (62%) agree, 7 respondents (30%) disagree and the remaining 2 respondents (9%) are neutral in the sense that occupational stress is caused by personal expectation. Therefore, with a mean of 3.57 and SD 1.409. As per the scale of measurement Therefore, since 3.57 is greater than the midpoint it can be concluded that because unmet of personal expectation caused work stress.

In the in-depth interview supervisors confirmed that counselors needed growth opportunity like a job or career ladder to guide employees in progressing from the most junior to the most senior positions with salary increment, to create a competency model that identifies the knowledge, skills and abilities that are needed to use their expertise in their role to perform the counseling service effectively. As per the supervisors response due to low salary and lack of growth opportunity there is a high rate of turnover in the unit. Therefore this finding directs that occupational stress is caused for the reason that the personal expectations of employees have not been met.

4.3 Signs of Occupational Stress

The second question focuses on Signs of Occupational Stress

This section had 4 items which were directed at assessing the signs of occupational stress.

Table 4.6 signs of occupational stress

Item	Factor name	Rating					Descriptive Statistics					
		Hardly Ever	Ocasionally	Sometimes	Frequently	Almost Always	Total	Mean	SD	Minimum	Maximum	
1	Feeling anxious	Frequency	0	7	9	6	1	23	3.04	0.878	1	5
		%		30	39	26	4	100				
2	Irritable or depressed	Frequency	4	3	11	4	1	23	2.78	1.085	1	5
		%	17	13	48	17	4	100				
3	Apathy	Frequency	3	3	10	3	4	23	3.09	1.240	1	5
		%	13	13	43	13	17	100				
4	Loss of Interest in work	Frequency	2	4	8	5	4	23	3.22	1.204	1	5
		%	9	17	35	22	17	100				
Grand Mean								3.03				

Source: Survey: Questionnaire

Respondents were asked to rate how often they came-up with a given condition and their responses rated shown under the table 4.6 shown below. According to the survey respondents were asked the signs of occupational stress they encountered. Out of the total 23 responses no

respondent hardly feels anxious as a result of occupational stress. This shows the high level of stress counselors are exposed to as all respondents feel anxious (even though the extent differs). 7 respondents (30%) feel anxious occasionally, 9 respondents (39.1%) feel anxious sometimes, 6 respondents (26.1%) feel anxious frequently and 1 respondent (4.3%) almost always feels anxious. With mean 3.04 and standard deviation 0.878. As the scale of measurement is 1-5, 1 indicating strongly disagree and 5 indicating strongly agree, the midpoint of the scale is 2.5. Therefore, since 3.04 is greater than the midpoint it can be noted that most counselors sometimes feel anxious.

Regarding irritability/depression 4 respondents (17%) depressed hardly ever, 19 respondent (83%) feel depressed occasionally, sometimes and frequently with mean 2.78, standard deviation 1.085. From this we can say that work stress caused on counselors less likely to feel irritable/depressed.

Most councilors sometimes feel apathy (43.5%), 3 respondents (13%) hardly ever, 3 respondents (13%) occasionally and 3 respondents (13%) frequently feel stressed (13%) and with mean 3.09, standard deviation 1.240 it can be understood that with different ranges of percentage most of the respondents indicated that they felt apathy.

Regarding the response to loss of interest in work and with mean of 3.22 and standard deviation of 1.204 it can be concluded that 34.8% of the respondents sometimes feel the loss of interest in work as compared to 8.7% who hardly feel the loss of interest to do their jobs. In general respondents felt too much signs of work stress as indicated in table 4.6.

4.4. Work Affecting Health

As indicated in table 4.7, the researcher tried to find out from the respondents whether their work affects their health or not.

Table 4.7. Health Affected by Work

	Frequency	Percent
Yes	6	26
Somewhat	11	48
No	6	26
Total	23	100

As a result shown in the above table 6 respondent (26 %) respond that their work affects their health, 11 respondents (48%) believed that somewhat their work affected their health and the rest 6 respondent (26%) believed that their health is not affected by their work. As the result implies it can be said that most of the counselors of 952 Health Hotline staff health affected by their work.

4.4.1 Illness as a result of Occupational Stress

How does your work affect your health?

As indicated in table 4.8 below the researcher tried to find out the effect of work stress on respondents health.

Item	Factor name		Rating					Descriptive Statistics				
			Decrease greatly	Decrease slightly	Stay the same	Increase slightly	Increase greatly	Total	Mean	SD	Minimum	Maximum
1	Errating eating habits	Frequency	1	2	8	3	3	17	3.29	1.105	1	5
		%	6	12	47	18	18	100				
2	Weight Problems	Frequency	1	1	9	3	3	17	3.35	1.075	1	5
		%	6	6	53	18	18	100				
3	High blood pressure	Frequency	1		12	1	2	16	3.19	0.911	1	5
		%	6		75	6	13	100				
4	Elevated cholesterol level	Frequency	1	1	12	1	2	17	3.12	0.928	1	5
		%	6	6	71	6	12	100				
5	Health problem related with ears	Frequency			6	4	7	17	4.06	0.899	1	5
		%			35	24	41	100				
6	Feeling Uncomfortable	Frequency	1			8	8	17	4.35	0.786	1	5
		%	6			47	47	100				
Grand Mean								3.60				

Source: Survey: Questionnaire

The above table shows that among the respondents who believed that work affected their health, experienced errating eating habits 6 respondents (35%) increase, 8 respondents (47.1%) not affected and the rest 3 (18%) decrease their eating habit with mean 3.29 and Standard deviation

1.105. As the scale of measurement 3.29 is greater than mid-point it can be said that the majority of the respondents eating habit affected by the consequence of work stress.

The response to work stress affect health, the respondents who experienced weight problems are 6 respondents (35%) increase weight, stay the same 9 respondents (52.9%) and decrease 2 (12%), with mean 3.35 and standard deviation 1.075. As the scale of measurement is 1-5, 1 indicating strongly disagree and 5 indicating strongly agree, the midpoint of the scale is 2.5. Then 3.35 is greater than the midpoint it can be concluded that the respondents not affected with weight problem. Regarding high blood pressure, respondents who experienced High blood pressure 3 respondents (19%) increase, stay the same 12 respondents (75%) with mean 3.19 mean 0.911. This is therefore shows that the majority of the respondents' health in respect of blood pressure not affected.

Among respondents who believed that work affected health, experienced high cholesterol increase 3 (18%), decrease slightly 1 (5.9%), Stay the same 12 (70.60%), decrease 2 (12%) with mean 3.12 and standard deviation 0.928. This shows that majority of the respondents not experienced unhealthy cholesterol level.

Among respondents who believed that work affected health, experienced health problem related to ears 11 (65%) chose increase 6 (35%) stay the same with mean 4.06 and standard deviation 0.899. It can be concluded that the major constituent on health problem is related with ear. During the in-depth interview the researcher confirmed from the supervisors, respondents are concentrating such a long time for answering clients call and provision of counseling they wear headsets. There was no gap till they finished one call, therefore this is the major cause of illness of the ear. With regard to feeling uncomfortable 16 respondents (94.2%) feel uncomfortable, 1 respondent (5.9%) decreased comfortability with mean 4.35 and standard deviation 0.786. The scale of measurement is 1-5, 1 indicating strongly disagree and 5 indicating strongly agree, the midpoint of the scale is 2.5. Therefore, since 4.35 is greater than the midpoint it can be concluded that vast majority of the respondents feel uncomfortable due to effect of stress on health.

4.4.2 The Level of of Illness

To certify the respondents feeling regarding the cause of illness the researcher asked additional question how the respondent rate the level of illness, as a result of work stress, and findings are shown below in the table 4.9.

Table 4.9. The level of Cause of Illness

	Frequency	Percent
Very High	3	13
High	3	13
Average	5	22
Low	5	22
Very low	7	30
Total	23	100

Among respondents who rated very high that their illness is the result of work stress are 3 (13%) 3 (13%) of respondents rated high, 5 (22%) rated average, 5 (22%) rated low and 7 (30%) rated very low. This result implies that the majority of the respondents' illness could not be the result of work stress

4.5 Work Stress that Affect Job performance

The following table shows responses, if occupational stress affect job performance of the counselors.

Table 4.10. Work Stress that Affect Job performance

	Frequency	Percent
Yes	19	82.6
No	2	8.7
Don't Know	2	8.7
Total	23	100

Among the 23 respondents that were asked if work stress has affected their performance, 19 respondents (83%) rated yes, 2 respondents (9%) rated no and 2 respondents (9%) rated don't know. This result indicated that the majority respondent's job performance is affected by the occupational stress.

4.5.1 Factors Affecting the Job Performance

Table 4.11 Factors Affect Performance

Item	Factor name	Rating					Descriptive Statistics					
		Strongly disagree	Moderately Disagree	Neither agree nor disagree	Moderately agree	Strongly agree	Total	Mean	SD	Minimum	Maximum	
1	Do you Agree comfortable environment can help you to complete your daily tasks easily and increase your performance?	Frequency	4			1	18	23	4.60	1.54	1	5
		%	17			4	78	100				
2	Do your job requires thatyou keep learning new things	Frequency	4		1	4	14	23	4.04	1.52	1	5
		%	17		4	17	61	100				
3	Conditions on your job allowyou to be about as productive as you could be	Frequency	5	3	3	4	8	23	3.30	1.61	1	5
		%	22	13	13	17	35	100				
Grand Mean								3.98				

Source: Survey: Questionnaire

As shown in Table 4.11 factors that respondents feel about their environment, job requirement and condition of their job that affect their performance. 19 respondents (83%) agreed and 4 respondents (17%) disagree with mean 4.6 and standard deviation 1.54., regarding job requires that keep learning new things 18 respondents (78%) chose agree and 4 respondents (17%) chose disagree with mean 4.04 and standard deviation 1.52. with respect to condition on the job allowed them to be about as productive as they could 12 respondents (52%) chose agree and 8 respondents (35%) chose disagree with mean 3.3 and standard deviation 1.61. During the observation of working environment the researcher noticed that the cubicles are close to one another and counselors can simple hear the other counselors, noises can affect and decrease the level of attention and deter the clear path of hearing among the clients and counselors. The researcher noticed that disorderly office, no potable water and the chairs of the counselors are not comfortable. From the responses and the observation it can be inferred that counselors performance is affected through uncomfortable environment (mean is greater than the mid-point), lack of learning new things (mean is greater than the mid-point) and conditions not allowed them to be about as productive as they could be (mean is greater than the mid-point).

4.5.2 Other Depressing Factors that Affect Job Performance

Table 4.12 Additional factors that are source of stress and affect performance

Item	Factor name		Rating						Descriptive Statistics			
			Doesn't Affect Significantly	Desn't affect slightly	Neither affect nor disaffect	Affect slightly	Affect Significantly	Total	Mean	SD	Minimum	Maximum
1	Earning low Salary	Frequency	2	3	1	3	14	23	4.04	1.43	1	5
		%	9	13	4	13	61	100				
2	Lack of growth opportunity	Frequency	3		1	5	14	23	4.30	1.06	1	5
		%	13		4	22	61	100				
3	Lack of enough working tools	Frequency	1	4	3	7	8	23	3.74	1.25	1	5
		%	4	17	13	30	35	100				
4	Lack of recognition	Frequency	2	2	3	7	9	23	3.83	1.3	1	5
		%	9	9	13	30	39	100				
5	Job Security	Frequency	2	1	4	7	9	23	3.74	1.29	1	5
		%	9	4	30	17	39	100				
6	Unable to use my training and expertise in my role	Frequency	1	4	3	6	9	23	3.78	1.28	1	5
		%	4	17	13	26	39	100				
Grand Mean									3.91			

Source: Survey: Questionnaire

The table above shows additional factors that are sources of stress that affect performance. Out of 23 respondents 17 respondents (74%) chose their earning of low salary affected their performance, and the other 5 respondents (22%) chose earning low salary not affected their performance with mean 4.04 and standard deviation 1.43. With reference to lack of growth opportunity, 19 respondents (83%) rated affected their performance and the rest 3 respondents (3%) chose doesn't affect, with mean 4.3 and standard deviation 1.06. In relation to lack of enough working tools, that affect performance, 15 respondents (65%) chose affect their performance and the other 5 respondents (22%) chose not affected, with mean 3.83 and standard deviation 1.302. In relation to lack of recognition, 16 respondents (70%) chose affect their performance is lack of recognition and the other 4 respondents (17%) chose not affected, with mean 3.83 and standard deviation 1.302. With reference to job security, 16 respondents (57%) rated affect their performance and the other 3 respondents (13%) chose not affected and 4 (30%) with mean 3.74 and standard deviation 1.287. In relation to unable to use their training and expertise in their role, 15 respondents (65%) chose affect their performance is unable to use their training and expertise in their role and the other 5 respondents (22%) not affected with mean 3.78 and standard deviation 1.278. From the above responses it can be concluded that the majority respondents' performance is affected by lack of growth opportunity 83%, low salary 74%, and lack of recognition 70%, unable to use training & expertise 65% and job security 57% respectively. As the scale of measurement is 1-5, 1 indicating strongly disagree and 5 indicating

strongly agree, the midpoint of the scale is 2.5 the mean indicated all the factors are greater than the midpoint it can be concluded that all the factors mentioned in table 4.12 affected counselors performance.

4.6 Provision of Supplies & Equipment

The following table depicts how the provision of work place supplies & equipment have influence on counselors performance.

Table 4.13 Provision of supplies & equipment

Item	Factor name		Rating					Descriptive Statistics				
			Very Much	Some what	A little	Not at all	Don't know	Total	Mean	SD	Minimum	Maximum
1	How your work place supplies (Training & resource materials, reference books, head sets, first-aid kits etc.) can have a direct influence on your performance	Frequency	13	4	2	4		23	1.87	1.18	1	5
		%	57	17	9	17		100				
2	How your work place equipment (Air conditioner, water dispenser, furniture, computer etc.) can have a direct influence on your performance	Frequency	16	5	1		1	23	1.48	0.5	1	5
		%	70	22	4		4	100				
Grand Mean								1.70				

Source: Survey: Questionnaire

As table 4.13as shows above, 13 respondents (56.5%), 4 respondents (17.4%) and 2 respondents (8.7%) said work place supplies have direct influence on their performance very much, somewhat and a little respectively. The rest 4 respondents (17.4%) said that not at all with mean 1.9 and standard deviation 1.18.

16 respondents (69.6%), 5 respondents (21.7%) and 1respondent (4.3%) said work place equipment have direct influence on their performance very much, somewhat and a little respectively. The rest 1 respondent (4.3%) said that not at all with mean 1.5 and standard deviation 0.5. The necessary and serviceable work supplies and equipment must be provided to employees to meet the maximum requirements of the service or product output.

In the in depth interview with the coordinator and supervisors the researcher has found that the provision of supplies and equipment is a high priority to that unit. However there are: Poor technology, equipment (head set), absence of water supply, unable to use public transport due to different work schedule, service interruption due to telephone line lack of quick response from

higher officials, PABX mal functioning, database being obsolete that no longer be used or not customized as per the FMOH services, structure of the case team, abusive callers, silent & hung-up calls.

4.6. Supports from Supervisors, Colleague & Others

The following table indicates how the support from supervisors, colleagues' and others help on the respondents work.

Table 4.14 Support from supervisor, colleague & others

Item	Factor name	Rating					Total	Descriptive Statistics				
		Very Much	Some what	A little	Not at all	Don't know		Mean	SD	Minimum	Maximum	
1	How much does your immediate supervisor go out of his/her way to do things to make work life easier for you?	Frequency	6	7	8		2	23	2.35	1.152	1	5
		%	26	30	35		9	100				
2	How much do you think you can rely on other people at work when things get tough at work?	Frequency	8	8	5	2		23	2.04	0.976	1	5
		%	35	35	22	9		100				
3	How much do other people at work go out of their way to do things to make work life easier for you?	Frequency	5	9	8	1		23	2.22	0.85	1	5
		%	22	39	35	4		100				
4	How much do you think you can rely on your immediate supervisor or boss when things get tough at work?	Frequency	8	11	2		1	22	1.96	1.022	1	5
		%	35	48	9	4	4	100				
Grand Mean								1.90				

Source: Survey: Questionnaire

Regarding immediate supervisors' support/help to make work life easier, 6 respondents which is 26.1%, 7 respondents (30.4%) and 8 respondents (34.8%) said their immediate supervisors went out of their way to make work life easier to them very much, somewhat and a little respectively. The rest 2 (8.7%) said that don't know with mean 2.4 and standard deviation 1.15. This is confirmed during in-depth interview with the coordinator and supervisors, supervisors were helping in the feed-back and debriefing sessions while the counselors stressed during counseling service. It is also agreed to minimize working hours from 8 to 6 hours per day. In addition to that refreshment provided on tea coffee break. Since the mean is less than the mid-point it can be said that immediate supervisors support to do things to make work life easier for counselors is not enough.

Regarding rely on other people at work when things get tough, 8 respondents (34.8%), very much, 8 respondents (34.8%) somewhat and 5 respondents (21.7%) a little said that they are rely

on other people at work when things get tough, with mean 2 and standard deviation 0.976. This is confirmed during in-depth interview with the coordinator and supervisors. The unit applied coping mechanisms through peer supervision, supervisors support, and debriefing session and individually upon request. This indicates that this made the respondents rely on other people at work. Based on the mean which is less than the mid-point it can be said that counselors are less likely rely on other people at work when things get tough at work. In the in-depth interview the counselor also revealed that the Health Counseling & Information Center (952 Health Hotline) has not given consideration by the administration and this brought shows not relay when things get tough at the work.

Regarding other people go out of their way to do things to make work life easier at work, 5 respondents (21.7%), 9 respondents (39.1%) and 8 (34.8%) said they are rely on other people go out of their way to do things to make work life easier very much, somewhat and a little respectively and 1 (4.3%) chose not at all, with mean 2.22 and standard deviation 0.85. Based on the mean which is less than the mid-point it can be said that other people at work not at all go out of their way to do things to make counselors work life easier.

Regarding how respondents rely on their immediate supervisor when things get tough at work, 8 respondents (34.8%), 11 respondents (47.8%) and 2 respondents (8.7%) said rely very much, somewhat and a little respectively on their immediate supervisor when things get tough at work. One respondent (4.3%) said that don't know, with mean 1.96 and standard deviation 1.022. Since 4.3 is greater than the midpoint it can be concluded that counselors rely very much when things get tough at work. This is confirmed by the supervisors during in-depth interview with the coordinator and supervisors. There are 2 ways respondents made rely on their immediate super. (1) There is supervisory & counseling teach and demonstrate counseling (2) Group supervision - works with a group of counselors. From the above response this can be concluded that the respondents were helping each other and the supervisors and the coordinators are supporting the respondents during their counseling duties.

4.7. Effect of Occupational Stress on Job Performance

Table 4.15 Effects of Work Stress on Performance

Item	Factor name		Rating					Total	Mean	SD
			Decrease Significantly	Decrease slightly	Doesn't affect	increase slightly	Increase Significantly			
1	Absenteeism	Frequency	4	1	6	4	4	19	3.16	1.43
		%	21	5	32	21	21	100		
2	Reduced productivity	Frequency	3	2		7	7	19	3.68	1.5
		%	16	11		37	37	100		
3	Low morale	Frequency	4	1		8	7	20	3.65	1.53
		%	20	5		40	35	100		
4	Poor work relations	Frequency	3	2	3	6	5	19	3.16	1.45
		%	16	11	16	32	26	100		
Grand Mean								3.41		

Source: Survey: Questionnaire

Table 4.15 shows that the belief of respondents that is, 8 respondents (42%) increasing absenteeism, 14 respondents (74%) reduce productivity, 15 (75%) low morale and 11 (58%) poor work relations respectively with the grand mean of 3.41. From this it can be understood that the highest percentage is low morale 15 respondents (75%) next, effects of work stress reduced productivity 14 respondents (74%) then followed Absenteeism 8 respondents (42%).

In the in depth interview the researcher found out from the supervisors, counselors came across occupational stress from concentration of daily repeated life threaten case. Remaining too long in a state of counseling can lead to fatigue, decreased mood, stress, burnout, Sometimes they face sever issues and difficult situation that might not be solved,. In addition to this absence of recognition there is high turnover and even the remaining employees are looking vacant posts of other organizations. As the mean of the above factors indicated in table 4.15 is greater than the midpoint it can be concluded that outcome of work stress has reflected in different ways as shown in the above table.

4.8. Ways to Minimize Stress

Table 4.16 Strategies to Minimize Occupational Stress

Item	Factor name		Rating					Total	Mean	SD
			Very high	High	Average	Slightly low	Very low			
1	By Work Design	Frequency	15	7		1		23	1.43	0.728
		%	65	30		4		100		
2	Conducting stress management training	Frequency	14	3	5	1		23	1.70	0.97
		%	61	13	22	4		100		
3	management development (personal and organizational skills)	Frequency	13	8	2			23	1.52	0.665
		%	57	35	9			100		
4	Organization development (to accomplish more successful organizational change and performance)	Frequency	17	5	1			23	1.30	0.559
		%	74	22	4			100		
5	early detection	Frequency	15	5	2	1		23	1.52	0.846
		%	65	22	9	4		100		

Source: Survey: Questionnaire

The table above 4.16 demonstrates that 22 respondents (96%) said occupational stress can be minimized by work design with mean 1.43 and Standard deviation 0.73, 17 respondent. (73%) said conducting stress management training minimized stress high, 5 respondents (21.7%) said stress can be minimized averagely by management training with mean 1.7 and standard deviation 0.97. 21 respondents (91%) said stress can be minimized in management development very high. 2 respondents (8.7%) said stress can be minimized averagely personal & Organizational skills with mean 1.52 and standard deviation 0.67. 22 respondents (95%) responded very high & high and 1 respondent average by organizational development (to accomplish more successful change and performance) with mean 1.3, standard deviation 0.559. 20 respondents (87%) said occupational stress can be minimized high & very high in early detection and 2 respondents (8.7%) said that occupational stress can be minimized average in early detection with mean 1.52 and standard deviation 0.85.

The above table shows 96% of the respondents believed that work design and organization development can minimize occupational stress and the next highest response is management development which is 91% followed by 74%, conducting stress management training. From this and the mean shown on the table for different factors we can conclude that occupational stress can be minimized averagely by using different mechanism.

4.9 Correlations

Table 4.17 Correlations

Independent variables		Dependent Variable
		Job performance
Working Relationship	Pearson Correlation	.423
Interpersonal Relationship	Sig. (2-tailed)	.063
	N	20
Workload	Pearson Correlation	-.637**
Dealing with difficult customer	Sig. (2-tailed)	.003
Malfunctioning system-line	N	20
Role Conflict	Pearson Correlation	-.115
Role Ambiguity	Sig. (2-tailed)	.629
	N	20
Career Development	Pearson Correlation	.102
Personal Expectation	Sig. (2-tailed)	.668
	N	20

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

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

In the work group (Work load, dealing with difficult customer and malfunctioning system-line problem) and job performance have an inverse relationship in that as workload increases job performance decreases and this relationship is significant at 95% confidence interval.

Although job performance is also affected by other factors as role (role ambiguity and role conflict) and career (career development & personal expectation), in this relationship is weak. In addition, the confidence interval is also less than 95%. As this is above the 5% tolerance margin we fail to conclude that there is a strong (either direct or inverse) relationship between job performance and the other work related factors.

There are a number of reasons why this may be the case. One of the reasons is the number of respondents taken. As there are only 26 for this study, the driving factors may not have been utilized perfectly.

4.10 Observation of Working Environment

The research inspected the working environment. The 952 Health Hotline is located on the 4th floor of in the Ministry of Health compound in one of the buildings. Stairs and lift are in good condition. The office, is partitioned for each counselor and there are 22 cubicles in the office. The Supervisors and the Coordinator chairs and tables are located in the same office. Each cubicle is made of, half aluminum and half glass, is equipped with telephone line (doesn't work, headsets, computer and guest chairs are not body support which is not advisable for the nature of the work (some of them are broken) that counselors can sit on while handling calls from clients. The workstation accommodates thirty counselors and two supervisors and one coordinator. The cubicles are close to one another and a counselor can simply hear the voice of other counselors. Noises can interfere and decrease the level of concentration and hinder the clear path of hearing between the client and counselor." Equipment are not maintained properly. The lockers are broken and not maintained in good condition. The researcher noticed that, the disorderly office and cluttered. There is no potable water. The temperature in the office is in the comfortable zone. Workplaces ventilation system is appropriate. Fresh, clean air is drawn from outside the workplace, and circulated through the workplace. The toilets and washing facilities are separate toilet, 1 toilet for male and 1 for women in the floor accommodating one floor staff but not regularly cleaned throughout the day. No soap and tissue paper available in the toilets.

CHAPTER FIVE

Summary, Conclusion and Recommendations

Introduction

This chapter summarizes the entire study findings of the research, conclusion and recommendation by the researcher.

5.1 Summary of the major Findings

Data's collected using questionnaire, interview and observation of the working environment were carefully analyzed and interpreted. The student researcher came up with the following summary findings.

- The study indicated that 952 Health Hotline counselors believed that their work exposes to stress and that affects their performance. Based on the findings, usable conclusions and recommendations are made.
- The finding of this study showed that all the respondents are professional on the field they are currently working on
- The level of work stress is high among the 952 health counselors and this is reflected on their health.
- The majority of the respondents clearly indicated that work stress has affected their health
- The data obtained from the study depicted that the work stress exposed health hotline counselors to different types of illnesses which have also impact on work and this directly affected their performance in different ways.

- The study indicated that cause of work stress is negatively correlated with job performance
- The coordinator, supervisors and respondents explained that factors of occupational stress are lack of career development, dealing with difficult clients, and malfunction system of line (952).
- This study revealed that the stress and burnout management practice is not adequate enough to manage the counselors' stress. In other words, the stress and burnout management training is not adequate enough acquaint counselors with the necessary techniques and skills in preventing and managing their work related stress.

5.2 Conclusion

The main purpose of this study is to examine the practice of stress management and its effect on job performance in the case of Health Counseling & Information Center (952 Health Hotline) and indicate how the different stress management strategies influence employee performance. In order to explore the necessary information that best describes my purpose, explanatory research was applied using quantitative& qualitative approach.

Based on the assessment in Health Counseling & Information Center (952 Health Hotline)exist work stress that affects counselors health, morale, attitude and this affect their performance and reflects on the service they provide in nationwide. The stress they encountered is attributed not only from their work but also from the working environmental issues and others such as poor technology, service interruption (telephone line), low salary, career development, the provision of proper equipment, recognition and lack of attention from the higher officials.

In terms of stress management there is no proper training especially for the new counselors who joined the Hotline around the end of 2016. In house stress management activity is not sufficiently practiced mainly due to frequent service interruption attributed by line failure.

5.3 Recommendation

Based on the findings and the conclusions, the student researcher has forwarded the following recommendations:

- Employees spend most of their time in the office and the routine practice in the work place affects their performance. Hence, the Health Counseling & Information Center (952 Health Hotline) has to be given high consideration. The center is instrumental in providing accurate information and quality counseling service on priority health areas to the general public has pivotal. The center is offering toll-free health counseling and information services to the nationwide on HIV counseling and other priority health areas. The spread of HIV/AIDS is once again growing in the country as a whole and public health emergency diseases like Acute Water Diarrhea are arising periodically. The Hotline provides health care related services in all aspects. Thus, the 952 Health Hotline counselors and the service should be given due emphasis as it is instrumental to address various health issues.
- Based on the finding, Health Counseling & Information Center (952 Health Hotline) should enhance the standards of the work place environment. This can happen by availing quality and standard technologies (PABX head set, server), furnishing with necessary office furniture's and equipment that can enable to continue the service without interruption. Lockers, chairs, tables and cubicles (partitions) should be maintained or replaced to create good looking or conducive work environment that motivate employees to work enthusiastically.
- The counselors are the main actors of this service and day to day interaction with clients is their major duty and responsibility. In addition to HIV, TB & STI, the health hotline is expanding the scope its service to other priority health areas including reproductive health, maternal and child health, family planning, nutrition, public health emergencies (AWD- Acute Water Diarrhea, Scabies, Ebola), and Non-Communicable diseases (high blood pressure, diabetes, cancer, cardio vascular disease, mental health) This service will play a big role in nationwide. I therefore highly recommend to the MoH to allocate budget to equip the unit with new modern technologies, and with modern-day equipment. Regarding line problem the MoH has to create strong partnership with Ethio-Telecom and service agreement with technology providers to immediately fix line and technology related problems respectively.
- Since the working behavior of the counselors is highly exposed to stress, the stress management training or continues refreshment training once in a year is need to keep the

quality service. The application and support system of stress management both theory & Practice in the center should be strengthened. This will enable counselors to refresh their knowledge and energy to perform their job effectively.

- Framing the position of staffs that would fit their capabilities has to be given through career development and promotion at work based on their professional skills.

Workplace must be organized in such a way to be enjoyable so all things and unnecessary paper should be discarded and decluttered. Water dispenser should be placed in the counselors' office easily accessed. Strenuous work is being undertake to reduce the likelihood of dehydration while counseling.

Consequently, the Federal Ministry of Health should take the significance of this service into account and should involve in the process of enhancing the service. As the unit has important contribution for the health sector, it has to be treated equally and integrated in the Ministry of Health.

References

- Ali K. Ishtiaq I. Ahmad M. (2013) Occupational Stress effects and Job Performance in the Teachers of Schools of Punjab (Pakistan) International Journal of Academic Research in Business and Social Sciences Vol. 3, No. 11pp. 665-679, November 18, 2017
- Ali W.U., Raheem A.R. ., Nawaz A. and Imam Uddin K. (2014) Impact of Stress on Job Performance Research Journal of Management Sciences Vol. 3(7), pp 14-17 November 21, 2017
- Almanae M.(2015) . Work Stress and Its Effect on Performance. American Journal of Business, Economics and Management. Vol. 3, No. 4, 2015, pp. 185-192. November 18, 2017
- Awadh I. M. Gichinga L. and Dr. Ahmed A. H. (2015) Effects of Workplace Stress on Employee Performance in the County Governments in Kenya International Journal of Scientific and Research Publications, Volume 5 Available at: www.ijsrp.org
- Babatunde A. (2013) Occupational Stress: A Review on Conceptualizations, Causes and Cure Economic Insights – Trends and Challenges Vol. II no 3 pp. 73-80 November 18, 2017
- Caroline A. Sikuku, Wamalwa B. and Katiba D. (2017) The Influence of Organizational Stress on Performance among Employees Vol. 5 No. 8 (pdf) International Journal of Education and Research Available at: <https://www.researchgate.net/publication/263696904> November 21, 2017
- Dar L., Akmal A., Naseem M., & Khan K. (2011) Impact of Stress on Employees Job Performance in Business Sector of Pakistan Volume 11 Issue 6 Version 1.0 (pdf) Global Journals Inc. (USA) Available at: <https://globaljournals.org/.../1-Impact-of-Stress-on-Employees-Job-Performance.pdf> November 14, 2017
- Fox, W. & Bayat, M.S. (2007) “A Guide to Managing Research” Juta Publications, p.45 January 3, 2018
- Gray R. (1988) WORKPLACE STRESS A review of literature www.rodericgray.com November 14, 2017
- Haileselassie E. (2013) Occupational Stress and Coping Mechanisms among HIV/AIDS Counselors: August Masters 2013
- Jalagat R. *Determinants of Job Stress and Its Relationship on Employee Job Performance* (2017) American Journal of Management Science and Engineering Vol. 2, No. 1, pp. 1-10. November 21, 2017
- Jamal M. (2011) *Job Stress, Job Performance and Organizational Commitment in a Multinational Company* International Journal of Business and Social Science Vol. 2 No. 20 pp 20-29 November 18, 2017

- JamalM. (2016) *Job Stress and Job Performance Relationship in Challenge-Hindrance Model of Stress* Pakistan Journal of Commerce and Social Sciences Vol. 10 (3), pp. 404-418 November 14, 2017
- Krohnea H. W. (2002) *Stress and Coping Theories* Available online Available at: <https://www.scribd.com/document/56298659/Krohne-Stress-26-Mei-2011> November 21, 2017
- MEI LING S. (2014) *AN INVESTIGATION ON FACTORS OF WORK STRESS INFLUENCE JOB PERFORMANCE: MODERATING SOCIAL SUPPORT* Master Degree University Utara Malaysia November 21, 2017
- Nahar L., Hossain A. Rahman A., Bairagi A. (2013) *The Relationship of Job Satisfaction, Job Stress, Mental Health of Government and Non-Government Employees of Bangladesh* Online Available at (<http://www.scirp.org/journal/psych>) November 21, 2017
- Nangia . Chaturvedi V. (2015) *Understanding the Role of Positive Stress as a Mediating Tool for Employee Performance: A Conceptual Insinuation* IJMBS Vol. 5, Issue 1 pp 39-41 November 18, 2017
- Prasad et al. (2016). *A Comparative Analysis on the Causes of Occupational Stress among Men and Women Employees and its Effect on Performance at the Work Place of Information Technology Center, Hyderabad. International Journal of Management Excellence, 7(2). 796-807.*
- Shaikh A. A. (2013) *The Impact of job stress: An imperative insight into the Banking sector* Journal of Public Administration and Governance Vol. 3, No. 3 pp 294-316 November 21, 2017
- Stress in the Workplace Managing Job and Workplace Stress* (Jeanne Segal, Ph.D., Melinda Smith, M.A., Lawrence Robinson, and Robert Segal, M.A. Last updated: 2017) November 14, 2017
- Sorana S. Balkanb M.O. Serinc M.E. (2014) *JOB STRESS AND PERFORMANCE: THE MEDIATING EFFECT OF EMOTIONAL INTELLIGENCE* European Journal of Business and Social Sciences, Vol. 3, pp67-75 November 18, 2017
- Stephen E. B.(2014) *Occupational Stress as Correlates of Behavioral Outcomes among Female Employees of Commercial Banks in Nigeria* International Journal of Applied Sociology issue 4 pp 93-100 November 21, 2017

Appendices

Appendix I-

Self-Administered Questionnaire for Counselors

ADDIS ABABA UNIVERSITY COLLEGE OF COMMERCE SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Self-Administered Questionnaire to Employees of 952 Health Hotline, Ministry of Health, Addis Ababa Ethiopia

Dear Respondent,

The purpose of this questionnaire is to collect primary data for conducting a study on the topic, “practice of Organizational stress management and its effect on job performance of 952 Health Hotline “as partial fulfillment to the completion of the Masters of Art in Human Resource Management Program at study. Therefore you are kindly requested to extend your cooperation honestly by providing relevant information & filling out the following questionnaires that are prepared for this intention.

General Instructions

- No need to write your name.
- In all cases where answer options are available please tick (√) in the appropriate box.

Thank you, for your cooperation and timely response in advance

A. General Background of Respondents (Demographic Information)

1. Age (in years): - _____

2. Sex: Male Female

3. Educational level: - _____

4. Your current position:-

Senior Counselor Counselor Assistant Counselor Junior Counselor

5. Your work experience at 952 Health Hotline (in years): _____

6. Marital Status: Single Married single mother single father

7. Number of Children

8. Responsibility at home: sharing with other family helper without helper

9. Working hour per day (in hour): _____

B. Questions on OCCUPATIONAL STRESS AND JOB PERFORMANCE

1. In your work place which of the following factors do you think cause of your work stress?

Factor name	Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Work load					
Role ambiguity					
Roll conflict					
Working Relationship					
Career Development					
dealing with difficult customer/client					
Interpersonal relationship					
Personal expectation					
Malfunctioning system such, Line problem, no call, calls are failed (Hung-up)					

2. What do you think are the signs of occupational stress?

Factor name	Hardly Ever	Occasionally	Sometimes	Frequently	Almost always
Feeling anxious					
Irritable or depressed					
Apathy					
Loss of interest in work					

3. Do you think your work affect your health?

Yes Somewhat No

4. If the above answer is yes or somewhat how does your work affect your health?

Factor name	Decrease greatly	Decrease slightly	Stay the same	Increase slightly	Increase greatly
Erratic eating habits					
Weight problems					
High blood pressure					
Elevated cholesterol levels					
Health problem related with ears					
Feeling uncomfortable					

5. How do you rate/perceive that the cause of an illness in the past could be as a result of work stress? Do you

(i) Very high [] (ii) High [] (iii) Average [] (iv) Low []
 (v) Very Low []

6. Does occupational stress have any effect on your performance?

(i) Yes [] (ii) No [] (iii) Don't know []

7. If your answer is YES to the above, to what extent does it affect your performance?

Factor name	Decrease Significantly	Decrease Slightly	Doesn't affect	Increase slightly	Increase Significantly
Absenteeism					
Reduced productivity					
Low morale					
Poor work relations					

Key factors that supports your work?

	Factor name	Very Much	Some-What	A little	Not At All	Don't Know
8	How your work place supplies (Training & resource materials, reference books, head sets, first-aid kits etc.) can have a direct influence on your performance					
9	How your work place equipment (Air conditioner, water dispenser, furniture, computer etc.) can have a direct influence on your performance					
10	How much does your immediate supervisor go out of his/her way to do things to make work life easier for you?					
11	How much do you think you can rely on other people at work when things get tough at work?					
12	How much do other people at work go out of their way to do things to make work life easier for you?					
13	How much do you think you can rely on your immediate supervisor or boss when things get tough at work?					

14. Do you think occupational stress can be minimized or decreased?

Yes No don't know

15. To what extent do the following strategies help in minimizing occupational stress?

Factor name	Very High	High	Average	Slightly low	Very low
By Work Design					
Conducting stress management training					
management development (personal and organizational skills)					
Organization development (to accomplish more successful organizational change and performance)					
early detection					

Do you think the following factors enhance your performance?

	Factor name	Strongly disagree	Moderately Disagree	Neither Agree nor Disagree	Moderately Agree	Strongly Agree
16	Do you think that comfortable environment can help you to complete your daily tasks easily and increase your performance?					
17	My job requires that I keep learning new things					
18	Conditions on my job allow me to be about as productive as I could be					

19. How often does your job expose you to verbal abuse and/or confrontations with clients or the general public?

Never [] Occasionally [] Sometimes [] Fairly Often [] Very Often []

20. Which of these internal factors are source of stress & affect your performance at work?

Factor name	Decrease significantly	Decrease slightly	Doesn't affect	Increase slightly	Increase significantly
Low Salary					
Growth opportunity					
Enough working tools					
Recognition					
Job Security					
Career Development					
able to use my training and expertise in my role					

Appendix II-

Key informant interview questionnaire

ADDIS ABABA UNIVERSITY COLLEGE OF COMMERCE SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Key Informant Interview (KII) for Supervisors and Coordinator, Ministry of Health, Addis Ababa
Ethiopia

Objective: The aim of this study is to assess occupational stress and its impact on employee performance/Productivity and coping mechanisms among counselors working at 952 Health Hotline. The purpose of this questionnaire is to obtain information about the attitude of counselors towards occupational stress, consequences and individual and organizational coping mechanisms. To make the research accomplish the objective, your kind and appropriate reply is mandatory. All response would be used only for research purpose. And your personal identity will be kept confidential.

Part One: Background Information

1. Age: _____
2. Sex: Male ____ Female _____
3. Educational Background: _____
4. Marital Status:
Single Married single mother single father

Part Two: Interview Questions

I am going to present interrelated questions regarding occupational stress, and its effect on employee performance at 952 Health Hotline. You are kindly requested to provide your opinion on issues raised.

1. How long have you worked in 952 Health Hotline?
2. Do you think counselors in 952 Health Hotline come across occupational stress? How? Please state an example.
3. What are the major challenges for counselors in performing their day to day activity?
4. What are the major contributing factors for work related stress among counselors in 952 Health Hotline?
5. Do you think counselors in 952 Health Hotline are trained to manage work place stress?
6. Is there any employee turnover over the past six months as a result of work place stress?
7. Does your organization provide coping mechanisms for work related stress? If yes, please mention. If no, why?

8. How are supportive supervisions handled in your organization? Please state an example.
9. How many calls does one counselor respond per day?
10. How do you evaluate the feedback from listeners about the service?
11. What measures should be taken to secure the well-being of counselors?
12. In your opinion, what things should be done to enhance employee performance in 952 Health Hotline?

Appendix III-

Checklist to inspect general work environment

ADDIS ABABA UNIVERSITY COLLEGE OF COMMERCE SCHOOL OF GRADUATE STUDIES DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Check list to inspect general work environment

Date Inspected _____ Date Completed _____

Inspection item	Yes	No	N/A	Notes
Are all work areas clean, tidy, uncluttered and orderly?				
Are all toilets and washing facilities clean and sanitary?				
Is potable water provided for drinking and washing?				
Stairs, steps and handrails are in good condition				
Are temperatures in office generally remaining within comfort zones? If excessive, please note when this occurs and for how long.				
Is the work area's ventilation system appropriate for the work being done?				
Are chairs fully adjustable for: <ul style="list-style-type: none">• Seat height• Back height and angle• Staff know how to adjust them?				
Ventilation feels adequate or adequate fresh air ventilation being received?				
Are adequate toilets provided?				
Are all tools and equipment maintained in good condition?				
If you use ear protectors are they properly fitted and instructed in their use?				
Do all employees receive refresher training at least annually?				