

**RELATIONSHIP BETWEEN EMPLOYEE'S OCCUPATIONAL STRESS  
AND PERFORMANCE IN KENYA PRISON SERVICE  
(A SURVEY OF PRISONS IN MERU REGION OF KENYA)**

**MUIGAI PATRICK MWANGI**

**A Thesis Submitted in Partial Fulfillment for the Conferment of Master of  
Business Administration Degree of the Kenya Methodist University**

**September, 2019**

**DECLARATION**

**DECLARATION**

This thesis is my original work and has not been presented for a degree or any other award in any University.

Signature.....

Date.....

**PATRICK MWANGI MUIGAI**

**BUS-3-0948-3/2015**

**RECOMMEDATION**

This thesis has been submitted with our approval as University Supervisors.

**MR. ABEL MOGUCHE**

Lecturer; School of Business and Economics

Kenya Methodist University

Signature.....

Date.....

**MR. MUTEA FREDRICK**

Lecturer; School of Business and Economics

Kenya Methodist University

Signature.....

Date.....

## **DEDICATION**

I dedicate this thesis to my wife Njoki, my children John and Joan for their moral, psychological and financial support.

## **ACKNOWLEDGEMENT**

I wish to thank the Almighty God for giving me the strength to come up with this thesis despite the difficulties. I also express my profound gratitude to my supervisors Abel Moguche and Fredrick Mutea for their scholarly insight and careful guidance during the development of this thesis proposal report.

Thank you all and may God bless you abundantly and may you keep your spirit of co-operation burning. You contributed to the success of this thesis proposal.

## ABSTRACT

The Kenyan Government acknowledges that over the years there has been poor performance in the public sector, especially in the management of public resources which has hindered the realization of sustainable economic growth. Work-place stress has received a great deal of attention in social psychological research. Significant research findings have documented that prolonged stress has negative effects on individual health as well as on employee attitudes towards the organization. Employees work in a unique environment, subjecting themselves to potentially traumatic events in conditions that impact their emotional and physical well-being. Several measures of employee performance were analyzed which included environmental conditions, organizational demands, personal background and individual differences. Today Kenya Prison is a department in the Ministry of Interior and Coordination of National Government with a total of 110 prisons, two Borstal Institutions and one Youth Correctional Training Center. The study was carried out in the prisons department in Meru Region of Kenya. Meru Region has got six Prisons; Chuka, Kangeta, Maara, Marimanti, Meru and Uruku Prisons.. Using stratified random sampling technique the study selected a total of 134 respondents comprising of members of staff from the three levels Senior Officers, NCOs and Junior Officers where each of the 3 levels was treated as a stratum (group) from where the respondents were selected using simple random method from each of the 3 stratum. Data was collected through use of questionnaires and analysed using descriptive statistics. Multiple linear regression aided by SPSS (Version 20) was used to link the relationship between the independent variables and the dependent variable. The data was presented in frequency distribution tables, graphs and charts. The study found that politics, economy and technology significantly affects the performance of employees in Kenya Prison Service albeit negatively while holding other factors constant and that individual differences such as social support, self-efficacy and job experience had significant positive influence on employee performance while holding other factors constant. The study concluded that all the variables had statistically significant contributions. It therefore recommend that environmental conditions and individual differences activities must exist in the organizational environment while the organization and management in particular should motivate employees by tracking their targets and recognizing the milestones achieved.

## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>ii</b>
<b>DEDICATION</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iv</b>
<b>ABSTRACT</b> .....	<b>v</b>
<b>LIST OF TABLES</b> .....	<b>viii</b>
<b>LIST OF FIGURES</b> .....	<b>ix</b>
<b>ABBREVIATIONS</b> .....	<b>x</b>
<b>DEFINITIONS OF TERMS</b> .....	<b>xi</b>
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the Study.....	1
1.2 Statement of the problem .....	10
1.3 Purpose of the Study.....	11
1.4 Research Hypotheses .....	11
1.5 Significance of the Study .....	12
1.6 Limitation of the Study.....	12
1.7 The Scope of the Study.....	13
1.8 Assumptions of the Study .....	13
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	<b>14</b>
2.1 Introduction .....	14
2.2 Theoretical Framework.....	14
2.3 Empirical Review .....	19
2.4 Conceptual Framework.....	24
2.5 Explanation of Variables.....	25
2.6 Operational FrameWork.....	30
2.7 Summary of Literature Review .....	31
2.8 Study Gaps .....	32
<b>CHAPTER THREE: RESEARCH METHODOLOGY</b> .....	<b>34</b>
3.1 Introduction .....	34

3.2 Research Design .....	34
3.3 Target Population .....	34
3.4 Sampling Technique and Sample .....	35
3.5 Data Collection Instruments and Procedures .....	36
3.6 Pilot Study .....	37
3.7 Data Analysis and Presentation .....	38
3.8 Regression Assumptions .....	39
3.9 Ethical Issues .....	41
<b>CHAPTER FOUR: RESULTS AND DISCUSSION .....</b>	<b>42</b>
4.1 Introduction .....	42
4.2 Instrument Response Rate.....	42
4.3 Demographic Characteristics .....	42
4.4 Reliability Statistics .....	45
4.5 Discussion of the Variables .....	49
4.6 Testing Linear Regression Assumptions .....	63
4.7 Hypothesis Testing.....	73
<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS</b> <b>.....</b>	<b>76</b>
5.1 Introduction .....	76
5.2 Summary .....	76
5.3 Conclusions .....	80
5.4 Recommendations .....	81
5.5 Future Area for Research .....	81
<b>REFERENCES.....</b>	<b>83</b>
<b>APPENDICES .....</b>	<b>91</b>
Appendix I: Transmittal Letter .....	91
Appendix Ii: Questionnaire.....	92

## LIST OF TABLES

Table: 3.1. Target Population.....	35
Table: 3.2 Sample Size .....	36
Table 4.1: Gender Distribution .....	42
Table 4.2: Age Distribution .....	43
Table 4.3: Level of Education.....	44
Table 4.4: Work Experience .....	45
Table 4.5: Reliability Analysis of Environmental Conditions.....	46
Table 4.6: Reliability Analysis of Organizational Demands .....	46
Table 4.7: Reliability Analysis of Personal Background.....	47
Table 4.8: Reliability Analysis of Individual Differences .....	47
Table 4.9: Reliability Analysis of Employee performance.....	48
Table 4.10: Summary of Reliability Analysis.....	49
Table 4.11: Descriptive Statistics of Environmental Conditions.....	50
Table 4.12: Descriptive Statistics of Organisational Demands .....	53
Table 4.13: Descriptive Statistics of Personal Background.....	56
Table 4.14: Descriptive Statistics of Individual Differences .....	58
Table 4.15: Descriptive Statistics of Employee Performance .....	61
Table 4.16: Tests of Normality .....	64
Table 4.17: Correlational Matrix .....	<b>Error! Bookmark not defined.</b>
Table 4.18: Collinearity Statistics.....	70
Table 4.19: Collinearity Diagnostics .....	70
Table 4.20: Model Summary .....	71
Table 4.21: ANOVA Statistics .....	72
Table 4.22: Breusch-Pagan (BP) and Koenker Test .....	73
Table 4.23: Regression Coefficients .....	73
Table 4.24: Hypotheses Conclusions .....	74



## LIST OF FIGURES

Figure 2.1: Conceptual Framework .....	25
Figure 2.2: Operationalization Framework.....	30
Figure 4.1: Normal Q-Q Plot of Employee Performance .....	64
Figure 4.2: Box-Plot of Employee Performance.....	65
Figure 4.3: Histogram of Employee Performance with Normal Plot .....	66
Figure 4.4: Normal P-P Plot of Standardized Residuals.....	67
Figure 4.5: Histogram of Standardized Residuals with Normal Plot.....	68
Figure 4.6: Scatter Plot of Regression Standardized Residuals against Regression Predicted Values .....	71

## ABBREVIATIONS

CIP:	Chief Inspector of Prisons
ERS:	Economic Recovery Strategy
GK:	Government of Kenya
GNP:	Gross National Product
ILO:	International Labour Organization
IP:	Inspector of Prisons
KPS:	Kenya Prisons Service
Kshs:	Kenya Shillings
NCO's:	Non Commissioned Officers
PC:	Prison Constable
S/SGT:	Senior Sergeant
SGT:	Sergeant
SP:	Superintendent of Prisons
SPSS:	Statistical Package for Social Sciences
SSP:	Senior Superintendent of Prisons
UK:	United Kingdom
US:	United States

## **DEFINITIONS OF TERMS**

- Employee:** This refers to a person working for on organization for a pay whether on contract or permanent basis.
- Job:** Is a collection of responsibilities or chores in reward for payment.
- Occupational Stress:** This refers to any factors that contribute to organizational inefficiency through employees in the organization.
- Organization:** This refers to an institution whether government or private which has some goals and objectives to achieve.
- Performance:** Refers to whether an individual executes their job duties and responsibilities.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Employee performance is defined as whether a person executes their job duties and responsibilities well (Litmos, 2014). Many companies assess their employee's performance on an annual or quarterly basis to delineate certain parts requiring improvement. Performance is considered critical to organizational success. According to Campbell, (2012) he describes job performance as an individual level variable or something done solo. The definition differentiates it from more encompassing constructs such as organization performance or social performance, which are high-level variables. Singular performance is of high relevance for establishments, and individual alike and researchers agree that performance has to be considered as a multidimensional concept.

The most basic level one can distinguish between a process aspect and an outcome aspect of performance (Borman, Motowidlo, Campbell & Roe, 2013). Moreover, performance must be distinguished from the effectiveness and productivity (Campbell, 2012). Effectiveness refers to the evaluations of the results of performance while productivity is the ratio of efficiency to the cost of attaining the outcome.

In United States of America, job stress is a rising problem for employees especially in the United States, because of its financial impact (Murphy & Sauter, 2014). The effects of workplace stress can include but not limited to; high rate of absenteeism, increased medical costs, a rise in accidents and decline in productivity among other

factors. Research and theories in regards to stress are considered to have been developed and tested in the United states (Jamal & Xie, 2013). However, another related problem for countries that are undergoing massive economic and social changes is occupational stress. Therefore it is equally important to reproduce stress research in Chinese societies so as to investigate the generalizability of the western theories.

In Hong Kong, there are high levels of stress than their counterparts in the United Kingdom (Siu, Cooper & Donald, 2013). If the billion-dollar cost of managerial stress that has been estimated for countries such as the UK and the US Hans (2013), is similarly high amidst the employees in Hong Kong, then it will create a substantial loss of resources. Due to these factors, it is imperative to examine the stress factors in the larger Asian community. The industrial sector in Hong Kong has undergone massive structural shifts over the years, and the economy has become more service-oriented due to the contraction of the industry sector. Official statistics indicate that at the end of 1999 employment in the service industry amounted to 1.926.078 job establishments which account for around 85.5% total employment.

China has hastened change in the economic changes and these has become a leading factor in organizational changes. This has made it necessary to study the effects of stress on employees job performance. A systematic examination of the job performance of employee Hong Kong will be precious in productivity. Jex (2012), argued that the research into the connection between stress and performance in the job has been neglected in the occupational stress prose. He also advocated for the arbitrators of the stress performance relationship.

In South Africa, the health system comprises of public and private health sectors. Pillay (2012), found out that around 82% of the South Africans depends on the free healthcare services, and amounts to 40% of the entire health spending. On the other hand, the private sector accounts for around 60% of the expenditure and provides services for 18% of the population who have private insurance. This implies that the area of public health is underfunded and yet overused. As this is the case, there are reports of negligence and poor patient care, lack of resources and to a large degree the lack of medicine. At times patient gets turned away for lack of health officials to attend to them or lack thereof of other resources.

Work-related stress and exhaustion are but among the factors that bedevil the health sector in South Africa, predominantly the free sector. Nurses professional stress and weariness typically result in numerous health-related glitches that have unswerving adverse organizational concerns such as malingering, performance insufficiencies, increase in staff throughput among others Halkos, Bousinakis (2016). Notwithstanding the tactic used to counteract work-related stress, what remains apparent is that the management should endeavor to put in place comprehensive stress management for nurses to prevent work-related stress and make it a priority so as to manage stress and improve work output.

Ibrahim (2015), in his study “the influence of institutional reforms on employee job satisfaction of Kenya Prison Service” found that prison officers had a heavy workload which caused the officers to be demoralized. The same survey revealed that the staff shortage caused the prison staff to feel insecure should a prisoners’ riot occur. The terms of service of prison officers were noted to be poor, as the annual leave days were few considering the heavy workload the officers had to contend with.

Promotions in the prison service were reported to be rare and delayed for long periods. The study also revealed that there was also poor quality supervision of offenders by prison officers who were demoralized. Working at the low level is an inherently stressful profession with long working hours, heavy workloads, difficult employees and different strains.

The physical and consciousness demands of workers at the low level make them more susceptible to extraordinary levels of tension. The effects of stress are demonstrated in increased lateness to work, low productivity and increased sick leaves (KPS, 2011). Despite the extremely adverse effects of occupational stress on the human body and job performance, many organizations, with Kenya prisons not being an exception have not considered putting in place tangible methods to discourse these stress-related conditions that tend to affect productivity in a negative way. Furthermore, there has not been a conscious establishment of a linkage between occupational stress and its adverse effect on productivity.

Tembur (2017), studied factors that are critical to the performance of uniformed officers in Kenya, found out that the efficient fulfillment of uniformed civil servants in Kenya planning, establishment of activity time and scheduling is critical in determining the overall performance of uniformed employees. Kaula (2016), carried out a study on the essential success factors in the performance of uniformed officers of Nairobi in Kenya found out that performance was the biggest challenge for most organization.

### **1.1.1 Occupational Stress**

According to Brief (2010), stress is a global component experienced by employees around the world, and it has evolved into a problem more so in the developing nations where the employer is not cognizant of the effect of stress on employee performance. Job stress should be recognized and addressed correctly because it affects the employees mental and physiological health significantly. Even though there are many resources for employees to utilize and perform well in their duties, there are factors that may be a hindrance. These factors are the leading cause of negative performance at the workplace leading to negative employee performance. Stress is considered one of the major physiological risks in the workplace and work-related stress is among the fundamental problems confronting employees. As a result of long working hours and other work related problems, stress has become a cause of worry to employers, employees, and psychologists Halkos, Bousinakis (2016).

The objective of every business owners is profitability, and every organization's success depends on its employees' performance; meager output is injurious to company's success. Creating a balanced approach to managing and coaching workforce requires the expertise of a human resources leader and the support of company's executive leadership. Performance management begins when an employee joins the workforce (Campbell, 2012). The vital steps in creating a performance master plan are; the employee's job description, initial deliberations, and the orientation of the newly hired staff. It is normal for employees to experience difficulties in the first few months of employment and it is, therefore, imperative for the employers to provide guidance and closer oversight during this time. When employees are learning new processes, becoming used to company policies,



participating on work teams, the and meeting colleagues a lot of time is consumed, and the employees are likely to happenstance in an erudition curve. Operative department leaders observe new employee performance so any deficiencies can be addressed right away to reduce wastage of resources hence producing high quality products (Campbell, 2012).

### **1.1.2 Employee Performance**

Many organizations need employees who are able to work effectively with the available resources because employee performance is critical to the overall success of the business. Leaders need to understand the fundamental benefits of employee performance so that they can develop steady and objective methods for evaluating employees. This helps determine strengths, weaknesses and possible management gaps in the business organization.

Employees who possess excellent interpersonal relationship and communication skills are the employees you want up front handling your customers' business needs. If the business focus is the development of an innovative, high-quality product, employee performance plays an integral role in achieving the business goals (Borman et. al., 2013). The design, engineering, quality assurance and marketing of company's product are essential components in employee performance to the business success. Customers who purchase product expect a quality product that meets their needs. Once customers find a company that provides the product they require, repeat business helps to shape a strong client base. When customers share experiences about the best products and if they are satisfied with the product, then it is likely that the business can flourish as a result of word of mouth.

When owners of a business assess the production output of an employee, it is probable that they will be able to measure the employee performance. The measure of things and services a worker can provide within a given amount of time is referred to as the employee output.

According to Harris and Brown (2014), employee performance can also be as a result of how a company utilizes its financial assets. Economic resources are the direct materials and facilities needed to produce individual products. Poor employee performance can lead to wasted resources, higher business operating costs and can also reduce companies competitive headstart in the firm. A competitive advantage occurs when one company produces goods or services more efficiently and more competently than another company. One of the most key factors in employee performance is to attain objectives through meeting deadlines, making sales and build the product via positive customer relations. When worker fails to perform effectively, customers feel that the company is uninterested to meet their needs and will be forced to seek service elsewhere. When people are doing their jobs effectively, morale in the office gets a boost. However workforces, who aren't inspired to get the work done as indicated, can bring down the whole section. It is important to nurture a positive, energetic work environment that cultivate a positive work environment by rewarding high-performing employees with incentives and group recognition. High-performing organizations also attract quality talent in recruiting, because the office feels alive and that it's working toward goals.

Small business can expand their employee performance by taking advantage of technology. Organizations can use software to automate manual processes and eliminate errors caused by manual entry of data in some tasks. Employees working in

some departments such as data entry and accounts can significantly benefit from the use of technology. Employees working in the accounting department can use the available accounting software to process more invoices and minimize accounting errors. This will lessen the aggregate time spent on processing paper ledgers and journals to record the same information. The accounting software is intended to automatically process the information once it is entered into the computer (Brantley, 2014).

Poorly skilled employees can bring down the company's overall performance by slowing down the production process of the company and hinder maximum output. Borman (2013), Individual employees may not be exclusively responsible for poor performance, strict management systems set up by business owners are also a contributing factor to the challenging work environment. Some owners may require that their employees need some approval before making business decisions thus slowing down the work output.

### **1.1.3 Kenya Prison Service**

The prisons system was introduced in Kenya by the British colony in 1911 following the enactment of East Africa Act. It was set up as part of the police under the Inspector General of Police. The Provincial Commissioners and District Commissioners were appointed as Superintendents In-Charge in their respective provinces and districts. The first prison was established in 1911 in Fort Jesus, Mombasa (Kenya Prison Service Strategic plan 2005-2009).

Today, Kenya has 119 prisons, one youthful corrective training centre and three Borstal Institutions (for young offenders). The staff population has grown tremendously from 319 in 1911 to 52,000 at the moment (Kenya Prison Service Strategic plan 2008-2011). Despite the growth in staff population, the social infrastructure which includes housing remains under developed as witnessed in the current prison setup. In April 2008, a staff discontent was witnessed which resulted into a strike by prison officers (Madoka, 2012). Kenya, like most African countries, inherited penal systems passed to them by colonial administration. For this reason, Kenya Prisons Service is the product of English/Wales Prison system developed on the basis of English Law. It contributes to the public safety and security by ensuring that there is safe custody of all persons who are lawfully committed to prison facilities, as well as facilitating the rehabilitation and reformation of custodial sentenced offenders for community reintegration. This usually deals with criminal justice for those who are in conflict with the law (KPS, 2011).

The Kenya Prisons Service is the only penal system in Kenya which is charged with the responsibility of ensuring safe custody, welfare, reformation and rehabilitation of prisoners. To ensure safe custody of prisoners, the institution has core values where teamwork has been embraced and therefore being a security institution the officers are guided by teamwork as a core value to the service provision(KPS, 2011).The Kenya Prison Service has embraced occupational strategies in their daily performance and therefore the study sought to find out the relationship between occupational stress and employee performance in Kenya prisons service, particularly in GK prisons in Meru Region.

## **1.2 Statement of the problem**

Many researchers hold on to the notion that workplace stress has an impact on the work performance either directly or indirectly (Folkman & Lazarus, 2012). In Kenya Prison Service, there has been a 60% increase in people looking for transfer from their current stations due to what they term as workplace stress with their colleagues, supervisors, work environment, individual needs and management in general; this has been a challenge to performance of the organization (KPS, 2013). Work-related stress inadvertently consequences low organizational performance i.e misuse of resources, low productivity and poor sub standard of services and goods produced. Job stress even though it is considered to be of tiny impact at the workplace, it may have dire consequences (Margolis, Kroes & Quinn, 2014).

Therefore, additional stressors in the workplace, for instance, the recent incidences which have occurred in some stations where the officers are turning to their colleagues in a situation where one officer shot two of his colleagues in Embu Prison and also in Uruku Prison where an officer turned against his wife probably due to related stressors of work (KPS, 2017). Workplace stress has also received lots of attention in social psychological research (Cooper, 2013). This has significantly influenced the wellbeing of representatives prompting to expand episodes of stress-related infirmities. The overall effect has been due to low morale of employees (KPS, 2013). The study, therefore, sought to investigate the relationship between employees occupational stress and job performance in Kenya Prison Service (A survey of Prisons in Meru Region).

### **1.3 Purpose of the Study**

The study sought to investigate the relationship between employees occupational stress and job performance in Kenya Prison Service. A survey of prisons in Meru Region of Kenya.

#### **1.3.1 Objectives**

The specific objective of the study are to;

- i.** Determine the relationship between environmental conditions and employee performance in Kenya Prison Service.
- ii.** Find out the relationship between organizational demands and employee performance in Kenya Prison Service.
- iii.** Establish the relationship between personal background and employee performance in Kenya Prison Service.
- iv.** Explore the association between individual differences and employee performance in Kenya Prison Service.

### **1.4 Research Hypotheses**

The study sought to test the following hypothesis:-

**H<sub>01</sub>:** There is no significant relationship between environmental conditions and performance of the employee in Kenya Prisons Service.

**H<sub>02</sub>:** There is no significant relationship between organizational demands and performance of the employee in Kenya Prisons Service.

**H<sub>03</sub>:** There is no significant relationship between personal background factors and performance of the employee in Kenya Prisons Service.

**H<sub>04</sub>:** There is no significant relationship between individual differences and performance of the employee in Kenya Prisons Service.

### **1.5 Significance of the Study**

Since employee performance and job satisfaction is a critical sector towards the achievement of Vision 2030 which will make Kenya an industrious country. Various organizations and government ministries devolved will rely on the information from this study. This information will help them to know the gaps they need to fill to have better methods of improving employee performance in the organization and come up with ways of dealing with occupational stress in the organization.

The study will also enhance both private and public organizations on how to effectively embrace the culture and ways of dealing with occupational stress in the workplace. Finally, the study will help other researchers whom may be interested in carrying out research on the relationship between occupational stress and employees' job performance.

### **1.6 Limitation of the Study**

The study focused on employees of Kenya prisons service and also evaluated only four variables on relationship between occupational stress and employees' job performance whereas there could be other occupational stress parameters that affects job performance. Also, the study was not able to carry out a census of all the prison employees but instead sampling was used. Due to the limitations of using samples,

care was taken to ensure that the sampled respondents are representative of the population in order to arrive at reliable generalizations. The study also considered only the occupational stress, whereas, there could be other types of stress that affects employees job performance.

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

The study was undertaken in the prisons department in Meru Region of Kenya. Meru Region has 6 Prisons; Chuka, Kangeta, Maara, Marimanti, Meru, and Uruku Prisons (KPS, 2016). All prisons in Meru Region of Kenya were covered. The top, middle-level and lower level management employees of these prisons were used as the respondents forming a total of 480 employees who were involved in the study. The study was limited to the four research objectives and focused on the relationship between employee's occupational stress and job performance.

The professional stress variables that were investigated were; environmental conditions, organizational demands, personal background, and individual differences giving their relationship with employee performance. The variables were highlighted as issues of high priority by an employee satisfaction survey conducted by Bora Soft Communication and also were found by Cindy Hertel (2014), as elements in the job that produce satisfaction.

### **1.8 Assumptions of the Study**

The study assumed that the respondents answered the questions correctly and truthfully. The study also assumed that the selected sample gave information that is enough to draw conclusion about population parameters.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This reviews the literature that is found to be relevant to the study. This theoretical research, justified the rationale, studies, and models surrounding occupational stress in an organization and the employees' job performance are discussed, and those found relevant were adopted as the key independent variables of the study and their relationship proposed in a conceptual framework.

#### **2.2 Theoretical Framework**

According to Mugenda and Mugenda, (2012), Theoretical framework is the structure that can hold or support a theory of a research study. It also introduces and describes the theory that explains why the research problem under study exists. This study was grounded on three principles, that is, systems theory, Psychological Stress-The Lazarus Theory, Equity theory, The Person-Environment Fit Theory.

##### **2.2.1 Systems theory**

Systems theory is referred to as the interdisciplinary study of systems in general (Niklas Luhmann 2013). This is aimed at clarifying ideologies that can be applied to all types' of systems at all nesting levels in all fields of research (Shields, Patricia; Rangarajan, Nandhini 2013). Systems theory has had an enormous impact on controlling science and understanding administration. A system is considered a unified part of an entire collection aimed at achieving a collective goal. If you tamper with a part of the system, say you remove one part, then the system as a whole has

been tampered with. A pile of concrete is not a system because you can scope some concrete and remain with concrete. But if you remove a carburetor from a functioning car, then you no longer have a functioning car. systems are designed to have outputs and outcomes, and they share responses among each of the four features of the coordinations (Niklas Luhmann, 2013).

Systems theory may seem quite basic. Years of administration preparation and rehearses in the workplace have not followed this approach. It's only lately, with remarkable variations confronting authorities and how they conduct their day to day operations, have educationalists and administrators come to meet this new way of looking at things (Concha, 2013). This interpretation has brought about a remarkable change (or paradigm shift) in the way administration training approached organizations. The consequence of systems theory in supervision is that writers, consultants, educators, are facilitating administrators to view the group from a wider perspective. Systems theory has come with a different dimension for managers to interpret patterns in the workplace and in particular, the relationship between co-workers (Concha, 2013).

It gives an organization a wider perception in incorporating personal backgrounds with the systems within the organization in the sense that personal problems, economic problems and family problems are aligned in the systems in the organization for the benefit of the organization as well as achieving the organizational goals (Caputo, 2011).. Employees should work together as a team irrespective of their age, status, lifestyles, financial status and their family's origins because they are all prison officers and their work is security of prisoners.

### **2.2.2 Psychological Stress -The Lazarus theory**

Lazarus (2012), defines anxiety as an experience when an individual recognizes that what he or she needs exceeds the available resources or the social resources, he or she can mobilize. Often it is referred to as the transactional model of stress and management. A person response or an event does not define stress, rather the person's view of the psychological situation is the main factor. According to Lazarus (2012),, the impact that worry has on an individual is founded more on that the individuals feeling of danger, helplessness, and aptitude to survive than on the worrying event itself. He further describes emotional stress as a particular relationship that exists between an individual that is evaluated as time-consuming and uses up his or her resources, therefore, endangering his or her well-being. According to his theory, when a person is faced with a situation, they only think of two things often referred to as the primary appraisal and secondary appraisal.

Matthieu (2013), describe emotional stress as an explicit connection between the individual and the surrounding as judged by the person as exhausting or exceeding his resources and a danger to his or her well-being. Therefore the author, undertake that rational judgment plays a crucial role in the stress process. Assessment methods refer to an individual's categorization and evaluation of an encounter on this person's well-being. Precisely, the primary and secondary assessment can be differentiated. By primary assessment, encounters are categorized as irrelevant, being positive or stressful. Stress appraisals comprise harm/loss, threat, and challenge. By secondary appraisals, individuals evaluate what can be done in the face of the stressful encounter; they tax their coping options. By primary and secondary assessments, people start their coping processes which can arouse reassessment processes.

To reach an agreeable and better understanding of the stress process and how it develops over time. Emphasis on an intra-individual analysis of the stress phenomenon, for example by learning and observing the same individuals in different situations over time. A few studies followed such an approach (Folkman, Lazarus, Dunkel-Schetter, De Longis & Gruen, (2012), however, it is important to note that majority of experimental studies did not adopt such a process view, but instead treated reactions to stress and individuals thereof as stable. Moreover, it has been probed whether a focus on individual processes offers much to the understanding of workplace stress (Brief, 2010).

Vital apparatuses in Carver and Scheier's archetypal are an input function, a reference value, a comparator, and an output function. The input function refers to perceptions of one's state or of situational features in the environment. The reference value comprises the individual's desires, values, or goals. The comparator compares the input function with the reference value. The output function refers to behavior which is activated when a discrepancy between the function of entry and the reference value is detected.

The Lazarus theory assists the Kenya Prison service in dealing with stress of employees in the process of delivery their service. It brings about assessment methods which refer to an individual's categorization and evaluation of an encounter on the person's well-being. Precisely, the primary and secondary assessment can be differentiated in this context.

### **2.2.3 Equity Theory**

The Equity Theory, in a work context, is that people make comparisons between themselves and others regarding what they invest in their work, (Inputs) and what comes out of it (outputs), (Concha, 2013). As the expectancy theory this theory is also based on people's perceptions, in this case of the inputs and the outputs involved, thus the subject of equity - equality is realized. Cooper (2011), argues that evaluation of research recommends that when individuals recognize an unbalanced elucidation for themselves, they then can be anticipated to make either of the following decisions. They can adjust their responses (not applying much effort), alter their perceived outcomes (study shows that people who are paid by piece rate can increase their pay by producing higher quantity of units even when their quality is viewed as low).

According to Cooper, Liukkonen and Cartwright, (2014), gives in a nutshell, equity theory is the suggestion that rewards do not only appease people which are considered the central point of expectancy theory but also are satisfied by similar nature of awards. Organization should put into account the need to reward outstanding performance. This is critical for prison department in their efforts to produce better results. Prison department together with the ministry of interior and coordination should ensure that proper policies that spell out what employees expect in return for outstanding performance are formulated and implemented.

#### **2.2.4 The Person-Environment Fit Theory (P.E. FIT)**

This theory by Holland (2015), proposes a measure of how well personality factors (attitudes, values, interests, knowledge, skills and circumstances) match the demands of the person's working environment. The greater the mismatch, the greater the job stress generated. The theory identifies different fits, each measured in terms of comparable properties of the person and environment. There is fit or needs and values of the individual with the environmental supplies and opportunities also, the fit between environmental demands and the abilities of the individual to meet these requirements. Any mismatch will result in work stress on the individual (Holland 2015).

This is important for prison department as they seek to improve management performance on employee in an effort to improve service delivery. The person-environmental fit theory helps in controlling the strategic efforts more specifically by setting negotiated targets, creating an enabling environment for their realization and those who achieve the targets outstandingly. This is the essence of employee performance.

### **2.3 Empirical Review**

This section reviews the recent studies done by other researchers.

#### **2.3.1 Environmental Conditions**

Stress is a bounteous process that happens as a response to circumstances or actions in our background dubbed a stressor. These are activators of stress; it's any incitement which conjures a stress rejoinder. Stressors may be real or imagined, internal or

external (Bryce, 2012). Organizational change characterized by constant job layoffs or firing is an obvious aggressor, but many other factors relate to organization policy, organization, physical conditions and processes can also be termed as stressors (Allen, 2011). Notwithstanding the broad range of stimuli that can potentially produce stress, it is common to note that many of the events we refer to as common share several characteristics, and on occasions we find upsetting offer a few attributes. They are intense to the point that they deliver a condition of over-burden that one can't adjust to them; inspire different propensities, for example, inclinations to approach and to stay away from a few apprenticeships or movement; they are uncontrollable historical ones extremely out of control (Bryce, 2012).

Nyachae (2011), revealed that majority of prison officers were willing to leave their job due to poor working conditions and short terms of service. 65% were highly dissatisfied with the ratio of inmates to officers giving an average of 20:1, which means 20 prisoners under the guard of one officer. Madoka (2012), report that the international inmate-staff ratio of 5:1 is recommended. Madoka (2012), indicated that most prison officers were living in deplorable conditions with officers residing in twin-walled shacks, mud-walled houses and paper partitioned tiny cubicles. Living condition in the quarters was akin to slum conditions, owing to lack of adequate amenities and instances where more than four families share a single room were prevalent at most stations. This congestion compromised privacy and jeopardized their self-esteem. It reports that some young prison officer narrated the difficulty they go through informing heterosexual relationships, suitors desert them as soon as they visit their residential quarters, undermining their esteem.

### **2.3.2 Organizational Demand**

A rejoinder to long-lasting job-related stress is known as burnout. It is a syndrome or emotional exhaustion and cynicism that frequently occur among individuals (Maslach, 2013). It is a three-dimensional disorder that involves emotional fatigue, leading to diminished personal success (Byrne, 2013). It's a condition in which employees become mentally tired, become disconnected from their customers and their work and are unable to finish their goals. This is as a result of one or more factors that according to psychologists contribute to individuals helplessness in coping with expectations and demands of life on a daily basis. When employees become totally exhausted, they are more likely to protest and associate their errors to others and become short-tempered. The disaffection they undergo drives many of them contemplating leaving their jobs and to a great extent consider dire means such as suicide (Selye, 2013). Burnout also affects organizational commitment.

According to Cooper and Marshall (2013), poor working conditions as in the case of the prisons, overload, and time pressure could be among the factors that lead to stress. Many times the position held by an individual and the role the individual plays in an organization could also be a contributing factor to stress. Conflicts that are as a result of pressure from the workplace are also contributors of stress. A third aspect could be the effect of lack of self-esteem and job security. When one requires the attributes above, their career progression is thwarted. Rayner and Hoel (2012), conceived that the work interactions with seniors and colleagues, including intimidation, is an outcome of stress. At an administrative level, the arrangement and environment, including the degree of participation in assessment and input in office legislation could also be a contributing factor to a stressful atmosphere.



Extra sources of stress archived in the asset demonstrate incorporate; the effect a man's working life has on their life outside of (work-life adjust), the measure of fulfillment individuals get from their work. The degree of control and autonomy people have in the workplace, and the levels of commitment in the workplace both from the employee to the organization and from the organization to the employee (Sheena, 2011)

### **2.3.3 Personal Background**

The traits that (Ngeno, G. 2013) used to describe burnout included cynicism, negativism, inflexibility, unhappiness and boredom. Traits such as apathy and cynicism as well as feelings of helplessness are seen as hallmarks of emotional exhaustion (Caputo, 2011). Emotional exhaustion refers to feelings of being emotionally overextended and drained by contact with other people (Leiter, 2012). Depersonalization refers to an unfeeling and callous response toward the people who are usually the recipients of one's service or care (Leiter, 2012). It is characterized by a shift in attitude from a positive and caring attitude to a negative and uncaring attitude toward others (Caputo, 2011). Reduced sense of personal accomplishment refers to a decline in one's feeling of competence and achievement in one's career (Leiter, 2012).

Bezerra, (2016), indicates that most prison officers lacked an adequate supply of uniforms; many wore visibly tattered and patched clothes and worn-out shoes eliciting criticism and dissatisfaction from the officers themselves and the public. Madoka (2012), indicates that some prison staff had not been issued with new uniform since recruitment, including those who had served for more than ten years in the service. To

be decent, some officers had resorted to borrowing from sister forces giving rise to discordant styles and cases of multi-coloured, tattered, worn-out and threadbare uniform had become normal for a disciplined force that should pride itself on smartness. Madoka (2012), pointed out that prison officers, like their counterparts in the Kenya Police and the Administration Police, are faced with certain risks in the performance of their duties and lack of appropriate working tools when on duty such as gloves and proper clothing such as raincoats, cardigans, and boots exposed them to risk of contracting contagious diseases such as tuberculosis and HIV/Aids and also to the risk of contracting pneumonia, due to exposure to extreme cold.

However, the much-envisaged prison reforms as recommended by the Madoka report are dedicated to improving the working conditions of prison officers through decongesting the prisons, better housing for prison officers and adequate supply of uniforms to the officers (Home affairs news report, 2014). It is against these background that the study intends to investigate the relationship between occupational stress and employees job performance in Kenya Prison Service.

#### **2.3.4 Individual Differences**

Just like external factors, there are internal factors that can be attributed to stress. The age of a person, their sex, the level of education and a personality that is deemed Type A or inherently stressful. Type people are competitive, hostile, impatient and hard driving. Ganster, Schaubroeck, Kahn and Byosiere (2012) summarized the findings of studies on Type A behavior pattern. Workers susceptibility to worry is a role of both internal (organization) and peripheral (non-work) stressors. Stress threshold and personality types are the two most important features that may help define how

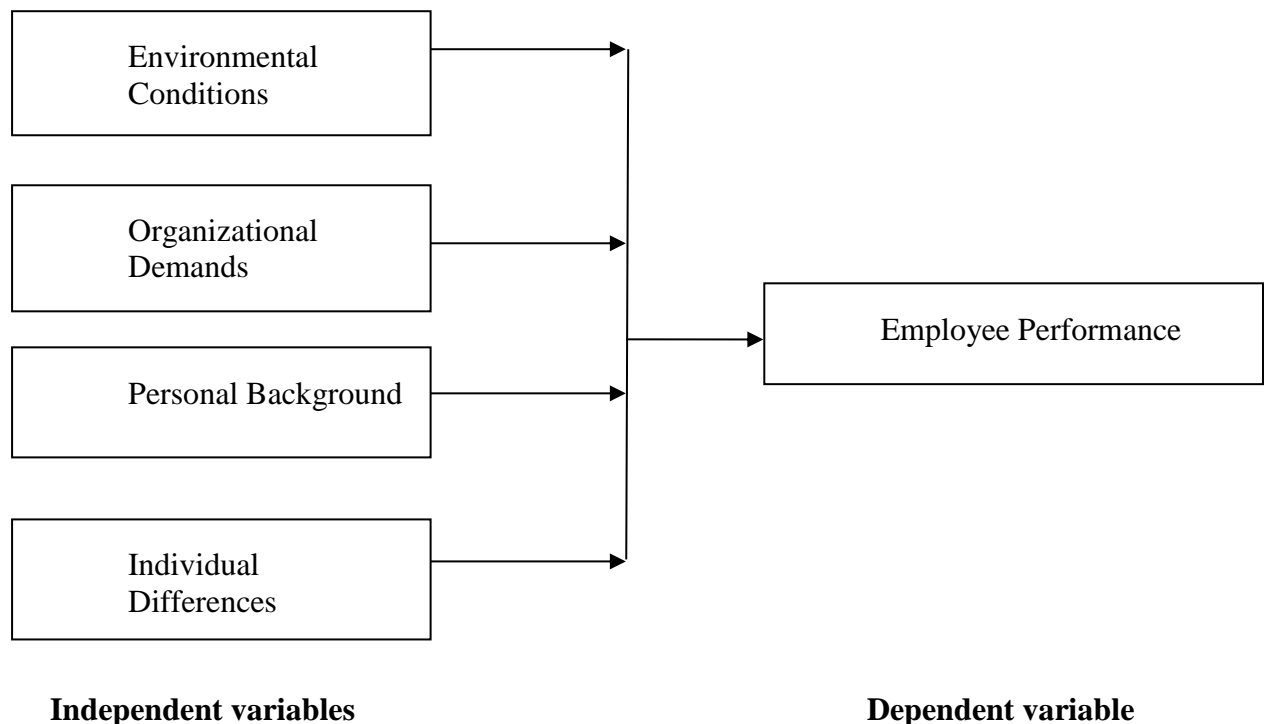
anxiety will impact the overall performance of the employee across jobs of the same kind. Stress inception is considered an internal factor and some people are deemed to have high threshold or low. An individual who possesses a low threshold may be affected by a slight disruption of his work leading to low work output (Lussier,2013). Personalities may also affect an individual's stress vulnerability. Studies show a stress inclination towards personality types and other factors such as anxiety and other occupational health issues that may be contributing factors to job dissatisfaction and at times even stress (Michie & Williams, 2011). There are two types of known personality; Type A and Type B. The former type 'As individuals are aggressive and modest, they are known to set high standards and are impatient with themselves and others and succeed under continuous time stresses.

The individuals in type A strain themselves so much even when they are supposed to be having fun or relaxed. Due to the constant stress they have, they are more susceptible to ailments such as heart attacks and other stress related diseases (Lussier, 2013).They make excessive strains Types 'B' tend to be more relaxed and outgoing. They accept situational outcomes and work with them rather than fight with them.They are less prone to diseases because they are more at ease and are less likely to suffer from diseases associated with stress. The two types can still be very productive only that their productivity is obtained in a different manner.

## **2.4 Conceptual Framework**

According to Kombo et al., (2013), a conceptual framework is defined as a reputable framework of general philosophies and ideologies that are derived from various fields of study and used to formulate an entire presentation. It is a symbolic depiction of the

connection between the independent variables and dependent variable. The framework established here was based on four independent variables environmental factors, organizational factors, personal factors and individual factors and one dependent variable occupational stress. The conceptual framework of this study was represented by Figure 2.1.



**Figure 2.1. Conceptual Framework**

## **2.5 Explanation of Variables**

### **Environmental Conditions**

Refers to all aspects of the environment which exist in the organization where employees intermingle as they discharge their day to day activities of the organization. Environmental conditions are critical to the relationship between occupational stress and staff job performance in which it contributes to employees

stress as well as increase productivity within the Prison Department and the Ministry of Interior and Coordination of National Government. Organizational change characterized by constant job layoffs or firing is an obvious aggressor, but many other factors relate to organization policy, organization, physical conditions and processes can also be termed as stressors (Allen, 2011).

Nyachae (2011), revealed that majority of prison officers were willing to leave their job due to poor working conditions and short terms of service. 65% were highly dissatisfied with the ratio of inmates to officers giving an average of 20:1, which means 20 prisoners under the guard of one officer. Living condition in the quarters was akin to slum conditions, owing to lack of adequate amenities and instances where more than four families share a single room were prevalent at most stations. This congestion compromised privacy and jeopardized their self-esteem.

It reports that some young prison officer narrated the difficulty they go through informing heterosexual relationships, suitors desert them as soon as they visit their residential quarters, undermining their esteem. Many scholars have a view that government ministries and Departments have bureaucratic structures hence affecting the performance of employees in the organization. Some of the environmental conditions which contribute to occupational stress are economic, political and technological factors (Hammonds, 2013).

### **Organizational Demands**

Refers to all aspects which exist within the organization as it pertains to how the employees conduct and discharge their duties in the organization. Staff members are required to be convalescent with the environment of the organization to enable them

effectively impart the right knowledge, skills, and attitudes on their day to day interaction with the prisoners. Internet services should be made available for easy access to current information. It's a condition in which employees become mentally tired, become disconnected from their customers and their work and are unable to finish their goals. This is as a result of one or more factors that according to psychologists contribute to individuals helplessness in coping with expectations and demands of life on a daily basis. (Lacovides et al., 2013). When employees become totally exhausted, they are more likely to protest and associate their errors to others and become short-tempered.

Many times the position held by an individual and the role the individual plays in an organization could also be a contributing factor to stress. Conflicts that are as a result of pressure from the workplace are also contributors of stress. A third aspect could be the effect of lack of self-esteem and job security. When one requires the attributes above, their career progression is thwarted. Rayner and Hoel (2012), conceived that the work interactions with seniors and colleagues, including intimidation, is an outcome of stress. The institutions should mobilize resources to ensure that they have the right staff regarding number and competencies. Organizational demands like task demands, role requirements, organizational leadership, and interpersonal needs affect the way in which employees' deals with their day to day activities within the organization (Hammonds, 2013).

## **Personal Background**

Refers to all aspects which pertain to an individual externally which sometimes are beyond our control and it affects one's ability to perform efficiently. They are strenuous in nature (Lussier, 2013). Some of the personal backgrounds are family problems; economic problems and personality also contribute to occupational stress within the organization and in the long run, affect employees job performance (Hammonds, 2013).

Depersonalization refers to an unfeeling and callous response toward the people who are usually the recipients of one's service or care (Leiter, 2012). It is characterized by a shift in attitude from a positive and caring attitude to a negative and uncaring attitude toward others (Caputo, 2011). Reduced sense of personal accomplishment refers to a decline in one's feeling of competence and achievement in one's career (Leiter, 2012).

To be decent, some officers had resorted to borrowing from sister forces giving rise to discordant styles and cases of multi-coloured, tattered, worn-out and threadbare uniform had become normal for a disciplined force that should pride itself on smartness. Madoka (2012), pointed out that prison officers are faced with certain risks in the performance of their duties and lack of appropriate working tools when on duty such as gloves and proper clothing such as raincoats, cardigans, and boots exposed them to risk of contracting contagious diseases such as tuberculosis and HIV/Aids and also to the risk of contracting pneumonia, due to exposure to extreme cold.

## **Individual Differences**

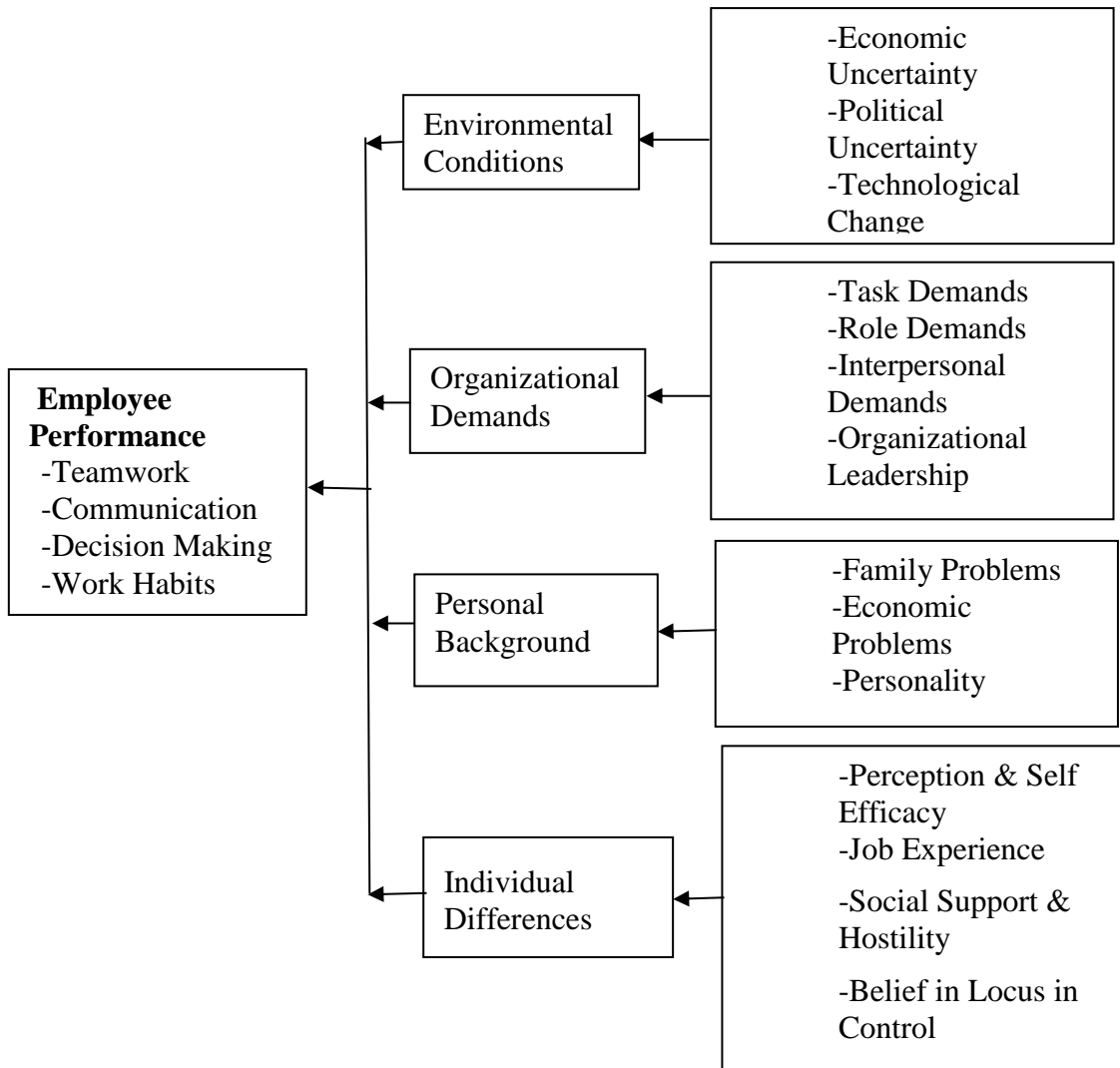
Refers to all aspects which pertain to a person internally which sometimes are beyond one's control and it affects one's ability to perform efficiently. They are strenuous in nature (Lussier, 2013). Some of the individual differences are perception, job experience, social, belief in the locus of control, self-efficacy, and hostility also contribute to occupational stress within the organization and in the long run affect employees job performance. Stress inception is considered an internal factor and some people are deemed to have high threshold or low.

An individual who possesses a low threshold may be affected by a slight disruption of his work leading to low work output (Lussier, 2013). Personalities may also affect an individual's stress vulnerability. Studies show a stress inclination towards personality types and other factors such as anxiety and other occupational health issues that may be contributing factors to job dissatisfaction and at times even stress (Michie & Williams, 2011).

Further to the external factors, other factors can cause stress and are referred to as internal factors. These factors comprise the age of a person, sex, education and personality which are deemed as Type A and are characteristically stressful. These people are competitive, hostile, impatient and hard driving (Lazarus, 2012). Due to the constant stress they have, they are more susceptible to ailments such as heart attacks and other stress related diseases (Lussier, 2013)



## 2.6 Operational FrameWork



**Dependent Variable**

**Independent Variables**

**Parameters**

*Figure 2.2. Operationalization Framework*

## **2.7 Summary of Literature Review**

Many researchers hold on to the notion that workplace stress has an impact on the work performance either directly or indirectly. Work-related stress inadvertently consequences low organizational performance (Folkman & Lazarus, 2012). Job stress even though, it is considered to be of tiny impact at the workplace, it may have dire consequences, especially in the health care sector (Margolis, Kroes & Quinn, 2014). Stress is measured by the ability of the employer to manage and contain stress through hands-on guidelines in the public sector and not in the private one (Rolfe, 2012). Human resource managers strive to ensure that the way employees are handled is replicated in the firm's performance.

Some human resource practices have come in handy in improving employee effectiveness and to foresee advanced levels of organizational performance (Veiga, 2014). This is through ensuring that the working environment are favourable to ensure high performance. Multiple theories and prototypes have been applied to this basic argument, including high-performance work systems, high commitment work systems, high involvement work systems and high-performance human resource management. Despite these different labels, there is a common thread in the underlying arguments; organizations can achieve high performance by adopting practices that recognize and leverage employees' ability to create value.

The organization should also embrace teamwork where those with more experience share with those who are new in the job. According to Selye (2013), stress is a nonspecific response of the body to any demand, whether it is caused by or results in pleasant or unpleasant conditions. Selye identifies three stages of adaptation which a

person goes through in his General Adaptation Syndrome 1936. They are Alarm, Resistance, and Exhaustion. These stages are associated with particular biological markers such as changes in hormone patterns and the production of more “stress hormones” and the gradual depletion of the body’s energy resources. Organization should also have trained counserors who should give help to those suffering from variuos family and work challenges.

According to Equity Theory, in a work context is that people make comparisons between themselves and others regarding what they invest in their job, (inputs) and what comes out of it (outputs). As the expectancy theory this method is also based on people’s perceptions, in this case of the inputs and the outputs involved. Systems theory has had a significant effect on management science and understanding organizations. A system is a collection of part unified to accomplish an overall goal. If one part of the system is removed, the nature of the system is changed as well. For example, a pile of sand is not a system. If one removes a sand particle, you’ve still got a pile of sand. However, a functioning car is a system. Remove the carburetor, and you’ve no longer got a working car. A system can be looked at as having inputs, processes, outputs and outcomes. Systems share feedback among each of these four aspects of the systems (Hammonds, 2013).

## **2.8 Study Gaps**

Most of the existing studies have researched on areas of occupational stress on employees’ performance (Liang, 2012) and are based on foreign countries. Evidence from the previous literature shows that occupational stress has not been effectively studied. Some studies on occupational stress on performance carried out in Kenya

includes; effects of occupational stress on head teachers performance in secondary schools (Kendi, 2012), The Impact of Occupational Stress on Employee Performance: A Case Study at the Kenya Polytechnic University, Nairobi (Shikanda et al., 2012). The researcher is not aware of any research on the effects of occupational stress in the Kenyan industry more so employees in Meru Region. This gap has further resulted in recommendation by Mahiri (2016), that more studies need to be carried out primarily to investigate the relationship between employees occupational stress and job performance.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter described the method that was used in carrying out the study. It details the research design, target population, sampling technique instruments of data collection and data analysis.

#### **3.2 Research Design**

The study adopted a descriptive design which is concerned with describing the characteristics of a particular individual, or of groups. This design therefore is concerned with specific narration of facts and characteristics concerned with individuals, groups or situations. According to Mugenda and Mugenda (2012), descriptive research design determines and reports the way things are. The advantage of the descriptive designed is that it allows one to be flexible in data collection and also enables the researcher to collect a rich data from a variety of respondents. It is also appropriate because respondents were not manipulated.

#### **3.3 Target Population**

This study was carried out in Kenya Prisons Service within Meru Region targeting a total of 480 prison officers from 6 Prisons, namely Chuka, Kangeta, Maara, Marimanti, Meru, and Uruku Prisons within Meru Region of Kenya. Officers were categorized into 3 levels (Junior, Non-commissioned officers, and Senior Officers), and thus the study was carried out in a place where all levels of employees were represented. In choosing the members who participated, the researcher focused on the

three levels of management . This was because they were the major players in the day-to-day operations of these correction facilities hence they were key players within the organization.

**Table 3.1.**

**Target Population**

<b>Prisons</b>	<b>Senior Officers</b>	<b>NCO'S</b>	<b>Junior Officers</b>	<b>Total</b>
Chuka	1	2	8	11
Kangeta	16	24	106	146
Maara	1	2	7	10
Marimant	1	2	5	8
Meru	18	30	142	190
Uruku	13	20	82	115
<b>Total</b>	<b>50</b>	<b>80</b>	<b>350</b>	<b>480</b>

**Source (Meru Region Prisons Headquarters, Register, 2016)**

**3.4 Sampling Technique and Sample**

The study adopted a stratified random sampling. Sampling is the procedure a researcher uses to gather people, places or things to study. It is a process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group (Orodho, 2012). Using stratified random sampling technique the study selected a total of 134 respondents comprising of members of staff from the three levels Senior Officers, NCO's and Junior Officers where each of the 3 levels were treated as a stratum (group) from where the respondents were selected using simple random method from each of the 3 stratum. According to Kothari (2010), indicates that when 20% or more of the members, of a target population is considered appropriate to give

a representation thus, the study used 28% to select the sample population from each stratum and therefore totaling to a sample size of 134 respondents.

**Table 3.2**

*Sample Size*

<b>Levels</b>	<b>Target Population</b>	<b>Sample Population</b>	<b>Percentage</b>
Senior Officers	50	17	13
NCO's	80	23	17
Junior Officers	350	94	70
Total	480	134	100

**Source: Research data (2018)**

This stratified random sampling technique was appropriate because it ensured that all ranks of prisons officers in Meru Region of Kenya. All officers that were sampled had an equal chance of being included in the samples that yielded the data which were generalized within minimal margin of error and determined statistically (Mugenda & Mugenda, 2012).

**3.5 Data Collection Instruments and Procedures**

The researcher used questionnaires as an instrument of data collection. Each item in the questionnaire was developed to address a specific objective or hypothesis of the study, Mugenda & Mugenda (2012).

The questionnaire had both open ended and closed ended questions and questions were straight forward and logical. The questionnaire contained simple straight forward directions for the respondents so that respondents would not face any difficulty in answering the questions. The respondents were expected to read and understand the questions with the help of the researcher and write down the response

in the space provided on the questionnaire itself. The method was advantageous due to low costs, freedom from bias of the interviewer, adequacy of time which enabled them to give well thought out answers, convenience in reaching respondents and that large sample were made use of and the results were more dependable and reliable.

The researcher adopted drop and pick method where the questionnaires were given to the respondents and collected immediately. This helped to ensure that respondents were reached without any external influences.

### **3.6 Pilot Study**

The researcher undertook trial of the instruments by administering them to a sample of respondents with the same characteristics as the study sample. Their responses to questionnaire items enabled the researcher to ensure each instrument was in line with the intended objectives. The purpose of piloting was to identify the strengths and weaknesses of the questionnaire items in order to adjust the research instruments. The sample used in pilot study was excluded from the actual research and was done in Meru women Prison.

#### **3.6.1 Instrument Validity**

Validity is the degree to which an instrument accurately measures what the researcher intended that instrument to measure. More specifically, it applies to both the design and the methods of the research. Errors may emerge from erroneous coding, uncertain guidelines to the subjects, interviewers and interviewees fatigue and bias, Mugenda & Mugenda (2012). Legitimacy needs to do with how precisely the information got in the review speaks to the factors of the review. The researcher, therefore, took a keen interest on the instruments to ensure they yielded the desired results. To boost the



legitimacy of the instrument in this study, the questionnaires were reviewed by the supervisor to offer assistance in making it better.

### **3.6.2 Instrument Reliability**

Reliability is the measure of the degree to which instrument yields consistent results after repeated trials. Mistakes may emerge from wrong coding, uncertain directions to the subjects, interviewers and interviewees fatigue and bias, Mugenda & Mugenda (2012).

To increase the reliability of the data collected, a pilot study was conducted using 13 respondents who were not part of the final study. The information obtained was used to adjust the questionnaires where a reliability coefficient of 0.774 was obtained as indicated in table 4.10.

### **3.7 Data Analysis and Presentation**

Data analysis is the whole process which starts immediately after data collection and ends when processed results are interpreted. Data was analysed using descriptive statistics. Kothari (2010) defines descriptive statistics as the development of certain indices from the raw data. Linear regression aided by SPSS (Version 20) was used to link the relationship between the independent variables (environmental condition, organizational demand, personal background and individual differences) and the dependent variable (employee performance). This helped to indicate strength and direction of the relationship between the variables. The general form of multiple linear regression is;

Multiple linear regression equation;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Y = (employee performance)

$\beta_0$ : The regression constant i.e.  $Y = \beta_0$  when  $X_1, X_2, X_3, \dots, X_k = 0$

$\beta_1$ : Coefficient of environmental condition (independent variable  $X_1$ )

$\beta_2$ : Coefficient of organizational demand (independent variable  $X_2$ )

$\beta_3$ : Coefficient of personal background (independent variable  $X_3$ )

$\beta_4$ : Coefficient of individual differences (independent variable  $X_4$ )

For all statistical tests, the alpha (significance) level was set at 0.05. Analysed data was presented in the form of frequencies and percentages.

### **3.8 Regression Assumptions**

Before applying the binary logistic regression model, a measure of model fit for binary logistic models was used to test for normality, linearity and multicollinearity (Dormann et al., 2013). These diagnostic tests enabled the study to select the appropriate model.

#### **3.8.1 Normality Test**

Statistical methods are based on various underlying assumptions. One common assumption is that a random variable is normally distributed (Dormann et al., 2013). When this assumption is violated, interpretation and inference may not be reliable or valid. Statistical tests for normality are more precise since actual probabilities are

calculated. The Kolmogorov-Smirnov and Shapiro-Wilks test for normality calculates the probability when the sample is drawn from a normal population.

The hypotheses used were as follows:

H<sub>0</sub>: The data is normally distributed

H<sub>1</sub>: The data is not normally distributed

This study used Shapiro-Wilks Test, which works best for residual from regression equation.

### **3.8.2 Multicollinearity**

Multicollinearity refers to a situation in which two or more explanatory variables in a multiple regression model are highly linearly related. A perfect multicollinearity occurs if the correlation between two independent variables is equal to 1 or -1. Multicollinearity can be detected using tolerance or the variance inflation factor (VIF). According to Baum (2006), a tolerance of less than 0.20 or a VIF greater than 10 is viewed as evidence of harmful multicollinearity while if there is no factors which are correlated, the VIFs is 1.

### **3.8.3 Linearity**

Multiple regressions can only accurately estimate the relationship between dependent and independent variables if the relationships are linear in nature. Linearity means that the amount of change or rate of change between scores on two variables is constant for the entire range of scores for the variables. Linearity can be evaluated using graphical or statistical methods. Graphical methods include the examination of

scatter plots, often overlaid with a trend line. Statistical methods include linear correlation coefficient (Gupta, 2010).

If the relationship between independent variables (IV) and the dependent variable (DV) is not linear, the results of the regression analysis will underestimate the true relationship. This underestimation carries two risks: increased chance of a Type II error for that IV, and, in the case of multiple regression, an increased risk of Type I errors, that is, over estimation of other IVs that share variance with that IV.

#### **3.8.4 Heteroscedasticity**

Linear regression also requires the data to have homogeneity of the variances (homoscedasticity) across all the observations of the dependent variable. If the variance is not constant throughout the data, then there is heteroscedasticity in the data. In this study, heteroscedasticity was measured using Breusch-Pagan (BP) and Koenker Test and by using Scatter Plot of Regression Standardized Residuals against Regression Predicted Values

#### **3.9 Ethical Issues**

In this study, the researcher sought permission from the Prison Department Prison, as well as getting clearance from the Prison headquarters in Meru Region. Before completing the questionnaire, the respondents were explained the purpose of the research and requested to participate in the study. Only those who were consent were to be included in the actual data collection. A cover letter accompanying the questionnaires requesting cooperation from the respondents, a statement of confidentiality and a copy of a letter from the University indicating the study was purely for academic purposes and all ethical practices was to be respected.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### 4.1 Introduction

This chapter presents the analysis of data and the discussion of the findings based on the hypotheses tested. In the appropriate cases, data was presented in form of frequency tables and percentages. The variables of the study were measured using likert scale questions and other structured questions. The study was done based on specific objectives that formed the research hypotheses.

#### 4.2 Instrument Response Rate

A total of 134 questionnaires were distributed to the respondents. Those who participated and returned the questionnaires were 115 in number forming 86 per cent response rate which was found to be significant in carrying out the analysis of the study.

#### 4.3 Demographic Characteristics

This subsection describes the gender distribution, age distribution, academic qualifications and work experience of the respondents of the Kenya prisons sector.

##### 4.3.1 Gender Distribution

**Table 4.1**

*Gender Distribution*

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
-----------------	------------------	----------------

Male	63	54.8
Female	51	44.3
Total	115	100.0

**Source:Research data (2018)**

The majority of the respondents were male forming 54.8% while that of women was 44.3%. This shows that all the gender was well represented and that there was a minimum gender bias among the respondents. The representation was found to be inclusive of both gender and found to be worthy for generalization of data.

#### **4.3.2 Age Distribution**

**Table 4.2**

*Age Distribution*

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Below 25 years	25	21.7
25-30 Years	39	33.9
31-35 years	20	17.4
36-40 years	12	10.4
41-45 years	9	7.8
46-50 years	7	6.1
over 51	3	2.6
Total	115	100.0

**Source:Research data (2018)**

The study sought to know the age distribution of the respondents. 21.7% of the respondents were below 25 years of age and 33.9% of the respondents were 25-30 years. 17.4% were 31-35 years of age while 10.4% were 36-40 years. 7.8% were 41-45 years and 6.1% were 46-50 years. Over 51 years were represented by 2.6%. This showed that majority of the respondents were young and energetic hence they are

likely to remain in the industry for long before they get to their retirement age which is 66%. It also implied that the respondents were mature enough to fit in the job sector and were also able to understand the importance of carrying out the research hence giving out their opinions on the questions.

### 4.3.3 Academic Qualifications of the Respondents

**Table 4.3**

*Level of Education*

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Primary Education	7	6.1
Secondary education (O level)	48	41.7
Diploma	48	41.7
Degree	8	7.0
Masters and above	3	2.6
Total	115	100.0

**Source: Research data (2018)**

Table 4.3. shows the academic qualification of the Kenya Prisons employees. 93.8% of the respondents had secondary education, diploma, degree and masters level of education. This shows that majority of the respondents had a good academic background hence being able to understand their jobs well and also were able to interpret the questions asked well. It also implies that they were able to know the importance of carrying out the research hence their co-operation.

#### 4.3.4 Work Experience of the Respondents

**Table 4.4**

*Work Experience*

<b>Resonses</b>	<b>Frequency</b>	<b>Percent</b>
Below5 years	42	36.5
5-10 years	33	28.7
11-15 years	16	13.9
16-20 years	8	7.0
above 21 years	16	13.9
Total	115	100.0

**Source:Research data (2018)**

36.5% of the respondents had work experience of below 5 years, 28.7% had 5-10 years, 13.9% had worked for 11-15 years, 7.0% had also worked for 16-20 years while 13.9% of the respondents had worked for 21 years and above in the Kenya prisons. Majority of the respondents 36.5% had worked for 5 years and below which showed that they were still learning, understanding and adopting the working environment hence being able to respond to what was being asked of them.

#### **4.4 Reliability Statistics**

Reliability in this study was tested using Cronbach's alpha and the results of each variable section showing the overall section alpha and the alpha value if a questionnaire item is deleted. Cronbach's Coefficient ranging between 0.6-1.0 will be used as criteria to conclude that the questionnaire is reliable.

##### **4.4.1 Reliability Analysis of Environmental Conditions**

From the results in Table 4.5, the overall alpha for environmental condition was 0.764 that was above the cut-off point of 0.6 hence deeming the questionnaire reliable in



this particular section. All the questionnaire items in this section were also reliable because the deletion of either of the questions did not leave environmental condition section with Cronbach's value of less than 0.6

**Table 4.5**  
***Reliability Analysis of Environmental Conditions***

<b>Questionnaire Items</b>	<b>Cronbach's Alpha</b>
Are your employees influenced by economic uncertainty	0.721
Are all levels of management influenced by technological changes	0.698
Is there any effect on performance by political uncertainty	0.755
Does economic uncertainty affect the performance of KPS	0.714
Does political uncertainty affect the performance of KPS	0.711
Are there technological changes in KPS	0.773
	<b>0.764</b>

**Source:Field data (2018)**

#### **4.4.2 Reliability Analysis of Organizational Demands**

The Cronbach's alpha for this section was 0.6 that was just at the cut-off point hence deeming the questionnaire reliable in regards to the section covering organisational demands. All the questions for organisational demand were important because the deletion of either of the questions did not render the reliability to be very high.

**Table 4.6**  
***Reliability Analysis of Organizational Demands***

<b>Questionnaire item</b>	<b>Cronbach's Alpha</b>
Do employees embrace task demands in your organization	0.385
Do organizational leadership affect employee job performance	0.578
Do interpersonal demands affect employee job performance	0.510
Do role demands influence employees job performance	0.612
<b>Overall Reliability Statistics</b>	<b>0.600</b>

#### 4.4.3 Reliability Analysis of Personal Background

Table 4.7 shows reliability in this section with a Cronbach's alpha of 0.735. Deletion of either of the variable leaves the alpha equal to or lower than 0.735 that indicates that the questions were reliable.

**Table 4.7**

##### *Reliability Analysis of Personal Background*

<b>Questionnaire items</b>	<b>Cronbach's Alpha</b>
Is there any effect of family problems on employee job performance	0.549
Do economic problems bring any effect on employee job performance	0.596
Does personality affect employee performance in general in your organization	0.679
Does personal background influence employee job performance in your organization	0.819
<b>Overall Reliability Statistics</b>	<b>0.735</b>

**Source: Research data (2018)**

#### 4.4.4 Reliability Analysis of Individual Differences

According to Table 4.8, the reliability index of this section was 0.737 indicating that the section was reliable. Deletion of any of the questions did not significantly affect the reliability index therefore indicating that all the questions were reliable.

**Table 4.8**

##### *Reliability Analysis of Individual Differences*

<b>Questionnaire items</b>	<b>Cronbach's Alpha</b>
Do perception influence employees performance	0.713
Does job experience influence employee job performance	0.651
Does hostility influence employee job performance	0.704

Does social support influence employee job performance	0.702
Does self-efficacy influence employee job performance	0.712
Does belief in locus in control influence employee job performance	0.715
<b>Overall Reliability Statistics</b>	<b>0.737</b>

**Source:Research data (2018)**

#### **4.4.5 Reliability Analysis of Employee Performance**

Table 4.9 shows that the Cronbach's Alpha of this section was 0.751 indicating that the section was reliable. Deletion of any of the questions did not significantly affect the reliability index therefore indicating that all the questions were reliable.

**Table 4.9**

##### *Reliability Analysis of Employee performance*

<b>Questionnaire items</b>	<b>Cronbach's Alpha</b>
There is occasional absenteeism by employee in your institution	0.700
There is low productivity in your institution	0.661
There is tendency of lateness by employees in your organization	0.667
There is rampant destruction of properties in your organization	0.714
There are poor public relations in your organization	0.780
<b>Overall Reliability Statistics</b>	<b>0.751</b>

**Source:Research data (2018)**

Table 4.10 gives a summary of the reliability analysis for all the sections. The overall reliability of the questionnaire was 0.774 that was above the cut-off point of 0.6 hence deeming the questionnaire as reliable.

**Table 4.10**

*Summary of Reliability Analysis*

<b>Variable</b>	<b>Number of items</b>	<b>Cronbach's Alpha</b>	<b>Conclusion</b>
Environmental Conditions	6	0.764	Reliable
Organizational Demands	4	0.600	Reliable
Personal Background	4	0.735	Reliable
Individual Differences	6	0.737	Reliable
Employee Performance	5	0.751	Reliable
<b>Overall</b>	<b>25</b>	<b>0.774</b>	<b>Reliable</b>

**Source: Field Data (2018)**

**4.5 Discussion of the Variables**

This section describes the responses of the questionnaire items with regard to the four variables of the study, which were environmental conditions, organizational demands, personal background and individual differences. The variable was measured in Likert scale questions which were entered as 'strongly agree = 1', 'agree = 2', 'neutral = 3', 'disagree = 4' and 'strongly disagree = 5'.

#### 4.5.1 Environmental Conditions

**Table 4.11**  
*Descriptive Statistics of Environmental Conditions*

N = 115	1	2	3	4	5
(a) Are employees influenced by economic uncertainty?	51(44.3%)	46(40.0%)	8(7.0%)	5(4.3%)	4(3.5%)
(b) Are all levels of management influenced by technological changes?	25(21.7%)	48(41.7%)	18(15.7%)	17(14.8%)	7(6.1%)
(c) Is there any effect on performance by political uncertainty in your organization?	31(27.0%)	39(33.9%)	17(14.8%)	18(15.7%)	10(8.7%)
(d) Does economic uncertainty affect the performance of Kenya Prisons Service?	46(40.0%)	33(28.7%)	20(17.4%)	11(9.6%)	5(4.3%)
(e) Does political uncertainty affect the performance of Kenya Prisons Service?	16(13.9%)	33(28.7%)	31(27.0%)	20(17.4%)	15(13.0%)
(f) Are there technological changes in Kenya Prisons?	29(25.2%)	44(38.3%)	18(15.7%)	9(7.8%)	15(13.0%)
Summary	52(45.2%)			63(54.8%)	

**Source: Research data (2018)**

Majority of the respondents 44.7% and 40.4% strongly agreed and agreed respectively that they were influenced by economic uncertainty in the industry. These showed that the employees in the Kenya prisons in Meru Region were influenced by economic uncertainty. These results agree with those of Moore, (2017) who established that economic uncertainty reduces employment growth.

The study sought to find out if all the levels of management were influenced by technological changes. The highest percentage of the respondents 41.7% agreed to the same. These implies that technology is influencing the performance of the management in the Kenya Prisons in Meru Region. These results agree with those of

Venturi, (2014) who established that the impact of technology is high in various organizations hence affecting the performance of workers.

Political uncertainty can affect the performance of organizations if they do not find ways to curb the same. The researcher wanted to find out if there was any effect on performance by political uncertainty. Majority of the respondents 33.9% agreed that there were effects on performance by political uncertainty in Kenya prisons in Meru Region. These results are in agreement with those of Aisen, & Veiga, (2013) who found that political uncertainty leads to a more frequent switch of policies, creating volatility and thus, negatively affecting macroeconomic performance.

40% of the respondents strongly agreed that economic uncertainty affects the performance of the Kenya prisons sector. 28.7% also agreed to the same. 17.4% neither agreed nor disagreed, 9.6% disagreed while 4.3% strongly disagreed on the same. These implies that economic uncertainty affects the performance of KPS in Meru Region. These results concurred with those of Moore (2017).who concluded that economic uncertainty affects employees performance.

The study also sought to establish whether political uncertainty affects the performance of Kenya prisons sector in Meru Region. Majority of the respondents 28.7% agreed to the allegations, while 27.0% of the respondents were neutral. These implies that political uncertainty affects the performance of Kenya Prisons sector in Meru Region. These results were in agreement with those of Kiplangat, Shisia, and Kiilu, (2015) who concluded that political uncertainty affects the performance of Kenya Police Service in Kenya so KPS in Meru Region should ensure that their officers are well informed to ensure they are not moved by political waves.

The results on whether there are technological changes in KPS, 38.3% of the respondents that formed the highest percentage agreed that there are technological changes in the KPS. 25.2% of the respondents strongly agreed to the same allegations. This implies that the KPS is witnessing many technological changes. These results are in agreement with those of Kambuti, (2013) who found that KPS uses soft technologies to prevent crimes for example personal mobile phones and walkie-talkie.

The summary of environmental condition were categorised into two categories: No and Yes. In this category, the researcher sought to investigate whether employees are influenced by economic uncertainty, whether all levels of management are influenced by technological changes, whether there any effects on performance by political uncertainty, whether economic uncertainty affects the performance of KPS, whether political uncertainty affects the performance of KPS and whether there are technological changes in KPS.

Majority of the respondents 54.8% responded that there were no environmental conditions in the KPS while 45.2% responded that there were environmental conditions in the KPS. This implies that there are no environmental conditions in the Kenya Prisons sector in Meru Region. These results agree with those of Nyaura, J. E., & Ngugi, M. N. (2014) who found that among the challenges facing the prison officers, poor working conditions/environment was a major factor influencing the Kenya Prisons Service thus lowering the performance of officers.

#### 4.5.2 Organizational Demands

**Table 4.12**  
*Descriptive Statistics of Organisational Demands*

N = 115	1	2	3	4	5
(a) Do employees embrace task demands in your organization?	17(14.8%)	44(38.3%)	26(22.6%)	12((10.4%)	16(13.9%)
(b) Do organizational leadership affect employee job performance?	39(33.9%)	41(35.7%)	19(16.5%)	9(7.8%)	6(5.2%)
(c) Do interpersonal demands affect employee job performance?	25(21.7%)	46(40.0%)	22(19.1%)	19(16.5%)	3(2.6%)
(d) Do role demands influence employees' job performance?	19(16.5%)	32(27.8%)	28(24.3%)	24(20.9%)	12(10.4%)
Summary	71(61.7%)			44(38.3%)	

**Source: Research data (2018)**

According to table 4.12, 14.8% of the respondents strongly agreed that employees embrace task demands in their organization while 38.3% agreed on the same. However, 22.6% were neutral while 10.4% and 13.9% respectively disagreed and strongly disagreed that employees embrace task demands in their organization. These implies that there are only few employees who embrace task demands in KPS in Meru Region.

These results agree with those of Amadi, (2014) who observed that training and development has a positive impact on both motivations of employees as well as performance hence them embracing task demands. KPS should embrace training it employee to increase performance.

Concerning whether organizational leadership affects employee job performance, 33.9% of the respondents strongly agreed while 35.7% of the respondents agreed



16.5% of the respondents gave a feedback of being neutral on whether organizational leadership affects employee job performance. However, 7.8% were in disagreed with the same. 5.2% of the respondents strongly disagreed on whether organizational leadership affects employee job performance. This implies that Kenya prisons employees in Meru Region feel that their job performance is affected by the type of organizational leadership practiced in their place of work. These results are in agreement with those of Ombima, & Were, (2014) who found that leadership affects the performance of uniformed officers of the Kenya prisons service. KPS should discourage dictatorship in it leadership.

It was established that 21.7% and 40.0% of the respondents strongly agreed and agreed respectively that interpersonal demands affects employee job performance. 19.1 percent reported a neutral opinion. However, 16.5% and 2.6% of the respondents disagreed that interpersonal demands affect employee performance in KPS. These implies that job performance of employees in KPS are affected by interpersonal demands. These results concur with those of Nderi, (2017) who indicated that interpersonal demands for example housing conditions, health and social demands affects employee's performance in Kenya police service in Nairobi Region.

The results of whether role demand influences job performance. 16.5% strongly agreed while 27.8% agreed to the same. 24.3% were neutral on whether role demand influences employee job performance. Those who disagreed were 20.9% and 10.4% respectively. Therefore, majority of the respondents agreed that role demand influences their job performance. From this feedback, the study then concluded that job performance of employees working with KPS is influenced by role demand. These results agree with those of Khuzaeni, Djumahir and Solimun. (2013)

established that role demands affect the performance of employees in State Treasury Service.

The summary results of the second variable that was organizational demands sought to establish whether: employees embrace task demands in your organization, whether organizational leadership affect employee job performance, whether interpersonal demands affect employee job performance and establish whether role demands influence employees job performance.

Majority of the respondents 61.7% agreed that there were some of organizational demands in their place of work while 38.3% of the respondents disagreed on the same. This implies that there are organizational demands in KPS in Meru Region that should be met for the employees to perform better. These results concur to those Lang, Thomas, Bliese, & Adler, (2007) established that there are organizational demands in organizations. It is then concluded that organizational demands affects KPS in Meru Region.

### 4.5.3 Personal Background

**Table 4.13**

*Descriptive Statistics of Personal Background*

N = 115	1	2	3	4	5
(a) Is there any effect of family problems on employee job performance?	46(40.0%)	41(35.7%)	11(9.6%)	10(8.7%)	6(5.2%)
(b) Do economic problems bring any effect on employee job performance?	42(36.5%)	46(40.0%)	11(9.6%)	7(6.1%)	6(6.9%)
(c) Does personality affect employee performance in general in your organization?	32(27.8%)	39(33.9%)	17(14.8%)	17(14.8%)	10(8.7%)
(d) Does personal background influence employee job performance in your organization?	25(21.7%)	38(33.0%)	19(16.5%)	22(19.1%)	11(9.6%)
Summary	53(46.1%)			62(53.9%)	

**Source: Research data (2018)**

To establish whether there are any effects of family problems on employee job performance, the respondents were asked to give their feedback. 40.7% of the respondents strongly agreed. 36.3% of the respondents agreed on the same. However, 9.7%, 8.8% and 3.5% of the respondents were neutral, disagreed and strongly disagreed.

From the above data, it was concluded that family problems had effects on employee job performance in KPS. These results agree with those Musyoka, (2015) who established that family problems influence the performance of employees. It is then concluded that family problems affects performance of officers in Kenya Prisons.

According to Table 4.13 it can be seen that 37.2% of the respondents agreed while 40.7%, which formed the majority of the respondents strongly, agreed that economic

problems bring effects on employee job performance. 9.7% of the respondents were not sure whether economic problems bring any effects on employee job performance. 6.2% and 5.3% of the respondents disagreed on the same. This implies that economic problems bring effects on employee job performance for those employees working at KPS in Meru Region, Kenya. The results concur with those of Moore, (2017), Who established that economic problem affects employees job performance.

There was a 62.8% agreement that personality affects employee performance in general. There was a 15.0% neutral feedback on the same. However, 22.1% of the respondents disagreed that personality affects employee performance. This implies that employee's performance is affected by their personality.

These results are in agreement with those of Darkwah, (2014) who found that different types of personality affects the performance of employees.

Majority of the respondents 22.1% and 33.0% agreed that personal background influenced employee job performance in their organization. 16.8% were neutral meaning they did not agree nor did they disagree. 19.5% and 9.7% of the respondent disagreed and strongly disagreed that personal background influenced employee job performance in their organization respectively.

This implies that personal background influences employees working for KPS in Meru Region when it comes to their job performance. The results agree to those of Soud, (2014) who concluded that personal background affects employee's job performance.

This was the third variable of the study. Table 4.13 shows the results of the summary of personal background. Personal background was investigating whether: there any

effect of family problems on employee job performance, whether economic problems bring any effect on employee job performance, whether personality affect employee performance in general in your organization and whether personal background influence employee job performance in your organization. As shown above, 53.9% of the respondents agreed while 46.1% disagreed on the same. This implies that there are personal background which affects the performance of employees. The results are in agreements with those of Tekeste and Nekzada (2014) who found that personal background affects the performance of employees. Employees in KPS Meru Region are influenced by personal background.

#### 4.5.4 Individual Differences

**Table 4.14**

*Descriptive Statistics of Individual Differences*

N = 115	1	2	3	4	5
(a) Do perception influence employees performance	29(25.2%)	33(28.7%)	33(28.7%)	11(9.6%)	9(7.8%)
(b) Does job experience influence employee job performance?	61(53.0%)	35(30.4%)	11(9.6%)	4(3.5%)	4(3.5%)
(c) Does hostility influence employee job performance?	34(29.6%)	31(27.0%)	32(27.8%)	7(6.1%)	11(9.6%)
(d) Does social support influence employee job performance?	30(26.1%)	38(33.0%)	18(15.7%)	21(18.3%)	8(7.0%)
(e) Does self-efficacy influence employee job performance?	26(22.6%)	37(32.2%)	22(19.1%)	22(19.1%)	8(7.0%)
(f) Does belief in locus in control influence employee job performance?	24(20.9%)	23(20.0%)	30(26.1%)	24(20.9%)	14(12.2%)
Summary	75(65.2%)			40(34.8%)	

**Source: Research data (2018)**

The results whether perception influences employee's performance, 25.2% of the respondents strongly agreed while 28.7% agreed to the same allegations. 28.8% of the Kenya Prison employees in Meru Region did not agree or disagree to the same. 9.6% and 7.8% disagreed that perception influences their performance.

This implies that perception of employees in KPS Meru Region influences their performance. These results agree to those of Fernandes, Santos, Paulin, and Tibola, (2013) established that perception influences the performance of employees.

The researcher wanted to investigate whether job experience influence employee job performance. The respondents gave their feedback 53.0% of the respondents strongly agreed, while 30.4% agreed that their job experience influences their job performance. 9.6% of the respondents felt that job experience did not influence their employee job performance. 7% of the respondents disagreed. This shows that employee's job performance is influenced by their job perception. The results concur to those of Kotur and Anbazhagan, (2014) who concluded that job experience has a direct effect on the performance of the workers to varying degrees.

As shown above 29.6% strongly agreed while 27.0% agreed. 27.8%, 6.1% and 9.6% disagreed that hostility influences their job performance. Majority of the respondents agreed that hostility influences employee job performance. This implies that most of the employees are influenced by hostility they face at work. These results agrees to those of Pandita and Bedarkar (2015) who found that hostility leads to low performance.

Majority of the respondents 59.1% agreed that social support influences their job performance. 41.0% disagreed on the same. This implies that employees working for KPS Meru Region feel that social support influence their performance in one way or another. These results agree with those of Tsinaslanidou, (2015) who found that those receiving emotional support seem to be positively correlated with courtesy.

There was 54.8% agreement that self-efficacy influences employee job performance and 45.2 disagreement that self-efficacy does not influence their job performance. This implies that only a few employees job performance are not influenced by self-efficacy.

These results are in agreement with those of Carter, Nesbit, Badham, Parker and Sung, (2016) who established that self-efficacy have independent and additive effects on individual-level job performance remain.

Table shows that 26.1% were neutral when giving out their feedback. This means that they did not feel that their belief in locus control influences their job performance or not. 20.9% and 20.0% agreed on the same. 20.9% and 12.2% were in disagreement. Given that majority of the respondents 40.9% agreed, it implies that belief in locus in control influences employee job performance. These results agree with that of that Mali (2013), who established that employees who have the internal locus of control, think that they have a big role on affecting the events which influence their lives.

According to Table 4.14, individual differences was the last independent variable of the study. 65.2 percent agreed that there was individual differences at their workplace while 34.8% were in disagreement. This implies that there are individual differences in KPS Meru Region. These results concur with those of Eichelsheim, Nieuwbeerta,

Dirkzwager, Reef, and De Cuyper (2015) who established that there are individual differences among Dutch employers. KPS in Meru Region must find ways to deal with individual differences in the workplace in order for its officers to perform effectively.

#### 4.5.5 Employee Performance

**Table 4.15**

*Descriptive Statistics of Employee Performance*

N = 115	1	2	3	4	5
(a) There is occasional absenteeism by employee in your institution	43(37.4%)	41(35.7%)	12(10.4%)	11(9.6%)	8(7.0%)
(b) There is low productivity in your institution	14(12.2%)	26(22.6%)	27(23.5%)	29(25.2%)	19(16.5%)
(c) There is tendency of lateness by employees in your organization	33(28.7%)	18(15.7%)	21(18.3%)	32(27.8%)	11(9.6%)
(d) There is rampant destruction of properties in your organization	3(2.6%)	14(12.2%)	20(17.4%)	41(35.7%)	37(32.2%)
(e) There are poor public relations in your organization	14(12.2%)	14(12.2%)	14(12.2%)	35(30.4%)	37(32.2%)
Summary	93(80.9%)			22(19.1%)	

**Source: Research data (2018)**

According to table 4.15, majority of the respondents agreed that there is occasional absenteeism by employees in their institutions. 37.4% strongly agreed, 35.7% agreed while 10.4% did not agree nor disagree. 9.6% disagreed and 7.0% strongly disagreed on the same. This implies that there is employee absenteeism in KPS in Meru Region. These results agree to those of Elicker, Foust, O'Malley, and Levy, (2008) who concluded that absenteeism is a habitual pattern of absence from a duty or obligation.



The respondents were asked whether there is low productivity in their place of work. Results shows that 12.2% strongly agreed, 22.6% agreed while 23.5 were gave a neutral feedback. Majority of the respondents 25.2% disagreed that there is low productivity in their institution. 16.5% strongly disagreed on the same. This implies that productivity in KPS is high. These results disagree with those of Gathura, (2013) who found that there is low productivity by farmers due to how employees perform their work.

Majority, 28.7% strongly agreed, 15.7% agreed while 18.3% were neutral. 27.8% disagreed while 9.6% strongly disagreed that there is tendency of lateness by employees in their organization. This implies that there is not tendency of lateness by employees. These results disagree with those of Elicker, Foust, O'Malley, and Levy, (2008) who established that there is a high tendency of lateness of employees as a result of the work in the organization.

As shown above, there is no rampant destruction of properties in KPS Meru Region. This is evident because majority of respondents 35.7% and 32.25 disagreed and strongly disagreed respectively that there is a rampant destruction of properties. 2.6% agreed, 12.2% strongly agreed while 17.4% were not sure whether there is destruction of properties or not. These results disagree with those of Mutabari and Wanjohi (2017) who found that there is a high rate of destruction of properties as a result of untrained workers in the organization hence high wastage of resources.

From the table above, it shows that 12.3%, 12.3% and 12.3% of the respondents strongly agreed, agree and gave a neutral feedback respectively. Majority of the respondents 30.7% and 32.5% disagreed and strongly disagreed respectively that there

are poor public relations in their organization. These implies that there are no poor public relations in KPS Meru Region. These results are not in line with those of Omondi, (2012) who found that PR practice has had high impact in government ministries and departments. This implies that there is a high PR in these organizations.

Table 4.15 shows the results of the dependent variable of the study that was employee performance. This variable was measured using the following parameters: There is occasional absenteeism by employee in your institution, there is low productivity in your institution, there is tendency of lateness by employees in your organization, there is rampant destruction of properties in your organization and there are poor public relations in your organization. 80.9% agreed that there is employee performance while 19.1% disagreed on the same. These implies that there is good employee performance in KPS in Meru Region. These results are in agreement to those of Atege, Wamitu, & Kiama, (2017) who established that there is good performance by employees as a result of good public relation and qualified human personnels.

#### **4.6 Testing Linear Regression Assumptions**

It is important to discuss the linear regression assumptions because the results are accurate if the assumptions are met. The discussed assumptions are Normality, Multi collinearity, hetero scedasticity and linearity.

##### **4.6.1 Normality**

This assumption was measured using normality plots and statistical tests. The statistical tests included Kolmogorov-Smirnov and Shapiro-Wilk tests that test the null hypothesis that the data is normal. The plots included normal Q-Q plot, normal P-P plot, box plot, histograms of employee performance and histogram of standardised residuals.

**Table 4.16**

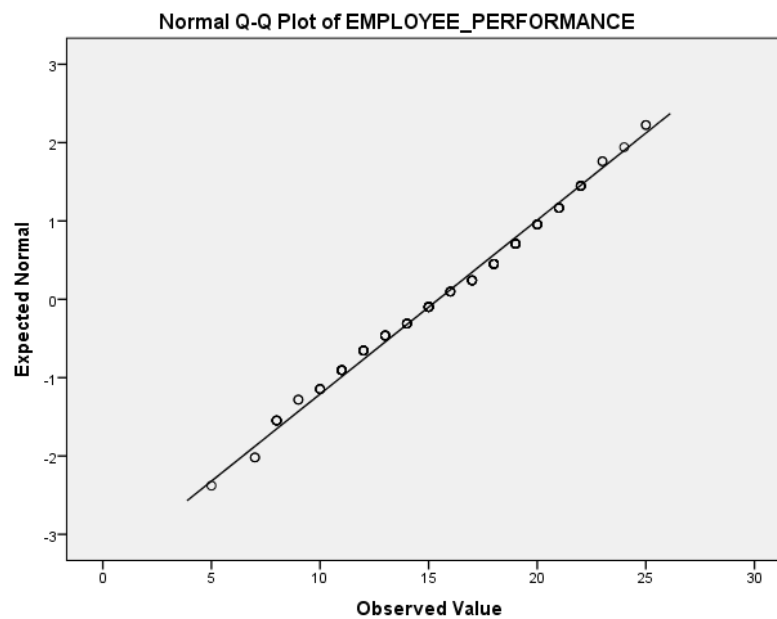
*Tests of Normality*

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee Performance	.083	114	.051	.982	114	.139

a. Lilliefors Significance Correction

**Source: Research data (2018)**

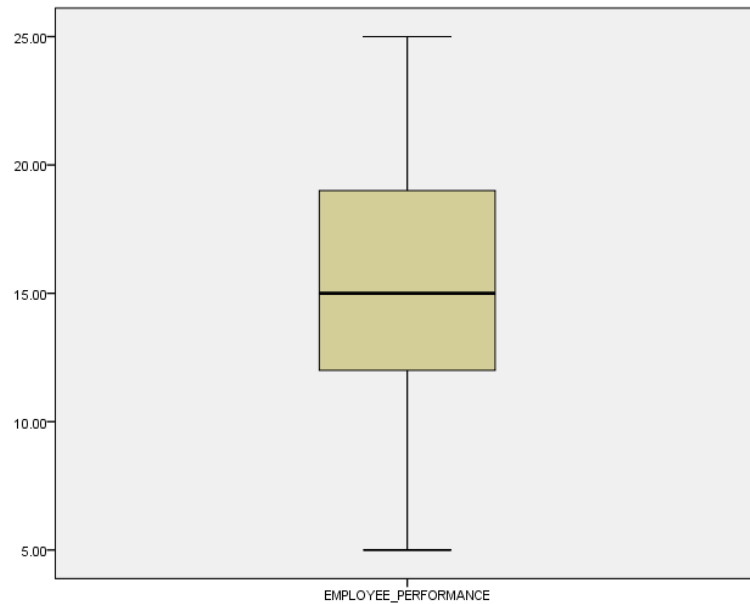
From Figure 4.16, Shapiro-Wilk statistic was 0.982 which was closer to unity and the p-value was 0.139, which was more than 0.05 hence the null hypothesis was not rejected. Therefore, the data was normally distributed.



**Figure 4.1: Normal Q-Q Plot of Employee Performance**

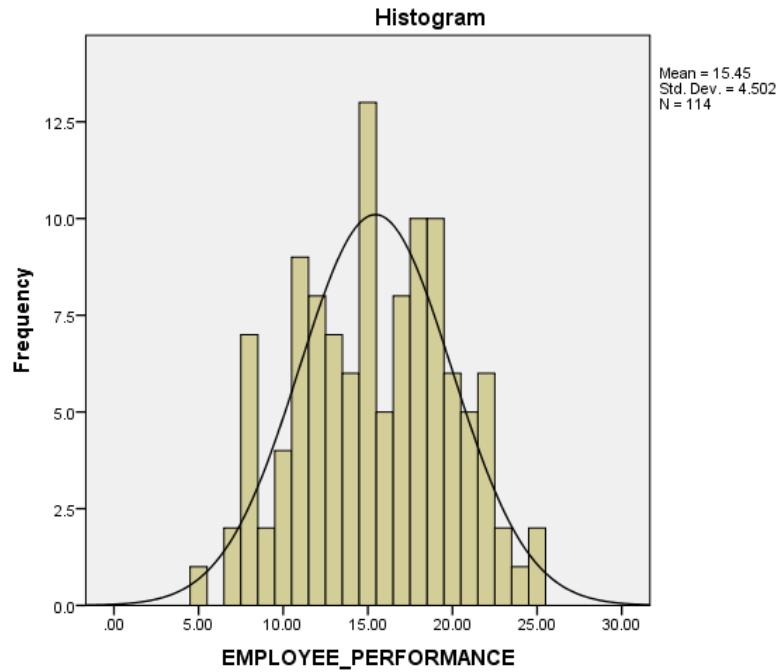
The normal Q-Q plot shows normal distribution in the data because the observed values were along the expected normal curve. Normally distributed data should have data points along the expected normal line. Therefore, Figure 4.1 corroborates the

findings of Table 4.16 that found the data to be statistically significant in terms of normality.



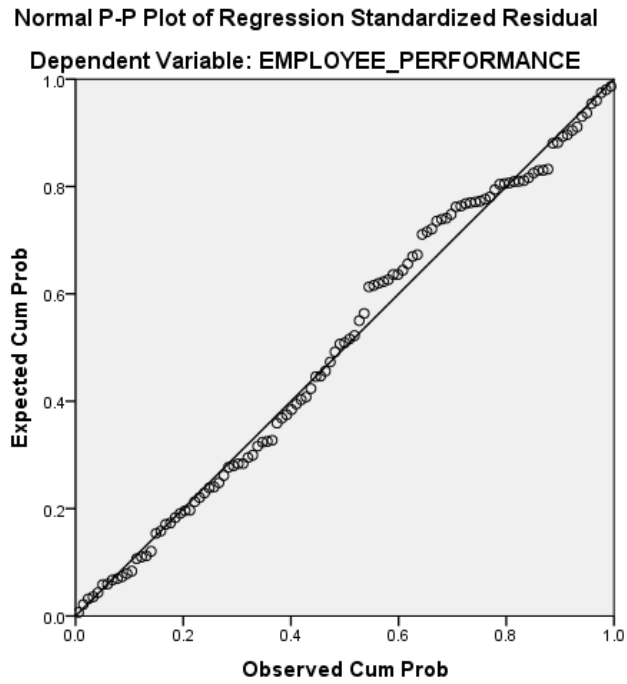
**Figure 4.2 Box-Plot of Employee Performance**

Figure 4.2 shows that the data distribution is approximately symmetric around the mean. This is evidence of normality because the data is symmetrically spread around the mean. Furthermore, there were no outliers as shown in the Figure 4.2 meaning that the data was free of outliers and thus deemed suitable for analysis.



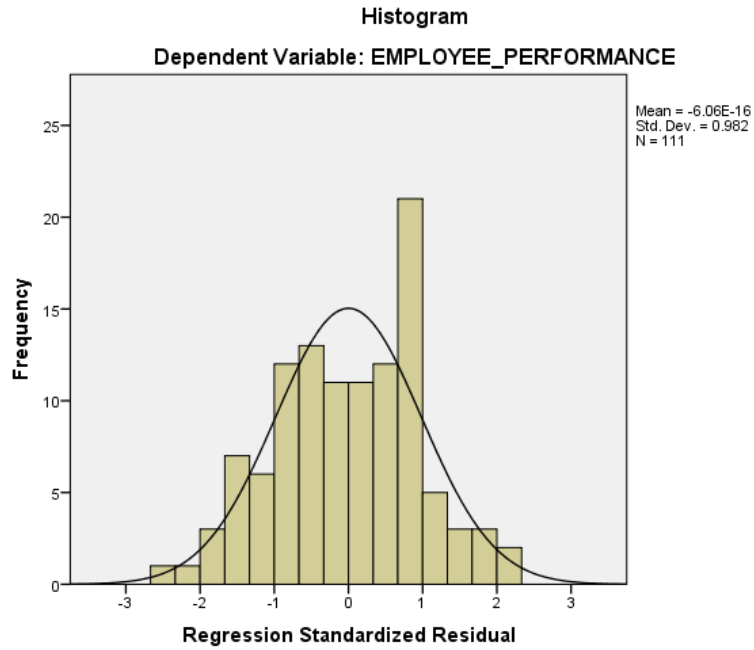
**Figure 4.3 Histogram of Employee Performance with Normal Plot**

Figure 4.3 shows the histogram with a normal fitted curve. The normal curve is symmetric with observations distributed equally about the central observation. The data was also not skewed neither did it have kurtosis. The data did not have outliers, as there were no observations in either of the tails of the normal curve.



**Figure 4.4 Normal P-P Plot of Standardized Residuals**

The normal P-P plot also shows that the observed cumulative probability values were distributed along the expected normal cumulative probability curve and this goes further to show that the data was normally distributed.



**Figure 4.5 Histogram of Standardized Residuals with Normal Plot**

Figure 4.5 goes further to show that the residuals were normally distributed around zero value as required for a normally distribution with no presence of extreme residuals in either of the tails.

#### **4.6.2 Multicollinearity**

Linear regression requires the variables to be independent from each other by having a correlation coefficient of less than 0.7 Table 4.17 shows the correlational coefficients of all binary combinations of independent variables.

**Table 4.17**  
***Correlational Matrix***

		Environmental Conditions	Organizational Demands	Personal Background	Individual Differences
Environmental Conditions	Pearson Correlation	1	0.404	-0.484	0.430
	N	114	113	112	114
Organizational Demands	Pearson Correlation	.404	1	-.527	.471
	N	113	114	112	114
Personal Background	Pearson Correlation	-.484	-.527	1	-.514
	N	112	112	113	113
Individual Differences	Pearson Correlation	.430	.471	-.514	1
	N	114	114	113	115

**Source: Research data (2018)**

The highest correlation coefficient in Table 4.17 is 0.527 that is between organisational demands and personal background. This below 0.7 and therefore, there is no significant correlation between independent variables.



**Table 4.18*****Collinearity Statistics***

Independent Variables	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Environmental Conditions	0.709	1.410
Organizational Demands	0.628	1.592
Personal Background	0.600	1.666
Individual Differences	0.684	1.463

**Source: Research data (2018)**

According to the collinearity statistics in Table 4.18, the VIF value for all the variables is less than five. According to Ombaka (2014), VIF values of less than five shows that the data lacks collinearity. In this case, all the VIF values are less than five indicating that the data is free from collinearity.

**Table 4.19*****Collinearity Diagnostics***

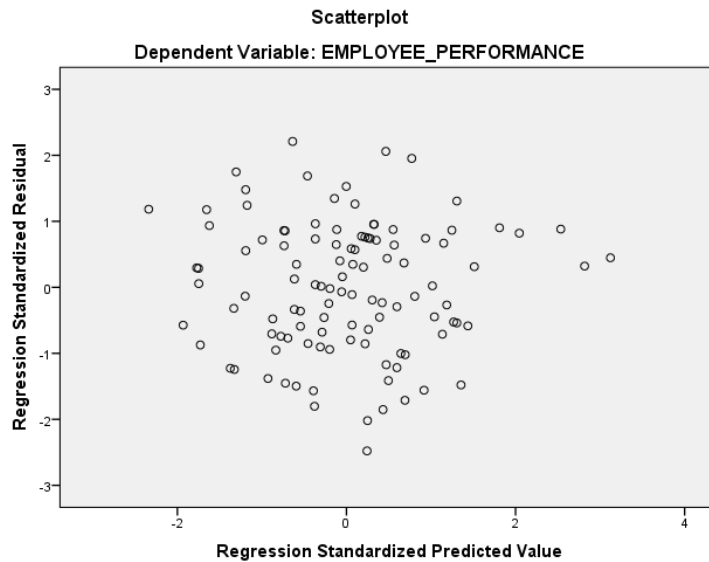
Dimensi on	Eigenval ue	Condi on Index	Variance Proportions				
			(Consta nt)	Environme ntal Conditions	Organizatio nal Demands	Personal backgrou nd	Individu al Differen ces
1	4.789	1.000	0.00	0.00	0.00	0.00	0.00
2	0.158	5.513	0.00	0.01	0.02	0.32	0.01
3	0.026	13.616	0.00	0.62	0.50	0.01	0.01
4	0.021	15.106	0.00	0.12	0.34	0.01	0.80
5	0.007	25.941	1.00	0.24	0.14	0.66	0.18

**Source: Research data (2018)**

Table 4.19 shows the variance proportions of each independent variable in five dimensions. It is required that the loading for each variable to be high for one dimension and low for the other variables. In this case, environmental conditions had one high loading in third dimension, organizational demands had the highest loading in the third dimension, personal background had the highest loading in the fifth

dimension and individual differences had the highest loading in the fourth dimension. Since all the variables had high loadings in a single dimension, therefore there was no multicollinearity.

### 4.6.3 Linearity



**Figure 4.6 Scatter Plot of Regression Standardized Residuals against Regression Predicted Values**

By looking at the scatter plot in Figure 4.6, the standardised residuals were randomly distributed without any visible pattern around the standardised predicted value. Furthermore, the scatter plot shows no outliers residual signifying that the predicted data was within the original data when plotted in a straight line. This shows evidence of linearity in the original data of the dependent variable.

**Table 4.20**

#### *Model Summary*

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	P-value Change

0.332	0.111	0.077	4.33371	0.111	3.292	4	106	0.014
-------	-------	-------	---------	-------	-------	---	-----	-------

**Source: Research data (2018)**

Table 4.20 shows the model summary where the adjusted R squared was 0.077 shows that the variables explains the performance 7.7%. This was supported by the p-value (0.014, less than 0.05) of the F-change synonymous to the p-value of the ANOVA statistic in table 4.21. The high correlation shows that the data points of the predictors had a linear pattern along the predicted variable.

**Table 4.21**

*ANOVA Statistics*

<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>P-value</b>
Regression	247.320	4	61.830	3.292	0.014
Residual	1990.788	106	18.781		
Total	2238.108	110			

**Source: Research data (2018)**

The ANOVA statistic tests the null hypothesis the predictors are not linearly related to the criterion variable at 5% significant level. In this case, the p-value (0.014) was less than 0.05 indicating that the predictors are linear to the criterion variable.

#### **4.6.4 Heteroscedasticity**

Linear regression also requires the data to have homogeneity of the variances (homoscedasticity) across all the observations of the dependent variable. If the variance is not constant throughout the data, then there is heteroscedasticity in the data. In this study, heteroscedasticity was measured using Breusch-Pagan (BP) and Koenker Test in Table 4.22 and by using Scatter Plot of Regression Standardized Residuals against Regression Predicted Values in Figure 4.6.

**Table 4.22*****Breusch-Pagan (BP) and Koenker Test***

Statistic	LM – Statistic	P- Value
BP	6.609	0.158
Koenker	9.165	0.057

**Source: Research data (2018)**

Breusch-Pagan (BP) and Koenker statistics test the null hypothesis that there is no heteroscedasticity in the data. The p-values of both tests had p-values less than 0.05 indicating homoscedasticity in the data. Figure 4.6 shows that the regression standardized residuals randomly spread around regression predicted values thereby indicating that there was no pattern in the residuals.

**4.7 Hypothesis Testing**

The study set out to determine whether the following variables affected employee performance: environmental conditions, organizational demands, personal background and individual differences. The study formed four hypotheses based on these objectives tested using t-test. To determine the partial effect of each variable, the study performed multiple linear regression with the aid of SPSS (version 20). The output thereof included the t-test, which formed the basis of testing the study's hypotheses.

**Table 4.23*****Regression Coefficients***

Model	Unstandardized Coefficients		Standardized Coefficients	T	p-value	95.0% Confidence Interval for B	
	B	Std. Error				Beta	Lower Bound

(Constant)	19.031	4.333		4.392	0.000	10.440	27.621
Environmental Conditions	-0.234	0.109	-0.233	-2.138	0.035	-0.451	-0.017
Organizational Demands	-0.306	0.163	-0.217	-1.877	0.063	-0.629	0.017
Personal Background	0.030	0.165	0.021	0.180	0.857	-0.297	0.356
Individual Differences	0.253	0.117	0.239	2.156	0.033	0.020	0.486

Source: Research data (2018)

### Multiple Linear Regression Equation

$$Y = 19.031 - 0.234X_1 - 0.306X_2 + 0.030X_3 + 0.254X_4$$

$$p\text{-value} \quad 0.000 \quad 0.035 \quad 0.063 \quad 0.857 \quad 0.033$$

where;

Y = Employee performance

X<sub>1</sub>: Environmental Conditions

X<sub>2</sub>: Organizational Demands

X<sub>3</sub>: Personal Background

X<sub>4</sub>: Individual Differences

Table 4.23 shows the results from the multiple linear regression and the results include standardised and unstandardized coefficient, t-statistics, and p-values. P-value of less than the significant value was the only condition for rejecting the null hypothesis of a particular variable. Table 4.24 summarises the conclusions made based on the latter criteria.

**Table 4.24**

### *Hypotheses Conclusions*

Null Hypothesis	P-Value	Decision
<i>H</i> <sub>0</sub> : There is no significant relationship between Environmental Conditions and Employee Performance	0.035	<i>H</i> <sub>0</sub> rejected
<i>H</i> <sub>0</sub> : There is no significant relationship between	0.063	<i>H</i> <sub>0</sub> failed to be rejected

organizational demand and employee performance		
<i>H<sub>0</sub></i> : There is no significant relationship between personal background and employee performance	0.857	<i>H<sub>0</sub></i> failed to be rejected
<i>H<sub>0</sub></i> : There is no significant relationship between individual differences and employee performance	0.033	<i>H<sub>0</sub></i> rejected

**Source: Research data (2018)**

Only two variables had their null hypotheses rejected with their p-values being 0.035 and 0.033 for environmental conditions and individual differences respectively. This implies that politics, economy and technology significantly affects the performance of employees in Kenya Prison Service albeit negatively while holding other factors constant. Individual differences such as social support, self-efficacy and job experience had significant positive influence on employee performance while holding other factors constant. Organisational demands had negative influence on the performance of employees albeit insignificantly. However, it had a p-value of 0.063 that was near 0.05. Therefore, it is arguably a significant variable. Personal background had a p-value of 0.857, which was more than 0.05; hence, it had a positive but insignificant variable.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of the study findings, conclusions and recommendations drawn from the study. This chapter is divided into three sections, first section presents discussion of the findings as per the research questions investigated, second section presents conclusion while the third dwells on the recommendations and suggestions for further research.

#### **5.2 Summary**

This study examined the relationship of occupational stress, environmental conditions, organizational demand, personal background, individual differences and employee performance. It also sought to investigate the relationship between occupational stress and employee job performance in the Kenya Prison Service. The systems theory, Psychological Stress – The Lazarus theory, equity theory and The Person-Environment Fit Theory (P.E. FIT) form the theoretical background of the study. Systems theory is referred to as the interdisciplinary study of systems in general; This is aimed at clarifying ideologies that can be applied to all types' of systems at all nesting levels in all fields of research. Systems theory has had an enormous impact on controlling science and understanding administration. A system is considered a unified part of an entire collection aimed at achieving a collective goal. Lazarus defines anxiety as an experience when an individual recognizes that

what he or she needs exceeds the available resources or the social resources, he or she can mobilize.

Often it is referred to as the transactional model of stress and managing. A person response or an event does not define stress, rather the person's view of the psychological situation is the main factor. The impact that worry has on an individual is founded more on that the individuals feeling of danger, helplessness, and aptitude to survive than on the worrying event itself. He further describes emotional stress as a particular relationship that exists between an individual that is evaluated as time-consuming and uses up his or her resources, therefore, endangering his or her well-being. According to his theory, when a person is faced with a situation, they only think of two things often referred to as the primary appraisal and secondary appraisal.

The Equity theory, in a work context, is that people make comparisons between themselves and others regarding what they invest in their work, inputs and what comes out of it outputs. As the expectancy theory this theory is also based on people's perceptions, in this case of the inputs and the outputs involved, thus the subject of equity - equality is realized. Evaluation of various research recommends that when individuals recognize an unbalanced elucidation for themselves, they then can be anticipated to make either of the following decisions. They can adjust their responses not applying much effort, alter their perceived outcomes study shows that people who are paid by piece rate can increase their pay by producing higher quantity of units even when their quality is viewed as low.



The majority of the respondents were male forming 54.8% while that of women was 44.3%. This shows that all the gender was well represented and that there was a minimum gender bias among the respondents. Data was analysed using descriptive statistics. Descriptive statistics is the development of certain indices from the raw data. Multiple linear regression aided by SPSS Version 20 was used to link the relationship between the independent variables (organizational demands, environmental conditions, personal background and individual differences) and the dependent variable (employees performance). This helped to indicate strength and direction of the relationship between the variables.

Only two variables had their null hypotheses rejected with their p-values being 0.035 and 0.033 for environmental conditions and individual differences respectively. This implies that politics, economy and technology significantly affects the performance of employees in Kenya Prison Service albeit negatively while holding other factors constant. For the environmental condition where there is no significant relationship with employees performance. Therefore, majority of prison officers were willing to leave their job due to poor working conditions and short terms of service. 65% were highly dissatisfied with the ratio of inmates to officers giving an average of 20:1, which means 20 prisoners under the guard of one officer.

Individual differences such as social support, self-efficacy and job experience had significant positive influence on employee performance while holding other factors constant. This emphasize that stress inception is considered an internal factor and some people are deemed to have high threshold or low. An individual who possesses a low threshold may be affected by a slight disruption of his work leading to low work output.

Organisational demands had negative influence on the performance of employees albeit insignificantly. However, it had a p-value of 0.063 that was near 0.05. Therefore, it is arguably a significant variable. Many times the position held by an individual and the role the individual plays in an organization could also be a contributing factor to stress. Conflicts that are as a result of pressure from the workplace are also contributors of stress. A third aspect could be the effect of lack of self-esteem and job security. When one requires the attributes above, their career progression is thwarted. It was conceived that the work interactions with seniors and colleagues, including intimidation, is an outcome of stress. At an administrative level, the arrangement and environment, including the degree of participation in assessment and input in office legislation could also be a contributing factor to a stressful atmosphere.

Personal background had a p-value of 0.857, which was more than 0.05; hence, it had a positive but insignificant variable. It was indicated that most prison officers lacked an adequate supply of uniforms; many wore visibly tattered and patched clothes and worn-out shoes eliciting criticism and dissatisfaction from the officers themselves and the public. Some prison staff had not been issued with new uniform since recruitment, including those who had served for more than ten years in the service. To be decent, some officers had resorted to borrowing from sister forces giving rise to discordant styles and cases of multi-coloured, tattered, worn-out and threadbare uniform had become normal for a disciplined force that should pride itself on smartness.

### **5.3 Conclusions**

The research study found that environmental conditions and individual differences have a significant relationship with employee job performance while personal differences and organizational demands have no significant relationship with employee job performance.

The multiple linear regression models show the significantly strong relationship between set of 2 independent variables namely environmental conditions and individual differences with dependent variable that is employee job performance while personal differences and organizational demand have no relationship with dependent variable that is employee job performance. However, environmental condition was found to be the most significant independent variable having strong relationship with the dependent variable of employee job performance. Overall, the results revealed that environmental conditions, organizational demands, personal background and individual differences and dependent variable employee job performance were positively correlated.

Findings of the study also demonstrate that there is positive relationship between independent variables (I.Vs) and dependent variable (D.V). Employers may be able to improve their job performance by increasing the volume of teamwork, communication, decision and work habit to raise the performance level of the individual, but to succeed in this they also need to pay attention to the quantity and type of teamwork offered. Teamwork activity within the organization is very much beneficial and their effects are directly on employee job performance.

#### **5.4 Recommendations**

In all sectors, government policies which support employee job performance inside the organization should be adapted. In this way overall organizational performance and effectiveness can be enhanced. It is important to develop such an atmosphere where employees are well satisfied with their jobs and cooperate with each other. In this way employees will be in a position to utilize their full potential in their jobs. The research study strongly suggests that environmental conditions and individual differences activities must exist in the organizational environment.

The organization and management in particular should motivate employees by tracking their targets and recognizing the milestones achieved. Feedback should be emphasize, new ideas and initiative recognized while involving them in decision making. The Kenya Prison Service should fully embrace teamwork in all sections of the organization.

Kenya Prisons should adopt high performance work systems which foster the development of human resource in the form of firm-specific skills so as to create a performance advantage for organizations.

#### **5.5 Future Area for Research**

Future researchers might consider an in-depth analysis in public and private organizations to comprehend some other factors contributing towards the employee job performance. It may also be extended to cover both public and private organizations with a view to identifying and comparing the key stressors in employee job performance. Future research should also seek the opinions of other stakeholders as opposed to the prisons officers that this research focused on. There is need to

conduct further research to establish more on the relationship between occupational stress and employee job performance.

## REFERENCES

- Aisen, A., & Veiga, F. J. (2013). *How does political instability affect economic growth. European Journal of Political Economy*, 29, 151-167. Retrieved from <https://www.imf.org/en/Publications/WP/Issues/2016/12/31/How-Does-Political-Instability-Affect-Economic-Growth-24570>
- Allen (2011). *Human stress; its nature and control*. United States: Minneapolis bungees Publishing Company.
- Amadi, E. J. (2014). *The effect of training and development on employees performance; at Safaricom limited Call centre*. Unpublished (MBA) project, University of Nairobi. Retrieved from <http://hdl.handle.net/11295/78203>
- Anderson, N., & West, M. (2011). The personality of team working. *Journal of Personal Management*, 4(3), 81. Retrieved from <http://dx.doi.org/10.5296/ijld.v1i1.1110>
- Anderson, R (2011). *Stress at work: the current perspective*. Nairobi: Kenya ACT Press.
- Atege, I. M., Wamitu, S. N., & Kiama, M. (2017). *Performance appraisal outcome and employee motivation in Kenya prisons service. a case of Nyeri prisons department-Nyeri*. Retrieved from <http://repository.seku.ac.ke/handle/123456789/3568>
- Baum (2006). *Applied Econometrics using Stata* . United States of America: Stata Press.
- Bezerra (2016). *Psychological distress and work stress in orrectional officers*. Retrieved from [www.scielo.br/scielo.php?pid=S1413-81232016000702135&script=sci\\_arttext](http://www.scielo.br/scielo.php?pid=S1413-81232016000702135&script=sci_arttext).
- Borman, Motowidlo, Campbell & Roe, (2013). *Job performance*. Retrieved from <https://pdfs.semanticscholar.org/f222/2ecea48e7fd1aa73320ffce3e5ce93fe8792>.
- Brantley (2014). *ACNT 1313 - HCC learning web - Houston Community College*. Retrieved from [m.learning.hccs.edu](http://m.learning.hccs.edu)
- Brief (2010), *Perceived stress in the social psychology of health: claremont symposium on applied social psychology*. Newbury Park, CA: Sage
- Bryce (2012). *Application of the stressor vulnerability model*. Retrieved from <https://www.ncbi.nlm.nih.gov/pubmed/20562747>
- Byrne, B. M. (2013). The Maslach burnout inventory: Testing for factorial validity and invariance across elementary, intermediate and secondary teachers. *Journal of occupational and organizational psychology*. 16, 197-212. Retrieved from <https://doi.org/10.1111/j.2044-8325.1993.tb00532.x>

- Campbell (2012). *Employee mobility, entrepreneurship and effects on source firm performance*, Columbus, Ohio, U.S.A: Fisher College of Business
- Caputo, J. S. (2011). *Stress and burnout in library service*. Phoenix: Oryx Press.
- Carter, W. R., Nesbit, P. L., Badham, R. J., Parker, S. K., & Sung, L. K. (2016). The effects of employee engagement and self-efficacy on job performance: a longitudinal field study. *The international journal of human resource management*. 1(20), 20-24. Retrieved from <https://doi.org/10.1080/09585192.2016.1244096>
- Cooper (2013). Occupational sources of stress: a review of the literature relating to coronary heart disease and mental ill health. *Journal of Occupational Psych.* 49:11–28. doi:10.1111/j.2044-8325.1976.tb00325.x
- Cooper, Liukkonen, P. & Cartwright, S. (2014). *Stress prevention in the workplace: assessing the cost and benefit to the organization. European foundation for the improvement of living and working conditions*. United States of America: Eurofound publications
- Cooper & Marshall (2013). *A shortened stress evaluation Tool (ASSET)*  
Retrieved from [https://link.springer.com/chapter doi.org /10.1057/9781137310651\\_22](https://link.springer.com/chapter doi.org /10.1057/9781137310651_22)
- Cindy Hertel (2014). *Motivational job satisfaction in the Caribbean hospitality industry*. Retrieved from <https://books.google.co.ke/books?isbn=3954892162>
- Darkwah, N. G. (2014). *Exploring the effects of personality traits on employees at Kumasi Metropolitan Assembly (KMA)*. Unpublished Masters Thesis, Kwame Nkrumah University of Science and Technology. Retrieved from <https://www.knust.edu.gh/>
- Dormann, Jansen & William (2013). *Assumptions of linear regression - statistics solutions*. Retrieved from <https://www.statisticssolutions.com › assumptions-of-linear-regression>
- Eichelsheim, V. I., Nieuwbeerta, P., Dirkzwager, A. J., Reef, J., & De Cuyper, R. (2015). Predicting individual differences in criminal attitudes from offender characteristics. *a study among Dutch prisoners. Psychology, Crime & Law*, 21(6), 531-550. Retrieved from <https://doi.org/10.1080/1068316X.2014.999062>
- Elicker, J. D., Foust, M. S., O'Malley, A. L., & Levy, P. E. (2008). Employee lateness behavior: The role of lateness climate and individual lateness attitude. *Human Performance*, 21(4), 427-441. doi: 10.1080/08959280802347254
- Fernandes, B. H. R., Santos, L. G. A., Paulin, R. R., & Tibola, J. A. (2013). *The impact of employees' perceptions and attitudes on productivity and quality in manufacturing firms*. 10(3), 254-272. Retrieved from <http://revistas.unisinos.br/index.php/base/article/view/base.2013.103.05>
- Folkman, Lazarus, Dunkel-Schetter, De Longis & Gruen, (2012). *Dynamics of a stressful encounter: cognitive appraisal*. Retrieved from

<https://www.semanticscholar.org/...stressful...Folkman-Lazarus/> doi.org  
493fa0261c1ede058480.

Gathura, M. N. (2013). *Factors affecting small-scale coffee production in Githunguri district, Kenya*. International Journal of Academic Research in Business and Social Sciences, 3(9), 132. DOI: 10.6007/IJARBS/v3-i9/195

Gupta (2010), *Impact of job satisfaction on employee's performance*. Retrieved from [www.srjis.com](http://www.srjis.com) > pages > pdfFiles > 146709402411.

Halkos, D Bousinakis (2016). *The effect of crisis on employees' stress and dissatisfaction*. Retrieved from URI: <https://mpr.ub.uni-muenchen.de/id/eprint/70107>

Hammonds (2013). *Book review: climate change and post-political communication*. Retrieved from <https://blogs.lse.ac.uk/.../book-review-climate-change-and-post-political-communication>

Harris & Brown (2014). *The oxford handbook of organizational citizenship behavior*. England, UK: Oxford University Press

Holland (2015). *Student development in college: Theory, research, and practice*. Retrieved from [https://books.google.co.ke/books?isbn=doi.org 1118821815](https://books.google.co.ke/books?isbn=doi.org%201118821815)  
Home affairs news report, (2014) Government Printer

Ibrahim (2015). *The relationship between stress and work performance of police officers in Kasarani Sub-County*. Retrieved from [erepository.uonbi.ac.ke/.../Hassan\\_%20The%20relationship%20between%20stress%20...](http://erepository.uonbi.ac.ke/.../Hassan_%20The%20relationship%20between%20stress%20...)

Jamal & Xie (2013). *A systematic literature review of work stress*. Retrieved from [Http//dx.doi.org/10.18843/ijms/v5i3\(9\)/15](http://dx.doi.org/10.18843/ijms/v5i3(9)/15)

Jex (2012). *The oxford handbook of organizational climate and culture*. England, UK: Oxford University Press.

Kambuti, M. H. (2013). *Use of technology as a Strategy by Kenya police n detection of crimes in Nairobi City*. MBA Project, University of Nairobi. Retrieved from <http://erepository.uonbi.ac.ke/handle/11295/63076>

Kaula (2016). *Factors Influencing performance of administration police officers: A Case of rapid deployment unit Embakasi base*. Retrieved from [erepository.uonbi.ac.ke/.../Kaula\\_Factors%20Influencing%20Performance%20Of%20A...](http://erepository.uonbi.ac.ke/.../Kaula_Factors%20Influencing%20Performance%20Of%20A...)



- Kendi, (2012). *Impact of Occupational Stress on Head Teachers' Tasks in Secondary Schools of Kisumu County, Kenya*. Retrieved from <https://pdfs.semanticscholar.org/2e30/187778405785cca4604b5480b281b2d6e7be.pdf>
- Khuzaeni, I. M. Djumahir & Solimun. (2013). The influence of work culture, work stress to the job satisfaction and employees performance in the State treasury service office in Jakarta, Indonesia. *IOSR Journal of Business and management*, 9(2), 49-54. Retrieved from <https://doi.org/10.6084/m9.figshare.1127777>
- Kiplangat, B. J., Shisia, A., & Kiilu, R. (2015). Assessing the impact of change management strategies on the administration of Kenya prisons service. *International Journal of Economics, Commerce and Management*, 617-630. Retrieved from <http://ir.mkusu.ac.ke/handle/123456780/4206>
- Kombo (2010). *Research methods*. Nairobi: Kenyatta University, Institute of Open Learning
- Kothari(2010).*Research design*. Retrieved from [https://www.researchgate.net/publication/308915548\\_Research\\_Design](https://www.researchgate.net/publication/308915548_Research_Design)
- Kotur, B. R., & Anbazhagan, S. (2014). Education and work-experience-Influence on the performance. *Journal of Business and Management*, 16(5), 104-110. Retrieved from <https://pdfs.semanticscholar.org/f77b/88271c8bab70900deb73a2ba2f178e327ecd.pdf>
- Lang, J., Thomas, J. L., Bliese, P. D., & Adler, A. B. (2007). Job demands and job performance: The mediating effect of psychological and physical strain and the moderating effect of role clarity. *Journal of occupational health psychology*, 12(2), 116. doi: 10.1037/1076-8998.12.2.116
- Lazarus, Folkman & Gruen,(2012). *Dynamics of a stressful encounter*. doi:10.1037/0022-3514.50.5.992
- Lazarus (2012). *Dynamics of a stressful encounter: cognitive appraisal*. Retrieved from <https://www.semanticscholar.org/paper/Dynamics-of-a-stressful-encounter>.
- Leiter (2012).*The truth about burnout: How organizations cause personal stress*. Retrieved from <https://books.google.co.ke/books?isbn=0470423560>
- Liang (2012). The influences of psychological empowerment on work attitude and behavior in Chinese organizations.*African journal of business management*. Retrieved from doi: 10.5897/AJBM12.817
- Litmos (2014). *What is employee performance*. Retrieved from <https://www.litmos.com/platform/define-what-is-employee-performance>
- Lussier, (2013). *Business, society, and government essentials: Strategy and applied ethic*. Abingdon-on-Thames, Europa: Routledge press

- Madoka (2012). *Report of the high level committee on the prisons crisis*. Nairobi , Kenya: Government printer.
- Mahiri (2016). *Occupational stress and employee performance – international*. Retrieved from <https://www.ijern.com/journal/2016/January-2016/18.pdf>
- Maslach (2013). *Understanding the burnout experience*. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4911781/>
- Matthieu (2013). *Personality and individual differences*. Oxford, UK: Elsevier.
- Mali, V. (2013). *A study on locus of control and its impact on employees' performance*. *International Journal of Science and Research (IJSR)*, 2(12).Retrieved from <https://www.semanticscholar.org/paper/A-Study-on-Locus-of-Control-and-its-Impact-on-%E2%80%99-Mali/609532ac57fe2842f2ea8d1d31e885b4ed38f886>
- Michie & Williams (2011). *Occupational stress and its consequences*. Retrieved from [doi.org./275316591](https://doi.org/10.1080/00140139.2011.616591)
- Margolis, Kroes & Quinn, (2014). *Determinants of job stress and its relationship on employee*. Retrieved from [http// www.sciencepublishinggroup.com › journal › paperinfo › j.ajmse.201702](http://www.sciencepublishinggroup.com › journal › paperinfo › j.ajmse.201702)
- Mohan, V. (2014). *Stress management for you*. Selangor: Pelanduk Publications
- Moore, A. (2017). Measuring Economic Uncertainty and its Effects. *Economic Record*, 93(303), 550-575. Retrieved from <https://www.rba.gov.au/publications/rdp/2016/pdf/rdp2016-01.pdf>.
- Mugenda, O. & Mugenda, A. (2012). *Research methods quantitative & qualitative*. Nairobi, Kenya: ACTS press.
- Munali, J. (2012). *Stress and individual performance of workers in hotels at the Kenyan coast*. ( Unpublished Doctoral dissertation). Thesis. Andra Pradesh open university, Hyderabad state. India. Retrieved from [https://en.wikipedia.org/wiki/Dr.\\_B.R.\\_Ambedkar\\_Open\\_University](https://en.wikipedia.org/wiki/Dr._B.R._Ambedkar_Open_University)
- Murphy & Sauter, (2014), *The USA perspective: Current issues and trends in the management*. Retrieved from <https://onlinelibrary.wiley.com/doi/abs/10.1080/00050060310001707157>
- Musyoka, S. (2015). *Effect of staff welfare programs on employee satisfaction among commercial banks in Kenya* (Doctoral dissertation, United States International University-Africa).Retrieved from <https://www.usiu.ac.ke/>
- Mutabari, M. M., & Wanjohi, J. M. (2017). *Factors influencing performance of prisoners' reintegration programmes: A case of women prisoners in Meru government of Kenya*

- prison, Meru Region*. Retrieved from [http://www.iajournals.org/articles/iajisp\\_m\\_v2\\_i1\\_464\\_485.pdf](http://www.iajournals.org/articles/iajisp_m_v2_i1_464_485.pdf) C
- Niklas Luhmann (2013). *Introduction to systems theory*. Retrieved from <https://www.wiley.com/en-us/Introduction+to+Systems+Theory-p-9780745645711>
- Nderi, F. W. (2017). *Influence of work environment on employee performance in the security sector in Kenya: A Case Of Kenya Police Service Nairobi City Region*. *Strategic Journal of Business & Change Management*, 4(4). Retrieved from <https://www.semanticscholar.org/paper/INFLUENCE-OF-WORK-ENVIRONMENT-ON-EMPLOYEE-IN-THE-IN-Nderi/ff1ef98f5f050090aa3f44acc606aa5c24cfd3d8>
- Ngeno, G. (2013). Causes of burnout among primary school teachers with Kericho Municipality, Kenya. *Journal of technology and education in Nigeria*, 12(2), 19-18. DOI: 10.4314/joten.v12i2.35699
- Nyaura, J. E., & Ngugi, M. N. (2014). A critical overview of the Kenyan prisons system: Understanding the challenges of correctional practice. *International Journal of Innovation and Scientific Research*, 12(1), 6-12. doi: 10.1.1.685.1472
- Nyachae (2011). *Influence of institutional reforms on employee job satisfaction*. Retrieved from <https://erepository.uonbi.ac.ke/bitstream/>
- Nyaguthi (2012). *Perceived Effects Of Occupational Stress On Employee Job*. Retrieved from <https://pdfs.semanticscholar.org/0590/a173e85838b6349d91d28bcf1bf810d52ae0.pdf>
- Nyerere, J. (2009). Technical & vocational education and training (TVET) sector Mapping in Kenya. *World Bank Publication*, 6(3):23-26. Retrieved from <https://slideplayer.com/slide/5769614/>
- Odell, P. (2005). Live from the mo show: non-cash Awards more effective. *Ivey Business Journal*, 2(30): 21-29. Retrieved from <https://www.chiefmarketer.com/live-from-the-mo-show-non-cash-awards-more-effective/>
- Ombaka (2014), *Resources, external environment and innovation*. Retrieved from <https://pdfs.semanticscholar.org>
- Ombima, O. R., & Were, S. (2014). Factors affecting the performance of uniformed officers of the Kenya Prisons Service. *European Journal of Business Management*, 2(1), 173-189. Retrieved from [http://www.iajournals.org/articles/iajisp\\_m12i1464485.pdf](http://www.iajournals.org/articles/iajisp_m12i1464485.pdf)
- Omondi, M. O. (2012). *The performance of public relations practice in government ministries in Kenya: A critical analysis*. Unpublished Research Project. University Of

- Nairobi. Retrieved from  
<http://erepository.uonbi.ac.ke:8080/xmlui/handle/123456789/11325>
- Orodho (2012). *Reseach methods*.  
 Retrieved from [scholar.google.com/citations?user=K4ZtvDwAAAAJ&hl=en](http://scholar.google.com/citations?user=K4ZtvDwAAAAJ&hl=en)
- Pandita, D., & Bedarkar, M. (2015). Factors affecting employee performance: A conceptual study on the drivers of employee engagement. *Prabandhan: Indian Journal of Management*, 8(7), 29-40. DOI: 10.17010/pijom/2015/v8i7/72347
- Pfaff, E., & Huddleston, P. (2010). Does it matter if I hate teamwork. What impacts student attitudes toward teamwork. *Journal of Marketing Education*, 25, 37–45. Retrieved from <http://dx.doi.org/10.5204/jld.v9i1.227>
- Pfeffer, J. (1988). *Competitive advantage through people*. Harvard: HBS Press.
- Pillay (2012), *Trauma unit workload at King Edward VIII Hospital, Durban, KwaZulu*.  
 Retrieved from [www.samj.org.za/index.php/samj/article/view/5440/4031](http://www.samj.org.za/index.php/samj/article/view/5440/4031)
- Rayner & Hoel (2012), *Bullying at work: A perspective from Britain and North America*.  
 Retrieved from <https://www.researchgate.net/..doi.org./232590696>
- Rolfe (2012). *Impact of stress on employee productivity, performance and turnover; An important managerial issue*. Retrieved from <https://www.researchgate.net/..doi.org./254406148>
- Sayed, O.M. (2010). *Organizational commitment and conflict*. New Dehli: Sage Publication
- Selye (2013). *Stress in Health and Disease*.  
 Retrieved from [https://doi.org/10.1007/978-1-4419-1005-9\\_56](https://doi.org/10.1007/978-1-4419-1005-9_56).
- Sheena. J., Cooper, C., Cartwright, S., Ian. D., Paul, T., Millet, C (2011). The experience of work-related stress across occupations. *Journal of Managerial Psychology*. 20 (2), 178-187. DOI: 10.1108/02683940510579803
- Shields, P., Rangarajan & Nandhini (2013). *A playbook for research methods: Integrating conceptual frameworks*. Retrieved from [www.worldcat.org/title/playbook-for-research-methods-integrating..doi.org./856906492](http://www.worldcat.org/title/playbook-for-research-methods-integrating..doi.org./856906492)
- Shikanda, Musyoka & Ojwang (2012). *The Impact of occupational stress on employee performance*. Retrieved from <https://pdfs.semanticscholar.org>
- Siu, Cooper & Donald (2013). *A shortened stress evaluation Tool (ASSET)*.  
 Retrieved from [https://link.springer.com/chapterdoi.org/10.1057/9781137310651\\_22](https://link.springer.com/chapterdoi.org/10.1057/9781137310651_22)
- Soud, S. A. (2014). *Factors that influence employee performance at the fairmont Norfolk hotel*. Retrieved from <http://hdl.handle.net/11732/211>

- Stamper, L.C., & Johlke C.M (2013). The impact of perceived organizational support on the relationship between boundary spanner role stress and work outcomes. *Journal of Management*. 7(1),29-43. DOI: 10.1016/S1049-2063(03)00025-4
- Tekeste, S. F., & Nekzada, N. I. (2014). *Stress causes and its management at the work place: A qualitative study on the causes of stress and management mechanisms at Volvo Trucks AB, Umeå*. Retrieved from <http://www.diva-portal.org/smash/record.jsf?pid=diva2%3A693132&dswid=-9818>
- Tembur (2017). *Factors affecting job performance in national police service*.  
Retrieved from [repository.mua.ac.ke/1622/1/final%20edited%20project%20FF.pdf](http://repository.mua.ac.ke/1622/1/final%20edited%20project%20FF.pdf)
- Tsinaslanidou, C. (2015). Social support in the workplace and its relation to employees' job performance. *Journal of Health Social Behaviour*. 53(1), 123-139.  
doi: 10.1177/0022146510395024
- Veiga, F. J. (2014). How does political instability affect economic growth. *European Journal of Political Economy*, 29, 151-167. Retrieved from <https://www.imf.org/en/Publications/WP/Issues/2016/12/31/How-Does-Political-Instability-Affect-Economic-Growth-24570>
- Venturi, A. (2014). *Impact of Technology on Management and Organizations*. Retrieved from <https://www.linkedin.com/pulse/20141208111749-6038885>.

## **APPENDICES**

### **Appendix I: Transmittal Letter**

**Dear Respondent,**

**RE: PERMISSION TO COLLECT DATA.**

I am Mwangi Muigai Patrick, a student at the Kenya Methodist University pursuing a Master's Degree in Business Administration. I am carrying out a study on the **“RELATIONSHIP BETWEEN OCCUPATIONAL STRESS AND EMPLOYEES PERFORMANCE IN KENYA PRISON SERVICE.”** Information collected will be treated as confidential and personal details collected here will not form part of the final thesis. This is an academic thesis and the information you give will go a long way in helping me achieve my objectives.

Thank you in advance for your co-operation and assistance.

**Yours Faithfully,**

**Mwangi Muigai Patrick**

## **Appendix II: Questionnaire**

### **Section A: Demographic Data**

By means of a tick (  ) kindly indicate an option that best describes:

1. Your gender:-

a. Male

b. Female

2. Your age:-

a. Below 25 years

b. 25-30 years

c. 31-35 years

d. 36-40 years

e. 41-45 years

f. 46-50 years

g. Over 51

3. Your level of education:-

a. Primary education

b. Secondary education (O level)

- c. Diploma ( )
- d. Degree ( )
- e. Masters & Above ( )

4. Years you have worked in the Kenya prisons :-

- a. Below 5 years ( )
- b. 5-10 years ( )
- c. 11-15 years ( )
- d. 16-20 years ( )
- e. Above 21 years ( )

**SECTION B: ENVIRONMENTAL CONDITIONS**

5. How would you rate the effect of Political uncertainty in influencing employee job performance in your organization?

- (a) Very high
- (b) High
- (c) Poor
- (d) Very poor
- (e) Not able to rate

6. The following factors of environmental conditions are thought to influence the employee job performance in your organization. On a scale of 1 to 5 please indicate how far you agree or disagree. 1 = strongly agree, 2 = agree, 3 = neutral, 4 = disagree, 5 = strongly disagree.

	1	2	3	4	5
(a) Are employees influenced by economic uncertainty?					
(b) Are all levels of management influenced by technological changes?					
(c) Is there any effect on performance by political uncertainty in your organization?					



(d) Does economic uncertainty affect the performance of Kenya Prisons Service?					
(e) Does political uncertainty affect the performance of Kenya Prisons Service?					
(f) Are there technological changes in Kenya Prisons?					

7. How would you rate effect of environmental conditions in your organization?

- (a) Very high
- (b) High
- (c) Poor
- (d) Very poor
- (e) Not able to rate

8. In your opinion does environmental conditions affects employee performance?

.....

.....

.....

.....

.....

9. What do you think should be done to improve environmental conditions in your organization?.....

.....

.....

.....

**Section C: Organizational Demands**

10. On a scale of 1 to 5 indicate to what extents do you agree or disagree with the following factors of **Organizational Demands** to enhance employee job performance in your organization?

1 = strongly agree, 2 = agree, 3 = neutral, 4 = disagree, 5 = strongly disagree.

- (a) Do employees embrace task demands in your organization?
- (b) Do organizational leadership affect employee job performance in your organization?
- (c) Do interpersonal demands affect employee job performance?
- (d) Do role demands influence employees' job performance in your organization?

**11.** To what extent do organizational demands influence employee job performance?

- (a) Very high
- (b) High
- (c) Average
- (d) Low
- (e) Very low

**12.** What are some of the personal demands in your organization which affects employee

performance?.....  
 .....

**13.** Do organizational leadership in your organization affects employee performance?.....

.....  
 .....

If yes explain your answer  
 .....

**SECTION D: PERSONAL BACKGROUND**

**14.** On a scale of 1 to 5 indicate to what extent you would agree or disagree with the following factors of **Personal Background** in influencing employee job performance in your organization.

1 = strongly agree, 2 = agree, 3 = neutral, 4 = disagree, 5 = strongly disagree.

- (a) Is there any effect of family problems on employee job performance?
- (b) Do economic problems bring any effect on employee job performance?
- (c) Does personality affect employee performance in general in your organization?
- (d) Does personal background influence employee job performance in your organization?

**15.** How would you rate the influence personal background in enhancing employee job performance?

- (a) Very high
- (b) High
- (c) Average
- (d) Poor
- (e) Very poor
- (f) Not able to rate

**16.** What are the effects of family problems on employee performance in your organization?.....  
.....  
.....

**17** What are the consequences of personality on employee performance in your organization?.....  
.....  
.....

**18.** What are the consequences of personal background on employee performance in your organization?.....  
 .....  
 .....

**SECTION E: INDIVIDUAL DIFFERENCES**

**19.** The following factors of **Individual Difference** are thought to be influencing employee job performance in an organization. On a scale of 1 to 5 please indicate how far you agree or disagree, 1 = strongly agree, 2 = agree, 3 = neutral, 4 = disagree, 5 = strongly disagree.

	1	2	3	4	5
(a) Do perceptions influence employee's performance?					
(b) Does job experience influence employee job performance in your organization?					
(c) Does hostility influence employee job performance in your organization?					
(d) Does social support influence employee job performance in your organization?					
(e) Does self-efficacy influence employee job performance in your organization?					
(f) Does belief in locus in control influence employee job performance in your organization?					

**20.** Indicate the importance of individual differences in influencing employee job performance?

(a) Very important

(b) Important

(c) Less important

(d) Not important at all.

**21.** What are the effects of hostility on employee performance in your organization?.....

.....  
.....

**22.** What are the effects of perception on employee performance in your organization?.....

.....  
.....

**23.** What are the effects social support on employee performance in your organization?.....

.....  
.....

## **EMPLOYEE PERFORMANCE**

**24.** On a scale of 1 to 5 indicate to what extent you would agree or disagree with the following factors of **Employee Performance** in your organization. 1 = strongly agree, 2 = agree, 3 = neutral, 4 = disagree, 5 = strongly disagree.

	1	2	3	4	5
(a) There is occasional absenteeism by employees in your institution					
(b) There is low productivity in your institution					
(c) There is tendency of lateness by employees in your organization					
(d) There is rampant destruction of properties in your organization					
e) There are poor public relations in your organization					

**25.** What are the effects of absenteeism on employee performance in your organization?.....  
 .....  
 .....

**26.** What are the effects of lateness on employee performance in your organization?.....  
 .....  
 .....

**27.** What are the effects of poor public relations on employee performance in your organization?.....  
 .....  
 .....