



Effect of Work Stress on Employee Performance in the Public Sector in Kenya: A Case of the National Treasury

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ABSTRACT

The general objective of the study was to establish the effect of work stress on employee performance in the public sector in Kenya. The study was anchored on the Michigan Model- Work Stress. The study adopted a descriptive research design. The target population of the study was 1270 drawn from different directorates at the National Treasury Headquarters. The sample size of this study was calculated from the Slovin's formula to give a sample size of 304 respondents. A questionnaire was used to collect primary data and consisted of both structured and open ended questions to give qualitative and quantitative data. Data was analyzed using descriptive and inferential statistics in which frequencies and percentages were used. SPSS was used to analyze the data and to determine whether the independent variables were related to the dependent variable. The study findings revealed notably a strong positive relationship between the independent variables and dependent variable as shown by R value (0.866). The coefficient of determination (R²) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable and the four independent variables that were studied explain 75.00% of the employee performance as represented by the R². This therefore means that other factors not studied in this research contribute 25.00% to the employee performance. This implies that these variables are very significant therefore need to be considered in any effort to boost employee performance in the public sector in Kenya. Further, the study results indicated a correlation between work overload, work conflict, work ambiguity and job security with the employee performance in the public sector in Kenya. The study established that work overload is a big concern for all the employees in the public sector. Some employees experienced pressure due to work overload and based on the finding of the study, it is important that the government do constant appraisal programs and appreciation should be given to reinstate and motivate the employees. The study findings indicated that work place conflict affected employee performance in the public sector. After the comprehensive study of the concept of work conflict and its effects on employee performance the study recommends that supervisors must find and resolve the work conflicts and also its impact on employee performance.

Keywords: employee performance, work stress, work conflict

INTRODUCTION

Rapidly changing global scene is increasing the pressure of workforce to perform maximum output and enhance competitiveness. Indeed, to perform better to their job, there is a requirement for workers to perform multiple tasks in the workplace to keep abreast of changing technologies (Iqbal, Khan & Iqbal, 2012). The ultimate results of this pressure have been found to be one of the important factors influencing job stress in their work (Folkmann, 2012).

Stress is an unwanted reaction people have to severe pressures or other types of demands placed upon them. A huge and multi fields literature points a lot of key factors such as work environment, management support, work load among others in determining how stressful work can be and its effect on employee physical and mental health (Kishori & Verma, 2018). According to Mageswari (2014) work and family conflicts are also predecessors which create stress in employees of an organization. Work stress has also been viewed as dysfunctional for organizations and their members (Alikubhasi, 2015). Selye (2006) defined stress as an individual's reaction to an environmental force that affects an individual performance. Work stress can be mostly immobilizing because of its possible threats to family functioning and individual performance. Stress can create a difference between demands on families and the ability of families to provide material security for them (Bamba, 2015).

Weiss (2015) found that a large number of meta-analysis which can determine the reasons of employee turnover and employee attritions, and found universal agreement could be reached due to work stress. It has been discovered,

though generally, that employee attitude and their job satisfaction alone cannot explain the reasons of employees stress (Ayaz, Alamgir & Khan, 2018). A study by Bamba (2016) on the factors affecting employee performance in the workplace, certain factors individually and collectively have an effect on the performance of employees. Some of these variables include employee involvement, employee satisfaction, work environment, job motivation and job stress (Weiss, 2012). However, a few studies (Das & Srivasta, 2015; Bamba, 2016) have been conducted on the relationship between work stress and job performance. The studies have found a correlation between work stress and job performance. Bishar and Ramay (2010) examined the impact of job stress on employee's job performance in the banking sector of Pakistan, discovered that job stress had a negative reaction with job performance that when stress occurs, it affects the performance of employees negatively.

A study conducted by Dar, Akmal, Naseem and Khan (2011) on the role of occupational stress in Iranian organizations proposed that when the occupational stress occurs, it directly affects the performance of worker and managers of the organization. A study conducted by Ayaz, Alamgir and Khan (2013) on coping with stress in the workplace, experience abnormally high levels of stress that often manifests in typical emotional behavior. According to Kishori and Vinothini (2016), it is estimated that there are about 100 million workdays being lost due to stress and nearly 50% to 75% diseases are related to stress.

Results from a study conducted by Weiss (2012) found that work stress affected employee productivity, performance and turnover among doctors, and revealed that there is a negative correlation between job stress and job performance among doctors. On an opposing viewpoint, Bamba (2016), suggests that job stress although has belittling impact on any individuals performance with dire consequences when related to health care. However, the notion that stress has detrimental effects on individual, and subsequently affects the performance of employees is shared by several researchers (Manjunatha & Renukamunthi, 2017).

Zalabak, Ellis and Winograd (2010) established that in the field of organizational behavior in studying factors affecting job performance, factors such as job stress have made the organizations strive to improve mechanisms to remove or neutralize factors causing job stress among individuals in order to improve their performance. Further, Manjunatha and Renukamunthi (2017) established that there existed a relationship between job stress and performance in many sectors of society. Alikhubasi (2015) established that work stress affected employee performance in the public sector.

Employees in the public sector are the foundation stone in developing and advancing the service delivery of any society and they aspire to respect, appreciate and aspire for working in right atmosphere that enables them to deliver services well (Manjunatha & Renukamunthi, 2017). Employees in the public sector cannot complete their duties appropriately if they are exposed to work stress and don't have mechanisms on how to overcome it. This can lead to frustration or poor performance because high levels of job stress among civil servants may affect the delivery of the services. From the afore mentioned studies, it is evident that no study has been carried out to show the relationship between work stress and employee performance specifically in the public sector in Kenya. This study comes to investigate the effect of work stress on employee performance in the public sector.

Work Stress

Stress is caused by an existing stress-causing factor or "stressor". Work stress is a chronic disease caused by conditions in the workplace that indirectly affect an individual's performance and overall his or her healthy body. In fact employee stress is negatively correlated to work performance. Further, the more the level of stress, the lower the employee performance in an organization. Today it is believed that even a little bit of stress will slowdown employees' work performance (Singh & Jain, 2013).

Work stress is "a situation in which some characteristics of the work situation are thought to cause poor psychological or physical health, or to cause risk factors making poor health more likely." Work stress arises when demands exceed abilities, while job-related strains are reactions or outcomes resulting from the experience of stress (Amigun & Von, 2010). Work stress is a chronic disease caused by conditions in the workplace that negatively cause an individual's performance and or overall well-being of his body and mind. In some cases, work stress can be disabling. In chronic cases a psychiatric consultation is usually required to validate the reason and degree of work related stress.

Employees' Performance

Employee's performance has received wide attention in literature and research due to its importance since every organization aims to achieve high performance (Ojo, 2012). Employees are people who are hired, working on the basis of part time or full time under an employment arrangement, whether it is in written or oral expression. It also includes agreement on the remuneration and the kind of duties expected of the employee within a time frame (Manjunatha & Renukamunthi, 2017). Employee performance is influenced by a number of internal and external factors which include personal issues, job suitability, motivation to succeed, working conditions, job training and performance feedback (Woods, 2014). Poor performance can result from unfulfilled external or internal factors. The

secret to fixing poor performance is to understand its root cause and thus organizations should provide managers with trainings that can enable them diagnose correctly the cause of poor performance and find the right solutions. Performance is the achievement of a set of assigned tasks that are anchored to time, with a result indicator that would measure the accomplishment level of the task assigned, which can be measured only when a performance standard has been put in place (Dhankar, 2015). Employee's performance thus refers to the observable behaviors and actions which explain how a job is done (Manjunatha & Renukamunthi, 2017). Thus employees' performance can be defined as the way to perform job tasks according to the prescribed description

Statement of the Problem

Past studies provide evidence to show that work stress has been a topic of increasing public and professional concern, both inside and outside Human Resource Management domains. The employee performance determines service delivery in the public sector in Kenya (Kiruja & Mukuru, 2018; Kinyita, 2015) has left the public sector with little choices but to resort to address issues in regard to employee stress management. According to the report on the Presidential Taskforce on Parastatal Reforms (2013), the employee performance of public sector in Kenya has been a matter of on-going concern in an environment of resource scarcity and mounting needs. In addition, there is weak human resource and institutional capacity to attract and retain the skill sets needed to drive performance due to work stress (Juma, 2015; Omolo, 2015; Kiprop & Yego, 2014).

Therefore, there is a dearth of information on work stress and employee performance in the public sector arising from the African context. Indeed, there is no study (as far as the researcher was able to establish from a review of available previous studies) on the relationship between work stress and employee performance in the public sector in Kenya. The lack of information on relationship between work stress and employee performance creates a gap in knowledge on how work stress has increasingly affected employees', performance in the public sector especially in the African context. It's on this premise the current study sought to examine the effect of work stress on employee performance in the public sector in Kenya, a case of The National Treasury.

Objectives of the Study

The general objective of the study was to establish the effect of work stress on employee performance in the public sector in Kenya.

The study was guided by the following specific objective

- i. To examine the effect of work overload on employee performance in the public sector in Kenya
- ii. To assess the effect of work conflict on employee performance in the public sector in Kenya
- iii. To determine the effect of work ambiguity on employee performance in the public sector in Kenya
- iv. To establish the effect of job security on employee performance in the public sector in Kenya

Research Hypotheses

The study focused on answering the following alternative hypotheses

H₀₁: There is a significant relationship between workload and employee performance in the public sector in Kenya

H₀₂: There is a significant relationship between work conflict and employee performance in the public sector in Kenya

H₀₃: There is a significant correlation between work ambiguity and employee performance in the public sector in Kenya

H₀₄: There is a significant relationship between job security and employee performance in the public sector in Kenya.

LITERATURE REVIEW

Theoretical Review

The study was based on the Michigan Model, Abraham Maslow's Hierarchy of Needs Theory and Psychological Stress: Lazarus Theory.

Michigan Model

The Michigan Model is based on a framework established by French and Kahn at the University of Michigan in 1962, and is sometimes known as the ISR model (Institute of Social Research) the Social Environment Model, or the Role Stress Approach. Like the P-E fit model (French et al., 1982) the Michigan Model (Caplan, Cobb, French, Harrison, Pinneau, 1975) also places much emphasis on the individual's own subjective perceptions of stressors. Environmental stressors, such as role ambiguity, conflict, lack of participation, job security, workload, lack of challenge etc, are subjectively perceived, and personality variables, demographics, and social support moderate these perceptions to lead to health outcomes (Moeno-Jimenez et al., 2009). Role issues, such as role conflict, role ambiguity and role expectations are particularly central stressors, also known as the Role Stress Approach (Alkubaisi, 2015).

The model was refined by Hurrell and McLaney (1988) from the U.S. National Institute of Occupational Safety and Health to result in what is known as the NIOSH model, which as well as specifying examples of how stressors,

individual differences, acute reactions, and illness outcomes occur, also focuses more on the role of objective workplace factors in the a etiology of work stress (Huang, Feurstein, &Sauter, 2002). In the field of management, workplace stress can be exhibited through work load, work place conflict, work ambiguity which are the core of research as the costs to organizations and employees (Arshadi and Damiri, 2013; Webster et al., 2010). Farler and Broady-Preston (2012) suggested that a work-place is a community of its own, hence employees derive their sense of identity and belongingness from it. Stress in the workplace would therefore affect employees significantly and ultimately the performance of the entire organization would also be at stake (Ahmad Ezane et al., 2012). It is on this premise the current study will adopt Michigan Model to expound the relationship between work load, work conflict, work ambiguity and employee performance in the public sector in Kenya.

Abraham Maslow's Hierarchy of Needs Theory

Maslow's hierarchy of needs theory states that people have a pyramid hierarchy of needs that they will satisfy from bottom to top. He proposed that motivation is the result of a person's attempt at fulfilling five (5) basic needs: physiological, safety, social, esteem and self-actualization. Maslow's hierarchy of needs theory remains relevant in every sector of our business today as its best analyzes Maslow's hierarchy of needs where the lower order needs (physiological and safety needs) may be linked to employee performance. Every new organization passes through this lower order stage in which they struggle with their basic survival needs. At the third level of the Maslow's hierarchy, social needs would correspond to the formation of organized roles within the organization into distinct units, depicting the human resource management function which resonates according to the tone set by organizational culture. This study finds this theory relevant in studying the influence of job security and employee performance in the public sector in Kenya.

Psychological Stress: Lazarus Theory

Two concepts are central to any psychological stress theory: appraisal, that is individuals' evaluation of the significance of what is happening for their well-being, and coping, that is individuals' efforts in thought and action to manage specific demands (Lazarus 1993). In this theory, stress is regarded as a relational concept that is stress is not defined as a specific kind of external stimulation or a specific pattern of physiological, behavioral, or subjective reactions. Instead, stress is viewed as a relationship ('transaction') between individuals and their environment (Omolo, 2015).

Psychological stress in the public sector refers to a relationship with the environment that the employee appraises as significant for his or her well being and in which the demands tax or exceed available coping resources' (Kiruja & Mukuru, 2018). These points to two processes as central mediators within the person-environment transaction: cognitive appraisal and coping in the work environment. In this theory, employee's work place stress is viewed as conflict between an employee and his or her perception of unacceptable workplace environment. This theory will guide the study to establish the effect of work conflict and ambiguity on employee performance in the public sector in Kenya.

Conceptual Framework

According to Orodho (2009) a conceptual framework describes the relationship between the research variables. Figure 2.1 shows the conceptual framework to be adopted by the study. In the conceptual framework, the independent variables are; workload, work conflict, work ambiguity and job security. The dependent variable is Employee Performance.

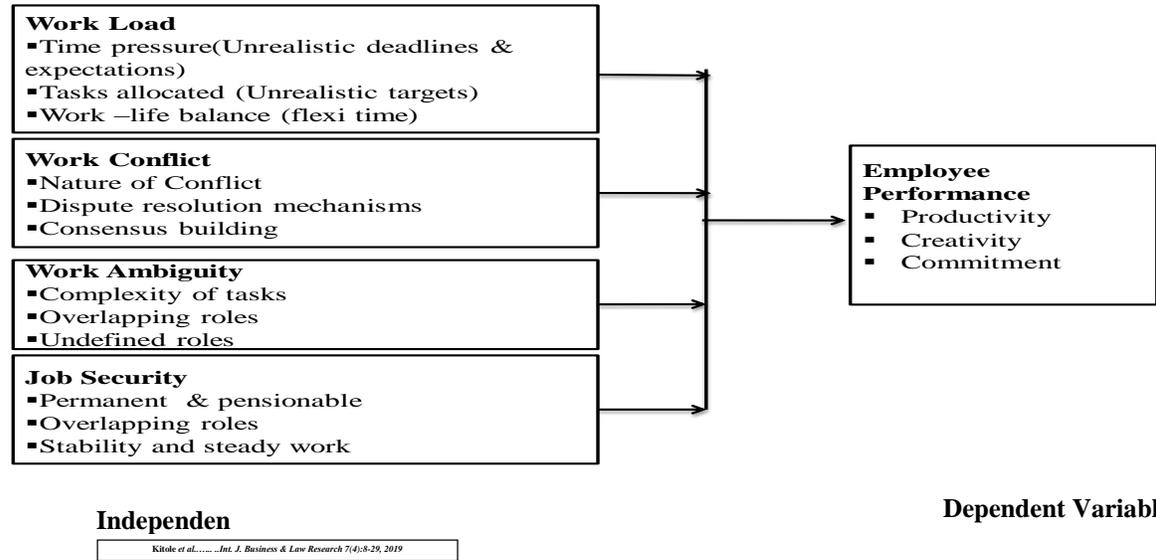


Figure 2.1: Conceptual Framework

RESEARCH METHODOLOGY

Research Design

Descriptive research design was used in the study. Descriptive research was used to seek established factors associated with certain occurrences, outcomes, conditions or types of behavior.

Target Population

The target population of the study was 1270 employees drawn from different directorates at the National treasury headquarters, Nairobi. The details of the target population are as illustrated in Table 3.1.

Table 3.1 Target Population

Directorate	Population
Directorate of Public Debt Management	145
Directorate of Portfolio Management	198
Directorate of Accounting Services & Quality Assurance	190
Directorate of Budget, Fiscal & Economic Affairs	325
Directorate of Administrative and Support Services	412
Total	1270

Source: National Treasury (2019)

Sampling Frame, Sample Size and Sampling Technique

The sampling frame for this study has been developed as there is no readily available list to enable the research to refer to. The National Treasury in the Republic of Kenya maintains a list of all staff according to departments in the Ministry. This provides a useful guideline for developing the sampling frame.

The study used a list of the employees at Human Resource Department at the National Treasury. The list has 1270 employees as at May, 2019. Mugenda and Mugenda (2012), indicates that a sample size of the target population should be large enough so long as it allows for reliable data analysis and allows testing for significance of differences between estimates. The sample size of this study was calculated from the Slovin’s formula given as:

$$n = \frac{N}{1 + N(e)^2}$$

Where: n = Sample size,
 N = Total population and
 e = Error tolerance (confidence level).
 Since the population N = 1270,
 Error tolerance = 0.05,
 The sample size is determined as:

$$n = \frac{1270 \times 304}{1 + 1270(0.05)^2}$$

The sample size therefore was 304.

To determine the sample size of each category of workers in the organization was sampled using stratified random sampling. This was to ensure that the sampling units had equal chance in the study. The sample distribution was given as shown in Table 3.2;

Table 3.2: Sample Size Distribution

Directorate	Population (N)	Sample (n)
Directorate of Public Debt Management	145	35
Directorate of Portfolio Management	198	47
Directorate of Accounting Services & Quality Assurance	190	45
Directorate of Budget, Fiscal & Economic Affairs	325	77
Directorate of Administrative and Support Services	412	100
Total	1270	304

Data Collection Instrument

In this study questionnaires were used as the research instrument to collect primary data. It was structured to capture information on the dependent variable and the independent variables. The stress management questionnaire (SMQ) was used to measure the variables in this study. This SMQ has been largely used to measure stress management over the last four decades (Alkubaisi, 2015). On the dependent variable (employee performance) this study adopted employee performance questionnaire as adopted and used by Kishori and Vinothini (2016). Data was collected through administration of questionnaires. Work stress elements have previously been considered in previous studies as factors affecting employee performance in line with the Maslow’s Hierarchy of Needs Theory (Ajayi, 2016; Allahyari & Khalkahli, 2016). Spearman rho correlation was used to establish the relationship between variables in this study. Multiple regression was carried out in this study to establish the independent variables that predict the dependent variables.

Data Collection Procedure

The primary data was collected through the use of questionnaires. The questionnaires were presented to the respondents under a questionnaire-forwarding letter accompanied by an introductory letter from the university. The researcher identified the respondents, introduced herself and requested to drop the questionnaire and collect back answered instruments after two weeks.

Pilot Study

Pilot study was conducted in determining if there were flaws, limitations or other weaknesses within the data collection instrument to make the necessary revisions prior to the implementation of the study. The study took 10% of the sample population and was undertaken on at least 30 non-respondents.

Reliability of the Research Instrument

In this study, internal consistency method was used. The rationale for internal consistency is that the items should all be measuring the same constructs and thus correlates positively to one another (Marring, 2014). The most widely used measure for determining internal consistency is the Cronbach’s coefficient alpha. The test of reliability is calculated using the SPSS (Statistical Package for Social Scientist). The Cronbach’s alpha coefficient ranges between 0 and 1 (Kilungu, 2015). Higher alpha coefficient values means that scales are more. The standard minimum value of alpha of 0.7 was adopted in this study as recommended by Gupta (2004) as the minimum level for item loadings. Higher alpha coefficient values means there is consistency among the items in measuring the concept of interest. The recommended value of 0.7 was used as a cut-off of reliabilities.

Validity of the Research Instrument

To ensure content validity, the researcher carried out a review of the items in order to identify the items required to measure the concepts, for example, employee performance, work load, work conflict, work ambiguity and job security. The measurement of the concept of employee performance was used in the study was adopted from Krohne (2002) tool based on the same conceptualization. In order to examine and distinguish the necessary elements of work the instrument has an additional section of questions relating to those factors as hypothesized in the local context of this study.

Data Analysis and Presentation

Data collected was analyzed using both quantitative and qualitative methods using excel and Statistical Packages for Social Sciences. Data processing was carried out through editing, coding and classification. Descriptive and inferential statistics were used to analyze the quantitative data. Content analysis was employed to analyze the qualitative data whereas statistical methods, regression and correlation analysis was utilized to analyze the

quantitative data. Data was presented in various forms. The study further adopted Multiple Regression Analysis to establish the strength and direction of the relationship between the independent variables (workload, conflict, ambiguity and job security) and the dependent variable (Employee performance) at 5% level of significance. The dependent variable was regressed against four independent variables. A multiple regression model that was then fitted to determine the combined effect that the independent variables had on the dependent variable when acting jointly was expressed as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon, \text{ Where;}$$

Y= Employee Performance

β_0 = constant (coefficient of intercept),

X_1 = Workload;

X_2 = Work Conflict;

X_3 = Work Ambiguity;

X_4 = Job Security;

$\beta_1 \dots \beta_4$ = Regression coefficient of four variables.

ϵ = Error term.

The study performed individual tests of all independent variables to determine which regression coefficient may be zero and which one may not. The conclusion was based on the basis of p value where if the null hypothesis of the beta is rejected then the overall model was significant and if null hypothesis was not rejected the overall model is insignificant. In other words if the p-value is less than 0.05 then the researcher concluded that the overall model was significant and had good predictors of the dependent variable and that the results were not based on chance. If the p-value was greater than 0.05 then the model was not significant and could not be used to explain the variations in the dependent variable

Ho: $\beta = 0$

While

Ha: $\beta \neq 0$

If $\beta = 1, 2, 3, 4, \dots$ values you reject the null hypothesis

- (i) Calculation of ANOVA statistics and p-values.
- (ii) Compare the P-value against 0.05 and if p-value less than 0.05 then the variable is significant.
- (iii) Reject or fail to reject the null hypothesis.

The stated hypotheses are essential to illustrate methodology of accepting or rejecting the null hypothesis. By concluding on hypothesis, the study demonstrates the relationships between variables or lack of it. Therefore, Inferences to be made by testing the significance of each of the partial regression coefficients, that is, test:

$$H_0: \beta_j = 0 \text{ Vs } H_A: \beta_j \neq 0 \text{ for } j = 1, 2, 3, 4.$$

Where H_0 = Null hypothesis and H_A = Alternative hypothesis.

The test statistic under H_0 will be:

$$t_{calc} = \frac{\beta_j}{S_{\beta_j}} \dots \dots \dots \text{(equation 2).}$$

Where S_{β_j} is the standard error incurred when estimating β_j .

The critical value of t will be:

$$t_{crit} = t_{(n-k-1)} (1 - \alpha/2) \dots \dots \dots \text{(equation 3).}$$

H_0 shall be rejected if and only if $t_{calc} \geq t_{crit}$. If H_0 is not rejected, it implies that the variable X_j has no influence on Y, thus it shall be omitted from the model.

Data was presented in various forms. A frequency distribution table was used to summarize categorical or numerical data.

PRESENTATION AND DISCUSSION

Rate Response

From the data collected, out of the 304 questionnaires administered, 234 were filled and returned, which represents 76.97% response rate.

4.1.2 Reliability Results

The study sought to explain the pilot testing results before conducting the actual study. The results are presented in Table 4.2: According to Table 4.2 illustrates that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.7

Table 4.2: Pilot Study Results

Scale	Cronbach's Alpha	No. of Items
Work Overload	.839	5
Work Conflict	.906	6
Work Ambiguity	.886	5
Job Security	.895	5
Employee Performance	.987	4

Source: Research Data, (2019)

4.2. Demographic Analysis

The study sought to find out the demographic information of the respondents. This was important since it forms foundation under which the study can fairly adopt in coming up with conclusions. The analysis relied on this information of the respondents so as to categorize the different results into meaningful conclusions.

4.2.1. Highest Level of Education

Respondents were further asked to indicate their highest levels of education. This would serve to show the academic backgrounds among respondents in their respective positions in their study area. This would also show the respective levels of conversance with various work stress issues in addition to the practice in their current work stations. This is presented in Figure 4.1;

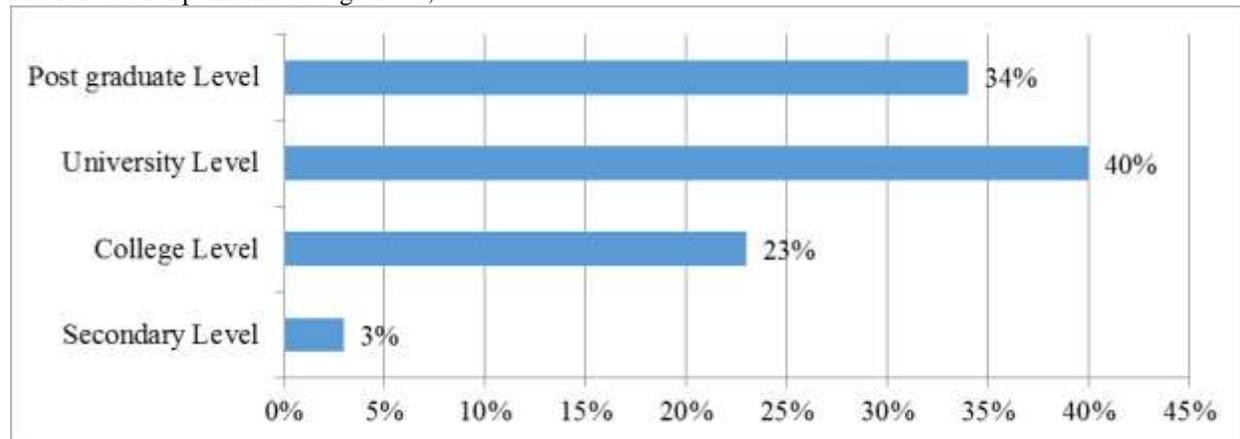


Figure 4.1: Highest Level of Education Attained

Source: Research Data, (2019)

Findings as shown in Figure 4.1 illustrates that a majority of respondents, 40%, indicated having attained a degree level, closely followed by 35% having attained post graduate level, 23% had attained college level and 3% of the respondents had reached secondary level. From the findings, overall, respondents can be said to have attained high education levels, hence able to comprehend the study objectives and give reliable responses.

Length of Service

With some level of working experience necessary in establishing the study objectives, the study found it necessary to establish the length of service of the respondents, in years, serving in the public sector. Figure 4.2 illustrates the findings.

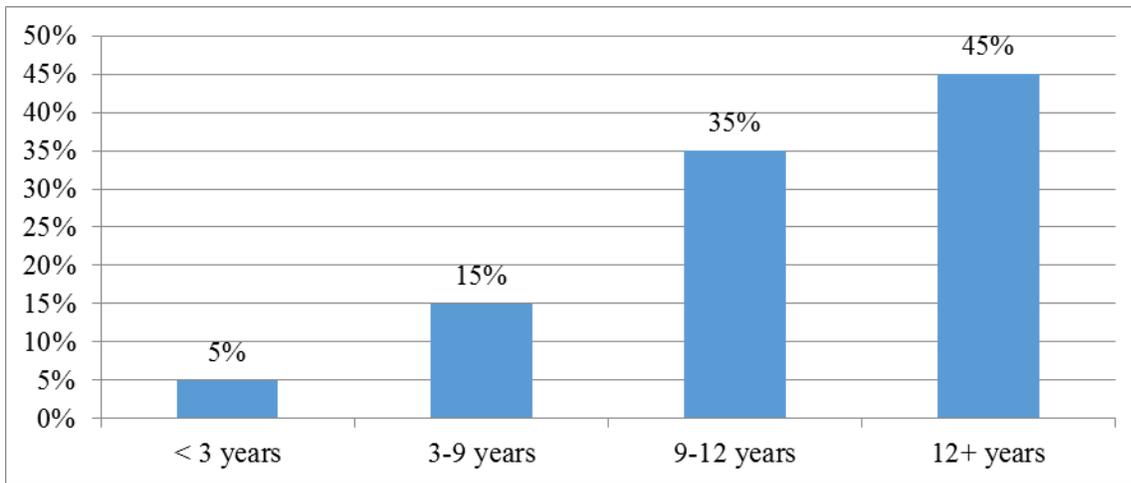


Figure 4.2: Length of Service

Source: Research Data, (2019)

According to Figure 4.2, the study established that a majority of respondents, 45% have worked in the public sector for between 12 years and above. This was followed by those having worked for between 9 and 12 years, as indicated by 35% of respondents. Only 15% and 5% of respondents were found to have worked at the public sector for above 3-9 years and less than 3 years respectively. The results reveal a rather fair distribution across the years representing the length of service in the public sector, which is also reflective of the respective experiences. With a majority having worked for over 6 years, responses can be deemed to be informed by adequate experience on work stress matters in the public sector.

4.2.3. Management Level of Respondents

With some level of management experience necessary in establishing the study objectives, the study found it necessary to establish the management level of the respondents in the public sector. Figure 4.3 illustrates the findings.

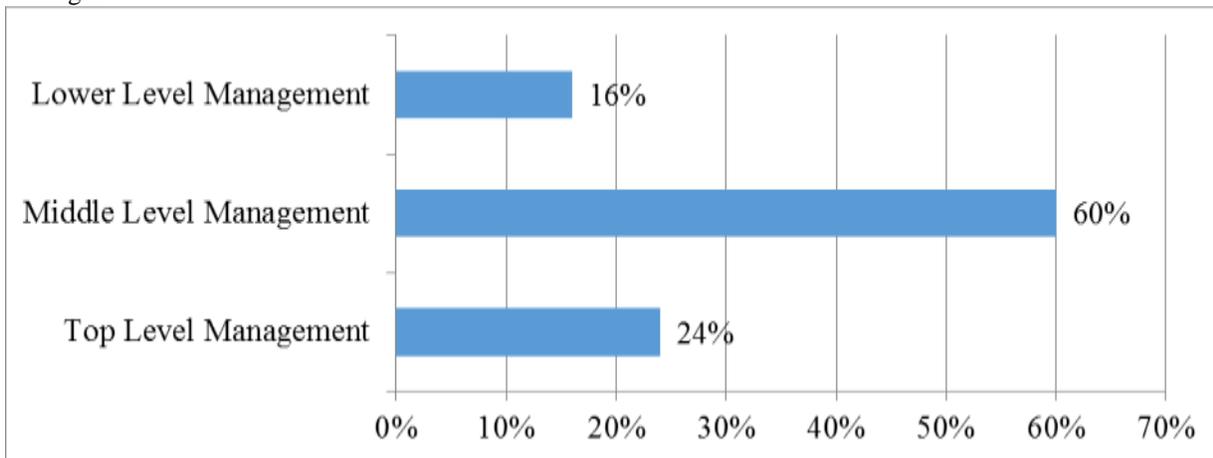


Figure 4.3: Management Level of Respondents

Source: Research Data, (2019)

Results in Figure 4.3 show that 24% of the respondents were in top management level, 60% were in middle management level while 16% were in lower management level. Each level of management has its own contribution. Top level management is generally lean in government organizations but contribute significantly through formulation of strategy, policy and offering high level support to the other two levels of management. Top management and old members in an organization are the ones offering work conflict and dispute resolutions mechanisms; therefore strengthening them or turning them over brings change in the organization. Middle level managers ensure execution of objectives set up by top management whereas routine activities are performed by the lower management cadres. In order to earn maximum benefits from each of these segments, understanding of work stress and its role on employee performance is vital.

Work Overload

The study sought to assess the effect of work overload on employee performance in the public sector in Kenya. This section presents findings to statements posed in this regard with responses given on a five-point Likert scale (where

1 = Very Small Extent; 2 = Small Extent; 3 = Moderate Extent; 4 = Great Extent; 5= Very Great Extent). Table 4.3 presents the findings. The scores of ‘Very Small Extent and ‘Small Extent’ have been taken to represent a statement not agreed upon, equivalent to mean score of 0 to 2.5. The score of ‘Moderate Extent’ has been taken to represent a statement equivalent to a mean score of 2.6 to 3.4. The score of ‘Great Extent’ and ‘Very Great Extent’ have been taken to represent a statement highly agreed upon equivalent to a mean score of 3.5 to 5.0.

Table 4.3: Effect of Work Overload on Employee Performance

Work Overload	Mean	Std. Dev
Tasks allocated to us are not beyond my capability and expectations	2.456	.435
We are not understaffed thus amount of work assigned to us is not heavy for us	2.764	.231
We can manage all types of services required by clients within the shortest time possible	2.876	.342
We do not get interrupted during working hours	3.212	.331
Our work and our private lives are well balanced	3.214	.329
Average Mean	2.904	

Source: Research Data, (2019)

Table 4.3 presents the findings as tabulated, a majority of respondents indicated to a moderate extent with the statement posed in regard to the effect of work overload on employee performance in the public sector in Kenya. The study established respondents indicated to a moderate extent that the tasks allocated to them were not beyond their capability and expectations (Mean=2.456). To a moderate extent they were not understaffed thus amount of work assigned to them were not heavy for them (Mean=2.764). Further, the respondents indicated to moderate extent that they could manage all types of services required by clients within the shortest time possible (Mean=2.876). The respondents also indicated to a moderate extent that respondents did not get interrupted during working hours (Mean=3.212). Finally, the respondents to a moderate extent posited that their work and private lives were well balanced (Mean=3.214). The overall mean was 2.904. The study results imply that work stress affected employee performance affected employee performance in the public sector in Kenya.

The study findings are in agreement with the findings by Tahir et al., (2012) explored the effect of work overload on the task related performance and customer orientation of employees. The finding of study shows that a decline in performance occurred as a result of work load which led to less customer orientation among the employees. The study findings are in tandem with the findings by Awadh., Gichinga and Ahmed (2015) indicated a strong positive correlation existed between performance and work overload. For example too much tasks allocated led to time pressure which was a major stressor as most employees felt due to working for long hours in that dual responsibility of dividing their time as working long hours denies them time with their family and this posed as a big challenge. A strong positive correlation existed between time pressure (work overload) for the job and performance was noted. Relatedly, Karatepe (2013) investigated the effects of work overload on job embeddedness and job performance. The study results showed that the employees who had heavy workloads and were unable to establish a balance between work (family) and family (work) roles were emotionally exhausted. Such employees in turn are less embedded in their jobs and display poor performance in the service delivery process.

Work Conflict

The study sought to assess the effect of workplace conflict on employee performance in the public sector in Kenya. This section presents findings to statements posed in this regard with responses given on a five-point Likert scale (where 1 = Very Small Extent; 2 = Small Extent; 3 = Moderate Extent; 4 = Great Extent; 5= Very Great Extent). Table 4.4 presents the findings. The scores of ‘Very Small Extent and ‘Small Extent’ have been taken to represent a statement not agreed upon, equivalent to mean score of 0 to 2.5. The score of ‘Moderate Extent’ has been taken to represent a statement equivalent to a mean score of 2.6 to 3.4. The score of ‘Great Extent’ and ‘Very Great Extent’ have been taken to represent a statement highly agreed upon equivalent to a mean score of 3.5 to 5.0.

Table 4.4: Effect of Workplace Conflict on Employee Performance

Work Place Conflict	Mean	Std. Dev
Our schemes of work are well defined and well supervised during working hours	3.214	.675
We have an effective dispute resolution mechanism in our organization	3.109	.280
Our supervisor motivates and supports us to perform our work to meet set targets	2.987	.153
We communicate regularly with our coworkers and supervisors	3.091	.487
Our work is well defined thus no overlapping of roles with other workers	3.243	.657
The management involve us during the making of the decisions regarding our work	3.290	.523
Average Mean	3.100	

Source: Research Data, (2019)

Table 4.4 presents the findings as tabulated, a majority of respondents were found to be neutral with the statement posed in regard to the effect of work place conflict on employee performance in the public sector in Kenya. The study established respondents to a moderate extent indicated that the schemes of work were well defined and well supervised during working hours (Mean=3.214); and that they had an effective dispute resolution mechanism in their organization (Mean=3.109). The respondents indicated to a moderate extent indicated that the supervisor motivated and supported them to perform their work to meet set targets (Mean=2.987). The respondents also indicated that to a moderate extent the organization helped in career awareness and assessment of the employees (Mean=3.091). Further, to a moderate extent the respondents stated that they communicated regularly with their coworkers and supervisors (Mean=3.243). The respondents to a moderate extent stated that the roles were well defined thus no overlapping of roles with their colleagues (Mean=3.243). Finally, to a moderate extent the respondents stated that management involved them during the making of the decisions regarding their work (Mean=3.290). The study established an overall mean of 3.100. The study results imply that work place conflict affect employee performance in the public sector in Kenya.

From the descriptive statistics, the study findings are in agreement with the findings by Donkor et al., (2015) study results which confirmed the assertion by the existing body of literature that relationship conflict has a negative effect on output of workers. The Pearson correlation also revealed that whilst relationship conflict adversely affects performance, both task and process conflicts have a positive influence on output of workers. Similarly, Mwangi and Ragui (2013) study findings indicated that poor management of conflicts arising from inter organizations, intra group relations and individual employees as well as ineffective conflict resolution procedures significantly affect employee’s performance. In addition, Anefiok *et al.*, (2018) examined the impact of workplace conflicts on employee's contextual performance and employee's commitment in an organization. The findings revealed that there is a statistical significant relationship between relationship conflict and employee's contextual performance. Results from the findings also revealed that there is no significant relationship between task conflict and employee's contextual performance while indirect effect may occur. However, we found that there is statistical significant relationship between overall work conflicts and employee's commitment

Futher, Chigozie (2017) study results showed that unclear responsibilities, poor reward system, and lack of group cohesiveness, are responsible for organizational conflicts; with the consequential impact on employee job commitment, service quality, customer satisfaction and organizational performance, whereas outcomes generate influence on employee job satisfaction and job performance, thus creating turnover intentions and further generating organizational conflict. Finally, Posthuma (2011) studies established found that innovative work behaviors had a positive relationship to workplace conflict. One study showed that task conflict seemed to relate to increased innovative work behaviors. Another study found a positive relationship between broader measures of innovative work behaviors and conflicted with workers. The positive relationship between task conflict and innovative behaviors seemed to increase when there was more support for innovation. In addition, the positive relationship between innovative behavior and conflict with coworkers seem to decrease when there was more distributive justice in workplace rewards. These studies also showed significant relationships between conflict management and subjective outcomes, such as subjective perceptions of negotiations, job satisfaction, turnover intentions, and relationships between coworkers.

Work Ambiguity

The study sought to assess the effect of work ambiguity on employee performance in the public sector in Kenya. This section presents findings to statements posed in this regard with responses given on a five-point Likert scale (where 1 = Very Small Extent; 2 = Small Extent; 3 = Moderate Extent; 4 = Great Extent; 5= Very Great Extent). Table 4.5 presents the findings. The scores of ‘Very Small Extent and ‘Small Extent’ have been taken to represent a statement not agreed upon, equivalent to mean score of 0 to 2.5. The score of ‘Moderate Extent’ has been taken to represent a statement equivalent to a mean score of 2.6 to 3.4. The score of ‘Great Extent’ and ‘Very Great Extent’ have been taken to represent a statement highly agreed upon equivalent to a mean score of 3.5 to 5.0.

Table 4.5: Effect of Work Ambiguity on Employee Performance

Work Ambiguity	Mean	Std. Dev
Our work does not require us doing different duties at the same time	4.678	.876
Our work is not complicated as it does not require sophisticated skills	4.234	.675
We are delegated duties according to our skills.	4.219	.542
The work is simple, not monotonous and repetitive.	4.211	.321
The duties assigned to us are well defined and clear to us	4.234	.673
Average	4.315	

Source: Research Data, (2019)

Table 4.5 presents the findings as tabulated; a majority of respondents to a great extent agreed work stress affected employee performance in the public sector in Kenya. The study established that majority of respondents to a great

extent indicated that their work did not require them doing different duties at the same time (Mean=4.678). The majority of respondents stated to a great extent that work was not complicated as it did not require sophisticated skills (Mean=4.234). The majority of respondents to a great extent indicated that they delegated duties according to their skills (Mean=4.219). The majority of respondents indicated to a great extent that managers encouraged personal development of employees (Mean=4.211). The majority of respondents indicated to a great extent that the work was simple, not monotonous and repetitive (Mean=4.234). Finally, the majority of respondents indicated to a great extent that the duties assigned to them were well defined and clear to them (Mean=4.234). The overall mean was 4.315.

The study findings imply that work ambiguity affected employee performance in the public sector in Kenya. The study findings corroborate with findings by Celik (2013) sought to investigate the effects of role ambiguity and role conflict on the burnout of head vice principals, vice principals on job performance. The study findings indicated that indirect and direct effects of role ambiguity on job performance were significant. In terms of the effect of role ambiguity on job performance, full mediation of emotional exhaustion and partial mediation of personal accomplishment were found.

Similarly, the study findings are in agreement with the findings by Muraale, Basit and Hassan (2017) analyzed the impact of job stress on employee performance and found out that work ambiguity had significant and negative influence on employee performance. Work ambiguity led to lack of motivation which had a significant influence on employee performance. The study results concluded that work ambiguity would reduce employee performance in all aspects. Grobelna (2016) study results showed a negative and significant correlation between employee creativity and role ambiguity. It may confirm that in the face of dynamically changing customer needs and preferences, employees' creativity when serving customers may lead to reducing employees' uncertainty how to perform effectively to provide outstanding service. The findings also revealed that both employees' intellect/ imagination (as a personality variable) and skill variety (as a job characteristic) should be taken into account to increase creativity in the workplace, as both of them positively related to employees' creativity in the study

In addition, the study findings are in line with the findings by Khattak, Ul-Ain, and Iqbal (2013) study results of correlation and regression found that role ambiguity, had negative relation with job satisfaction. It indicates that role ambiguity is playing one of the roles of job stressor which leads to job dissatisfaction among employees. Srikanth and Jomon (2013) results showed that feedback seeking both from a supervisor and co-workers ameliorated the effects of role ambiguity on role performance. Specifically, compared to feedback seeking from co-workers, feedback seeking from a supervisor was found to be more useful in reducing the effects of role ambiguity on role performance. Amx and Sharma (2016) study results indicated that role ambiguity negatively affects organizational commitment. Role ambiguity also negatively influences goal acceptance, where goal acceptance positively affects employee performance.

Job Security

The study sought to assess the effect of job security on employee performance in the public sector in Kenya. This section presents findings to statements posed in this regard with responses given on a five-point Likert scale (where 1 = Very Small Extent; 2 = Small Extent; 3 = Moderate Extent; 4 = Great Extent; 5= Very Great Extent). Table 4.6 presents the findings. The scores of 'Very Small Extent' and 'Small Extent' have been taken to represent a statement not agreed upon, equivalent to mean score of 0 to 2.5. The score of 'Moderate Extent' has been taken to represent a statement equivalent to a mean score of 2.6 to 3.4. The score of 'Great Extent' and 'Very Great Extent' have been taken to represent a statement highly agreed upon equivalent to a mean score of 3.5 to 5.0.

Table 4.6: Effect of Job Security on Employee Performance

Job Security	Mean	Std. Dev
There is fairness on regulations on the dismissal from work	4.654	.875
We are assured that our contracts are renewed yearly	4.214	.345
We are on permanent and pensionable terms of service thus able to plan our work well	4.317	.329
The payment of salaries is paid promptly	4.456	.458
Our work gives us financial and non-financial rewards	4.678	.679
Average Mean	4.299	

Source: Research Data, (2019)

Table 4.6 presents the findings as tabulated; a majority of respondents indicated to a great extent with the statement posed in regard to the effect of employee training on employee retention in the state corporations in Kenya. The study established that majority of respondents indicated to a great extent that there was fairness on regulations on the dismissal from work (Mean=4.654); A majority of respondents agreed to a moderate extent that they were assured that their contracts were renewed yearly (Mean=4.214); To a great extent indicated that knowledge sharing among employee were achieved through workshops (Mean=4.317). Further, to a great extent the respondents stated that

they were on permanent and pensionable terms of service thus able to plan their work well (Mean=4.456); the payment of salaries was paid promptly (Mean=4.678). Finally, the majority of the respondents stated to a great extent that a majority of respondents indicated that their work gave them financial and non-financial rewards (Mean=4.299).

The study findings imply that job security affect employee performance in the public sector in Kenya. The study findings are consistent with the findings by Jimenez and Didona (2017) examined whether perceived job security positively impacts the effectiveness of job performance among employees. The results supported the literature review, and indicated that employees are more susceptible to show better performance in their work place when in the context of the job security offered by the organizations. In addition, the study findings corroborate with the findings by Abolade (2018) investigated the relationship between job insecurity and organization performance, as well as relationship between job insecurity and employee turnover. The findings established that job insecurity negatively affect organization performance and induce employee turnover. It was recommended that organization policy makers should diligently address the factors that contribute to job insecurity, have training policy and train employees as work procedures are becoming more dynamic with new technologies.

Furthermore, the study results are consistent with an investigation performed by Staufenbiel & Cornelius (2010), revealed that job insecurity is proposed to have a predominantly harmful effect on performance, turnover intention, and absenteeism, and it is argued that these effects are mediated by (reduced) work attitudes. Taduvana (2017) study findings revealed that job insecurity did have an impact on organizational commitment. The findings also revealed that job insecurity had no relationship with job satisfaction and recommendations should provide clear communication, provide social support and maintain a balanced psychological contract. The recommendations also suggest that management organizations should provide salaries and benefits that are market related. Sora, Caballer and Peiró (2010) after reviewing relevant research on stress theory and the relationship between job insecurity and its consequences, they test two hypotheses on 942 employees in Spain, established that job insecurity relates negatively to job satisfaction and organizational commitment and positively to intention to leave.

Lord and Hartley(2010) findings on the organizational commitment and job insecurity in a changing public service organization, also confirmed that job insecurity was associated with a greater felt need for change, but also with lower organizational commitment. The study findings also confirm the study findings by Chirumbolo (2015) results confirmed that job insecurity was positively related to counterproductive work behaviors whereas Honesty–Humility was negatively associated to them. More importantly, Honesty–Humility moderated this relationship, even after controlling for gender, age, type of contract, and the other HEXACO personality traits. For individuals with low Honesty–Humility, job insecurity was positively related to counterproductive work behaviors, whereas for individuals with high Honesty–Humility, job insecurity turned out to be unrelated to counterproductive work behaviors.

Employee Performance

The study sought to assess the status of employee performance in the public sector in Kenya with a specific reference to National Treasury. This section presents findings to statements posed in this regard with responses given on a five-point Likert scale (where 1 = Very Small Extent; 2 = Small Extent; 3 = Moderate Extent; 4 = Great Extent; 5= Very Great Extent). Table 4.5 presents the findings. The scores of ‘Very Small Extent and ‘Small Extent’ have been taken to represent a statement not agreed upon, equivalent to mean score of 0 to 2.5. The score of ‘Moderate Extent’ has been taken to represent a statement equivalent to a mean score of 2.6 to 3.4. The score of ‘Great Extent’ and ‘Very Great Extent’ have been taken to represent a statement highly agreed upon equivalent to a mean score of 3.5 to 5.0..

Table 4.7: Employee Performance Statistics

Employee Performance	Mean	Std. Dev
We do complete task allocated to us in time	2.876	.765
We intend to continue working in the organization	3.125	.987
We are loyal and committed to our organization	3.476	.765
We are creative on delivery of services in our organization	3.652	.987
Average Mean	3.332	

Table 4.7 presents the findings as tabulated, a majority of respondents were found to be neutral with the statement posed in regard that they did complete task allocated to them in time (Mean=2.876). The employees intended to continue working in the organization (Mean=3.125). They were loyal and committed to the organization (Mean=3.476). The employees were creative on delivery of services in the organization (Mean=3.652).The study results imply that respondents to a moderate extent agreed with the statements on the job security and employee performance in the public sector in Kenya with a specific reference to the National Treasury. The study findings imply that work stress affected employee performance at the National Treasury.

The study findings are in agreement with the findings by Dhammika (2013) on measuring employees' performance in the public sector in Sri Lanka: Testing of Two Models, it was found that the role based model of performance recorded better model fit statistics over two factor model. The study revealed that the behavioral factors such as the job, career, team, innovator and organization are important aspects to be concerned in assessment of performance of employees. Kihara and Mugambi (2018) evaluated the influence of stress management strategies on employees' performance in the public sector. The study recommended that the management of the organization under study should create awareness to the employees to enable them be aware of utilization of stress management strategies available in the organization that can result in improved performance.

Correlation Analysis

Table 4.8: Correlation Matrix for Independent and Dependent Variables

		Employee Performance	Work Overload	Work Conflict	Work Ambiguity	Job Security
	Pearson Correlation	1				
Employee Performance	Sig.(2-tailed)					
	N					
Work Overload	Pearson Correlation	0.429	1			
	Sig.(2-tailed)	0.000				
Work Conflict	N	234				
	Pearson Correlation	0.501	0.324	1		
Work Ambiguity	Sig.(2-tailed)	0.000	0.003			
	N	234	234			
Job Security	Pearson Correlation	0.787	0.216		1	
	Sig.(2-tailed)	0.000	0.004	0.023		
Job Security	N	234	234	234		
	Pearson Correlation	0.841	0.123	0.134	0.223	1
	Sig.(2-tailed)	0.000	0.004	0.006	0.008	
	N	234	234	234	234	

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

Source: Research Data, (2019)

The study sought to establish the relationship between work overload and employee performance. A Pearson Correlation was performed and the result of the Pearson correlation test as presented in Table 4.8 show a correlation ($r(234) = 0.429$; $p < 0.05$) between the work overload on employee performance in the public sector. This implies that the work overload is negatively correlated to the employee performance. In addition, the correlation between these two variables was significant, that is $p < .05$ implying a linear relationship between the work overload and employee performance. This shows that work overload had a significant effect on employee performance.

In addition, the study examined the relationship between work conflict and employee performance. A Pearson Correlation was performed and the result of the Pearson correlation test as presented in Table 4.8 show a correlation ($r(234) = 0.501$; $p < 0.05$) between the work conflict on employee performance in the public sector. This implies that the work conflict is positively correlated to the employee performance. In addition, the correlation between these two variables was significant, that is $p < .05$ implying a linear relationship between the work conflict and employee performance. This shows that work conflict had a significant effect on employee performance.

Further, the study examined the relationship between work ambiguity and employee performance. A Pearson Correlation was performed and the result of the Pearson correlation test as presented in Table 4.8 show a correlation ($r(234) = 0.787; p < 0.05$) between the work conflict on employee performance in the public sector. This implies that the work ambiguity is positively correlated to the employee performance. In addition, the correlation between these two variables was significant, that is $p < .05$ implying a linear relationship between the work ambiguity and employee performance. This shows that work ambiguity had a significant effect on employee performance.

Finally, the study examined the relationship between job security and employee performance. A Pearson Correlation was performed and the result of the Pearson correlation test as presented in Table 4.8 show a correlation ($r(118) = 0.841; p < 0.05$) between the job security on employee performance in the public sector. This implies that the job security is positively correlated to the employee performance. In addition, the correlation between these two variables was significant, that is $p < .05$ implying a linear relationship between the job security and employee performance. This shows that job security had a significant effect on employee performance.

Multiple Regression Analysis

According to the model summary Table 4.9, R is the correlation coefficient which shows the relationship between the independent variables (work overload, work conflict, work ambiguity, job security) and dependent variable (employee performance).

Table 4.9: Model Summary (Overall)

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.866	.750	.738	.009

Source: Research Data, (2019)

It is notable that there exists a strong positive relationship between the independent variables and dependent variable as shown by R value (0.866). The coefficient of determination (R²) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable and the four independent variables that were studied explain 75.00% of the employee performance as represented by the R². This therefore means that other factors not studied in this research contribute 25.00% to the employee performance. This implies that these variables are very significant therefore need to be considered in any effort to boost employee performance in the public sector in Kenya.

Further, the study revealed that the p-value of $0.000 < 0.05$ thus the model is statistically significance in predicting how work overload, work conflict, work ambiguity and job security. The F critical at 5% level of significance was 0.000, this shows that the overall model was significant.

Table 4.10: ANOVA

Model		Sum of Squares	d.f	Mean Square	F	Sig.
1	Regression	88.255	4	22.064	125.792	0.000
	Residual	40.175	229	0.1754		
	Total	117.674	233			

Source: Research Data, (2019)

Further, the study ran the procedure of obtaining the regression coefficients, and the results were as shown on the Table 4.11. Multiple regression analysis was conducted to determine the relationship between dependent variable and the independent four variables. As per the SPSS generated table above, the model equation would be ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes: $Y = 9.747 - 0.470X_1 - 0.562X_2 - 0.832X_3 - 0.879X_4$. This indicates that employee performance = $9.747 - 0.470$ (Work Overload) - 0.562 (Work Conflict) - 0.832 (Work Ambiguity) + 0.879 (Job Security). According to the regression equation established, taking all factors into account (work overload, work conflict, work ambiguity, job security) constant at zero, employee retention was 9.747.

Table 4.11: Regression Coefficient Results

Model		Unstandardized Coefficients		Standardized	T	P-value.
		B	Std. Error	Coefficients		
1	(Constant)	9.747	1.398		6.972	0.000
	Work overload	0.470	0.142	0.344	3.310	0.000
	Work conflict	0.562	0.135	0.432	4.163	0.000
	Work ambiguity	0.832	0.127	0.659	6.551	0.000
	Job security	0.879	0.119	0.721	7.386	0.000

Source: Research Data, (2019)

The data findings analyzed also shows that taking all other independent variables at zero, a unit change in work overload will lead to a 0.470 change in employee performance, at 5% level of significance; work conflict had a 0.000 level of significance. The first hypothesis of the study stated that there is a significant relationship between workload and employee performance in the public sector in Kenya. Findings in Table 4.11 showed that work overload had coefficients of estimate which was significant basing on $\beta_1 = -0.470$ (p-value = 0.000 which is less than $\alpha = 0.05$). Also, the effect of work overload is more than the effect attributed to the error, this is indicated by the t-test value = 3.310, thus we reject the null hypothesis and conclude that there is a significant relationship between work overload and employee performance in the public sector in Kenya. The study findings are in tandem with the findings by Awadh., Gichinga and Ahmed (2015) indicated a strong positive correlation existed between performance and work overload. For example too much tasks allocated led to time pressure which was a major stressor as most employees felt due to working for long hours in that dual responsibility of dividing their time as working long hours denies them time with their family and this posed as a big challenge. A strong positive correlation existed between time pressure (work overload) for the job and performance was noted. Relatedly, Karatepe (2013) investigated the effects of work overload on job embeddedness and job performance. The study results showed that the employees who had heavy workloads and were unable to establish a balance between work (family) and family (work) roles were emotionally exhausted. Such employees in turn are less embedded in their jobs and display poor performance in the service delivery process.

A unit change in work conflict will lead to a 0.562 change in employee performance, at 5% level of significance; work conflict had a p-value of $0.002 < 0.05$. The second hypothesis of the study stated that there is a significant relationship between work conflict and employee performance in the public sector in Kenya. Findings in Table 4.11 showed that work conflict had coefficients of estimate which was significant basing on $\beta_1 = 0.562$ (p-value = 0.000 which is less than $\alpha = 0.05$). Also, the effect of work conflict is more than the effect attributed to the error, this is indicated by the t-test value = 4.163, thus we reject the null hypothesis and conclude that there is a significant relationship between work conflict and employee performance in the public sector in Kenya. The study findings are in agreement with the findings by Donkor et al., (2015) study results which confirmed the assertion by the existing body of literature that relationship conflict has a negative effect on output of workers. The Pearson correlation also revealed that whilst relationship conflict adversely affects performance, both task and process conflicts have a positive influence on output of workers. Similarly, Mwangi and Ragui (2013) study findings indicated that poor management of conflicts arising from inter organizations, intra group relations and individual employees as well as ineffective conflict resolution procedures significantly affect employee's performance. In addition, Anefiok *et al.*, (2018) examined the impact of workplace conflicts on employee's contextual performance and employee's commitment in an organization. The findings revealed that there is a statistical significant relationship between relationship conflict and employee's contextual performance.

A unit change in work ambiguity will lead to 0.832 change in employee performance, at 5% level of significance; job security had a $0.000 < 0.05$. The third hypothesis of the study stated that there is a significant relationship between work ambiguity and employee performance in the public sector in Kenya. Findings in Table 4.11 showed that work ambiguity had coefficients of estimate which was significant basing on $\beta_1 = 0.832$ (p-value = 0.000 which is less than $\alpha = 0.05$). Also, the effect of work ambiguity is more than the effect attributed to the error, this is

indicated by the t-test value = 6.551, thus we reject the null hypothesis and conclude that there is a significant relationship between work ambiguity and employee performance in the public sector in Kenya. The study findings corroborate with findings by Celik (2013) sought to investigate the effects of role ambiguity and role conflict on the burnout of head vice principals, vice principals on job performance. The study findings indicated that indirect and direct effects of role ambiguity on job performance were significant. Similarly, the study findings are in agreement with the findings by Muraale, Basit and Hassan (2017) analyzed the impact of job stress on employee performance and found out that work ambiguity had significant influence on employee performance. Work ambiguity led to lack of motivation which had a significant influence on employee performance. Grobelna (2016) study results showed a significant correlation between employee creativity and role ambiguity.

A unit change in job security will lead to 0.879 change in employee performance, at 5% level of significance; job security had a p-value of $0.004 < 0.05$. The fourth hypothesis of the study stated that there is a significant relationship between job security and employee performance in the public sector in Kenya. Findings in Table 4.11 showed that security had coefficients of estimate which was significant basing on $\beta_1 = 0.879$ (p-value = 0.000 which is less than $\alpha = 0.05$). Also, the effect of job security is more than the effect attributed to the error, this is indicated by the t-test value = 7.386, thus we reject the null hypothesis and conclude that there is a significant relationship between job security and employee performance in the public sector in Kenya. The study findings are consistent with the findings by Jimenez and Didona (2017) examined whether perceived job security positively impacts the effectiveness of job performance among employees. The results supported the literature review, and indicated that employees are more susceptible to show better performance in their work place when in the context of the job security offered by the organizations. In addition, the study findings corroborate with the findings by Abolade (2018) investigated the relationship between job insecurity and organization performance, as well as relationship between job insecurity and employee turnover. The findings established that job insecurity negatively affect organization performance and induce employee turnover. It was recommended that organization policy makers should diligently address the factors that contribute to job insecurity, have training policy and train employees as work procedures are becoming more dynamic with new technologies.

CONCLUSIONS

The study findings showed that work overload affected employee performance in the public sector in Kenya. The tasks allocated to the employees were not beyond their capability and expectations and sometimes they were not understaffed thus amount of work assigned to them was not heavy. They could manage all types of services required by clients within the shortest time possible. The study findings indicated when interrupted during working hours and their performance was low.

The study results indicated that the schemes of work were well defined and well supervised during working hours; and that they had an effective dispute resolution mechanism in their organization. The study findings indicated that to a small extent the supervisor motivated and supported juniors to perform their work to meet set targets. The supervisors rarely communicated regularly with their coworkers and supervisors.

The study established that work did not require them doing different duties at the same time. The employees work was not complicated as it did not require sophisticated skills. The employees were delegated duties according to their skills and rarely the managers encouraged personal development of employees. The study findings established that work was simple, monotonous and repetitive. Further, the employee duties assigned to them were well defined and clear to the employees.

The study findings show that job security affected employee performance in the public sector in Kenya. The study findings indicated to a small extent there was fairness on regulations on the dismissal from work and contracts were renewed yearly. There was little knowledge sharing among employee achieved through workshops. Further, majority of employees were in permanent and pensionable terms, payment of salaries was paid promptly.

RECOMMENDATIONS

The study established that work overload is a big concern for all the employees in the public sector. Some employees experienced pressure due to work overload and based on the finding of the study, it is important that the government do constant appraisal programs and appreciation should be given to reinstate and motivate the employees. Other than this, some of the measures can be taken up by the work force in order to cope with the work overload include. Reduction of work load among the staff will improve their intellectual and social abilities.

The study findings indicated that work place conflict employee performance in the public sector. After the comprehensive study of the concept of work conflict and its effects on employee performance the study recommends that supervisors must find and resolve the work conflicts and also its impact on employee performance. To avoid conflicts and achieve success in the public sector supervisors must motivate their juniors. The administrators should understand employee's capabilities and they also know how to encourage them and how to

resolve conflicts. To overcome work conflicts through the policies, the survival method; interpersonal associations with manager; interpersonal associations with peers; interpersonal dealings; salary; security in the place of work; working circumstances and designations should be encouraged in the work place.

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