# CHAPTER FOUR

# RESEARCH FINDINGS

# Introduction

This chapter consists of presentation from the questionnaire administered findings in form of pie charts and bar graphs. It also consists of an analysis of data using frequency tables for descriptive statistics consisting of percentiles, means, standard deviation and variances and Chi Square for inferential statistics.



## Sources of Work Stress

1. Thinking about the job you have now, how would you rate your own job against the following factors

In relation to their current job, majority of respondents considered their organization to be reputable, advancement opportunities, manageable workload and hours worked per week to be good while challenging work was rated as average, followed by pay and benefits, feeling of accomplishment, pay and benefits and manageable workload. Some few respondents however considered job security and pay and benefits at their organization to be poor.

Pay and benefits and challenging work had the lowest and similar standard deviation meaning deviations on the issue from respondent to respondent was small followed by job security and effective management. Hours worked per week reputable, advancement opportunities, manageable workload and job security had the highest standard deviation respectively, meaning there was a higher rate of deviating views on these matters from the respondents.

Table 4.1 Sources of work stress Frequency Table (Question 1)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Importance | Frequency | Percentage (%) | Mean |
| Pay and Benefits | Good | 7 | 41.18 | 5.67 |
| Average | 8 | 47.06 | 5.67 |
| Poor | 2 | 11.76 | 5.67 |
| Variance  = Ʃ(f – x)2  n-1 | 10.33 | | |
| Standard Deviation | 3.21 | | |
| Challenging Work | Good | 7 | 41.18 | 5.67 |
| Average | 10 | 58.82 | 5.67 |
| Poor | 0 | 0 | 5.67 |
| Variance | 26.33 | | |
| Standard Deviation | 5.13 | | |
| Feeling of Accomplishment | Good | 7 | 41.18 | 5.67 |
| Average | 9 | 52.94 | 5.67 |
| Poor | 1 | 5.88 | 5.67 |
| Variance | 17.33 | | |
| Standard Deviation | 4.16 | | |
| Opportunities for Advancement | Good | 9 | 52.94 | 5.67 |
| Average | 7 | 41.18 | 5.67 |
| Poor | 1 | 5.88 | 5.67 |
| Variance | 17.33 | | |
| Standard Deviation | 4.16 | | |
| Job Security | Good | 7 | 41.18 | 5.67 |
| Average | 7 | 41.18 | 5.67 |
| Poor | 3 | 17.64 | 5.67 |
| Variance | 5.33 | | |
| Standard Deviation | 2.31 | | |
| Set number of Hours | Good | 8 | 47.05 | 5.67 |
| Average | 7 | 41.18 | 5.67 |
| Poor | 1 | 5.88 | 5.67 |
| Variance | 14.33 | | |
| Standard Deviation | 3.78 | | |
| Manageable workload | Good | 9 | 52.94 | 5.67 |
| Average | 7 | 41.18 | 5.67 |
| Poor | 1 | 5.88 | 5.67 |
| Variance | 17.3 | | |
| Standard Deviation | 4.16 | | |
| Effective management | Good | 8 | 47.05 | 5.67 |
| Average | 8 | 47.05 | 5.67 |
| Poor | 1 | 5.88 | 5.67 |
| Variance | 16.3 | | |
| Standard Deviation | 4.04 | | |
| Reputable Organization | Good | 9 | 52.94 | 5.67 |
| Somewhat | 7 | 41.18 | 5.67 |
| Poor | 1 | 5.88 | 5.67 |
| Variance | 17.33 | | |
|  | Standard Deviation | 4.16 | | |

1. Thinking about the things you would most like to have in an ideal job, how important or unimportant are the following factors to you

From the research conducted, majority of employees rated advancement opportunity as highly important followed by pay and benefits, job security, working for a reputable organization, effective management and hours worked per week while challenging work and manageable work load came in as somewhat important. Few employees saw the above factors as having little or no importance.

On the topic of factors respondents find important in an ideal workplace, working for a reputable organization and hours worked per week had the lowest standard deviations meanings respondents did not have a large range of deviating views followed by job security, manageable workload and challenging work. Opportunity for advancements had the highest standard deviation meaning respondents had deviating views regarding its importance followed by feeling of accomplishment, pay and benefits and effective management which had high standard deviations, meaning the views of respondents on these factors varied.

Table 4.2 Sources of Work stress Frequency Table (Question 2)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Importance | Frequency | Percentage | Mean |
| Pay and Benefits | Highly | 13 | 76.47 | 5.67 |
| Somewhat | 3 | 17.64 | 5.67 |
| Little | 1 | 5.88 | 5.67 |
| Variance  = Ʃ(f – x)2  n-1 | 41.33 | | |
| Standard Deviation | 6.43 | | |
| Challenging Work | Highly | 11 | 67.71 | 5.67 |
| Somewhat | 5 | 29.41 | 5.67 |
| Little | 1 | 5.88 | 5.67 |
| Variance | 12.33 | | |
| Standard Deviation | 3.51 | | |
| Feeling of Accomplishment | Highly | 13 | 76.47 | 5.67 |
| Somewhat | 3 | 17.64 | 5.67 |
| Little | 1 | 5.88 | 5.67 |
| Variance | 41.23 | | |
| Standard Deviation | 6.43 | | |
| Opportunities for Advancement | Highly | 14 | 82.35 | 5.67 |
| Somewhat | 2 | 11.76 | 5.67 |
| Little | 1 | 5.88 | 5.67 |
| Variance | 52.33 | | |
| Standard Deviation | 7.23 | | |
| Job Security | Highly | 10 | 58.82 | 5.67 |
| Somewhat | 4 | 23.51 | 5.67 |
| Little | 2 | 11.76 | 5.67 |
| Variance | 17.33 | | |
| Standard Deviation | 4.16 | | |
|  | Importance | Frequency | Percentage | Mean |
| Set number of Hours | Highly | 9 | 52.92 | 5.67 |
| Somewhat | 6 | 35.29 | 5.67 |
| Little | 2 | 11.76 | 5.67 |
| Variance | 12.33 | | |
| Standard Deviation | 3.51 | | |
| Manageable workload | Highly | 11 | 67.71 | 5.67 |
| Somewhat | 5 | 29.41 | 5.67 |
| Little | 1 | 5.88 | 5.67 |
| Variance | 25.33 | | |
| Standard Deviation | 5.03 | | |
| Effective management | Highly | 13 | 76.47 | 5.67 |
| Somewhat | 2 | 11.76 | 5.67 |
| Little | 2 | 11.76 | 5.67 |
| Variance | 40.33 | | |
| Standard Deviation | 6.35 | | |
| Reputable Organization | Highly | 9 | 52.92 | 5.67 |
| Somewhat | 6 | 35.29 | 5.67 |
| Little | 2 | 11.76 | 5.67 |
| Variance | 12.33 | | |
| Standard Deviation | 3.51 | | |

1. Which of the following factors would you consider as a stressor in your organization?

Majority of respondents rated poor relations with superiors as a level 1 stressor (low level stressor), followed by recognition, growth and enough work tools. However some of the respondents felt that recognition, work tools and salaries and wages rated equally as low stressors and hours of work as stressors in the organization.

Relations with superiors had the highest standard deviation; this means respondents had a wide variety of views on the issue followed by growth opportunities, presence of work tools, recognition, salaries and wages and hours of work which had small range of deviating values on the issue of possible job stressors.

Table 4.3 Sources of work stress Frequency Table Question 3

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Levels | Frequency | Percentage (%) | Mean |
| Working Hours | 1 | 6 | 35.29 | 3.4 |
| 2 | 4 | 23.51 | 3.4 |
| 3 | 5 | 29.41 | 3.4 |
| 4 | 0 | 0 | 3.4 |
| 5 | 2 | 11.76 | 3.4 |
| Variance  = Ʃ(f – x)2  n-1 | 5.8 | | |
| Standard Deviation | 2.41 | | |
| Sales and salaries | 1 | 7 | 41.18 | 3.4 |
| 2 | 2 | 11.76 | 3.4 |
| 3 | 3 | 17.65 | 3.4 |
| 4 | 0 | 0 | 3.4 |
| 5 | 2 | 11.76 | 3.4 |
| Variance | 6.7 | | |
| Standard Deviation | 2.59 | | |
| Growth Opportunities | 1 | 8 | 47.06 | 3.4 |
| 2 | 5 | 29.41 | 3.4 |
| 3 | 1 | 5.88 | 3.4 |
| 4 | 1 | 5.88 | 3.4 |
| 5 | 2 | 11.76 | 3.4 |
| Variance | 9.3 | | |
| Standard Deviation | 3.05 | | |
| Enough work tools | 1 | 8 | 47.06 | 3.4 |
| 2 | 4 | 23.51 | 3.4 |
| 3 | 1 | 5.88 | 3.4 |
| 4 | 1 | 5.88 | 3.4 |
| 5 | 3 | 17.65 | 3.4 |
| Variance | 8.3 | | |
| Standard Deviation | 2.89 | | |
| Relationship with superiors | 1 | 9 | 52.94 | 3.4 |
| 2 | 3 | 17.65 | 3.4 |
| 3 | 3 | 17.65 | 3.4 |
| 4 | 0 | 0 | 3.4 |
| 5 | 2 | 11.76 | 3.4 |
| Variance | 3.36 | | |
| Standard Deviation | 11.3 | | |
| Lack of recognition | 1 | 8 | 47.06 | 3.4 |
| 2 | 2 | 11.76 | 3.4 |
| 3 | 3 | 17.65 | 3.4 |
| 4 | 1 | 5.88 | 3.4 |
| 5 | 3 | 17.65 | 3.4 |
| Variance | 2.7 | | |
| Standard Deviation | 7.3 | | |

Chi square statistics is as below:

Ho: There is no relationship between sources of work stress and performance of employees

H1: There is a relationship between sources of work stress and performance of employees

Level of significance used is 0.05

Degree of freedom df = (r-1) (c-1) = (5-1) (6-1) = 20

The critical value is 31.410: the decision rule is therefore:

Do not reject the null hypothesis if the computed value of X2 ≤31.410, reject Ho and fail to reject HI, if it is greater than 31.410

Table 4.4 Sources of work stress Chi Square Statistics Question 3

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Stress  Levels | Sources of Stress | | | | | | | | | | | |  |
| Working Hours | | Salaries and Wages | | Growth Opportunities | | Enough Work Tools | | Relations with Superiors | | Recognition | | Total |
| F o | Fe | F o | Fe | F o | Fe | Fo | Fe | Fo | Fe | Fo | Fe |
| 1 | 6 | 7.7 | 7 | 7.7 | 8 | 7.7 | 8 | 7.7 | 9 | 7.7 | 8 | 7.7 | 46 |
| 2 | 4 | 3.3 | 2 | 3.3 | 5 | 3.3 | 4 | 3.3 | 3 | 3.3 | 2 | 3.3 | 20 |
| 3 | 5 | 2.7 | 3 | 2.7 | 1 | 2.7 | 1 | 2.7 | 3 | 2.7 | 3 | 2.7 | 16 |
| 4 | 0 | 0.7 | 0 | 0.7 | 1 | 0.7 | 2 | 0.7 | 0 | 0.7 | 1 | 0.7 | 4 |
| 5 | 2 | 2.5 | 2 | 2.5 | 3 | 2.5 | 3 | 2.5 | 2 | 2.5 | 3 | 2.5 | 15 |
| Total | 17 | 16.9 | 17 | 16.9 | 17 | 16.9 | 17 | 16.9 | 17 | 16.9 | 17 | 16.9 | 101 |

= (6 - 7.7)2 + (7 - 7.7)2 + (8 - 7.7)2 + (8 – 7.7)2 + (9 – 7.7)2 + (8 – 7.7)2 +

7.7 7.7 7.7 7.7 7.7 7.7

(4-3.3)2 + (2-3.3)2+ (5-3.3)2+(4-3.3)2+(3-3.3)2+(2-3.3)2+ (5-2.7)2+ (3-2.7)2+(1-2.7)2+ (1-2.7)2+

3.3 3.3 3.3 3.3 3.3 3.3 2.7 2.7 2.7 2.7

(3-2.7)2+ (3-2.7)2+ (0-0.7)2+(0-0.7)2+(1-0.7)2+(2-2.7)2 +(0-0.7)2+(1-0.7)2+(2-2.5)2+

2.7 2.7 0.7 0.7 0.7 0.7 0.7 0.7 2.5

(2-2.5)2+ (3-2.5) 2+(3-2.5)2+(2-2.5)2+(3-2.5)2

2.5 2.5 2.5 2.5 2.5

= 11.74

The computed value of chi-square (11.74) lies in the region to the left of 31.410 hence we reject the null hypothesis and fail to reject H1 hence conclude that there is a relationship between employee performance and sources of work stress.

1. How my hours are you employed to work each week?

Majority of respondents, 59% work between 48 hours and 50 hours followed by 29% of respondents that work for more than 50 hours while 12% of respondents work for less than 48 hours.

Table 4.5 Sources of Work Stress Frequency Table Question 4

|  |  |  |
| --- | --- | --- |
| Hours employed to work | Frequency (f) | Percentage (%) |
| 0-47 hours | 2 | 11.76 |
| 48- 50 hours | 5 | 29.41 |
| 50 -60 Hours | 10 | 58.82 |
| Mean | 5.6 |  |

1. Do you usually work additional hours over and above those you are employed to work for?

Majority of respondents 76% work additional hours over and above those they are employed to work for while few respondents 24% do not work additional hours.

Table 4.6 Sources of Work Stress Frequency Table Question 5

|  |  |  |  |
| --- | --- | --- | --- |
| Presence of Additional Work Hours | Frequency | Percentage (%) | Mean |
| Yes | 13 | 76 | 8.5 |
| No | 4 | 24 | 8.5 |

1. On average how many additional hours do you work each week?

Majority of respondents (that work additional hours) 88% work for less than 5 additional hours while few respondents 12% work for 5 – 9 hours over and above those they are employed to work and none of the respondents work for more than 10 hours over and above those they are employed to work.

Table 4.7 Sources of Work Stress Frequency Table Question 6

|  |  |  |
| --- | --- | --- |
| Additional Working hours | Frequency (f) | Percentage |
| 0 -5 | 15 | 88.24 |
| 5 -9 | 2 | 11.76 |
| 10 -14 | 0 | 0 |
| 15 -20 | 0 | 0 |
| 20 -25 | 0 | 0 |
| Mean | 8.5 | |

1. What is your salary range?

Majority of respondents 65% earn between Ksh. 12,000 and Ksh. 16,000 while few respondents 12% earn between Ksh.42,000 – Ksh 46,999, 17% earn Ksh 50,000-Ksh 54,999 and fewer respondents 6% earn Ksh 55,000 and above and 17% of respondents earn Ksh.7,500 –Ksh 11,000 and None of the respondents earned between Ksh 17,000 to Ksh. 41,999 and none of the respondents earn below Ksh. 7,500.

Table 4.8 Sources of Work Stress Frequency Table Question 7

|  |  |  |
| --- | --- | --- |
| Salary Range | Frequency | Percentage  (%) |
| 0 -7500 | 0 | 65 |
| 7,501-11,999 | 3 | 17.65 |
| 12,000 -16,999 | 11 | 64.71 |
| 17,000 -21,999 | 0 | 0 |
| 22,000 -26,999 | 0 | 0 |
| 27,000 -31,999 | 0 | 0 |
| 32,000 -36,999 | 0 | 0 |
| 37,000 - 41,999 | 0 | 0 |
| 42,000 – 46,999 | 2 | 11.76 |
| 47,000 – 51,999 | 0 | 0 |
| 52,000 – 200,000 | 1 | 5.88 |
| Mean | 23749.6176 | |

## Effects of Work Stress

1. How often do you feel overly stressed at work

Majority of respondents 59% felt they are sometimes overly stressed at work, followed by 23% never feel stressed at work and 18% often feel stressed while none of the respondents considered to be always stressed at work.

Table 4.9 Effects of Work Stress Frequency Table Question 8

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percentage | Mean |
| Never | 4 | 23.51 | 4.25 |
| Sometimes | 10 | 58.82 | 4.25 |
| Often | 3 | 17.64 | 4.25 |
| Always | 0 | 0 | 4.25 |

1. Which of these best describes your current situation?

The research found that majority of respondents 35% would continue to stay in their current organization in the short term, while 35% are planning to stay in their current organization for the long term, followed by 12% respondents who are actively looking for other jobs and 12% are thinking about changing jobs and 6% who are uncertain.

Table 4.10 Effects of Work Stress Frequency Table Question 9

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percentage | Mean |
| Stay in my current organization for the short term | 6 | 35 | 3.4 |
| Stay in my current organization for the long term | 6 | 35 | 3.4 |
| Thinking about changing jobs | 2 | 12 | 3.4 |
| Actively applying for other jobs | 2 | 12 | 3.4 |
| Uncertain | 1 | 6 | 3.4 |
|  |  |  |  |

1. How do you feel the level of stress affects the quality of your work?

Majority of respondents replied that too much stress has a negative impact on their performance, average stress can either be positive or negative and no stress having a negative impact.

The impact of average stress on quality of work had the lowest standard deviation hence respondents had similar views while too much stress had the highest standard deviation followed by the impact of average stress on quality of work This means there was a large deviation between respondents who felt this levels of stress had a positive impact on performance and those who felt these levels of stress had a negative impact on quality of work.

Table 4.11 Effects of Work Stress Frequency Table Question 10

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Effect | Frequency | Percentage (%) | Mean |
| No stress | Positive | 5 | 29.41 | 8.5 |
| Negative | 12 | 70.59 | 8.5 |
| Variance  = Ʃ(f – x)2  n-1 | 24.5 | | | |
| Standard Deviation | 4.95 | | | |
| Average Stress | Positive | 9 | 52.94 | 8.5 |
| Negative | 8 | 47.06 | 8.5 |
| Variance | 0.5 | | | |
| Standard Deviation | 0.71 | | | |
| Too Much Stress | Positive | 0 | 0 | 8.5 |
| Negative | 17 | 100 | 8.5 |
| Variance | 144.5 | | | |
| Standard Deviation | 12.02 | | | |

Chi square statistics is as below:

Ho: There is no relationship between employee performance and work stress

H1: There is a relationship between employee performance and work stress

Level of significance used is 0.05

Chi square X2 will be used

Degree of freedom df = (r-1) (c-1) = (2-1) (3-1) = 2

The critical value is 5.991: the decision rule is therefore:

Do not reject the null hypothesis if the computed value of X2 ≤5.991, reject Ho and fail to reject HI, if it is greater than 5.991

Table 4.12 Effects of Work Stress Frequency Table Question 10

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Stress  Effect | No Stress | | Average Stress | | Too Much Stress | | Total |
| Fo | Fe | Fo | Fe | Fo | Fe |
| Positive | 5 | 4.7 | 9 | 4.7 | 0 | 4.7 | 14 |
| Negative | 12 | 12.3 | 8 | 12.3 | 17 | 12.3 | 37 |
| Total | 17 | 17.0 | 17 | 17.0 | 17 | 17.0 | 51 |

= (5 -4.7)2 + (9 -4.7)2 + (0 – 4.7)2 + (12 -12.3)2 + (8 – 12.3)2 + (17 – 12.3)2

4.7 4.7 4.7 12.3 12.3 12.3

= 16.2848

The computed value of chi-square (16.2848) lies in the region to the right of 5.991hence we reject the null hypothesis and conclude that there is a relationship between employee performance and work stress.

1. Which of the following is affected when stressed at work?

Majority of the respondents rated searching for other jobs as a reaction to being stressed at work followed by meeting work deadlines and complying with superior directions. However most respondents did not raise complaints when stressed at work and they did not have a great impact on their work attendance.

Work attendance and complying with superior directions had the lowest standard deviation followed by complaining. This means respondents had only a small range of deviating views on the issue of how stress affects their work attendance, complying with superior directions and complaining. Searching for other jobs had the highest standard deviation followed by meeting deadlines. Respondents had varying views on how stress affects these activities.

Table 4.13 Effects of Work Stress Frequency Table Question 11

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Effect | Frequency | Percentage | Mean |
| Work  Attendance | Yes | 8 | 47.06 | 8.5 |
| No | 9 | 52.94 | 8.5 |
| Variance  = Ʃ(f – x)2  n-1 | 0.5 | | |
| SD | 0.71 | | |
| Meeting Deadlines | Yes | 13 | 76.47 | 8.5 |
| No | 4 | 23.53 | 8.5 |
| Variance  = Ʃ(f – x)2  n-1 | 40.5 | | |
| SD = | 6.36 | | |
| Search for other Jobs | Yes | 14 | 82.35 | 8.5 |
| No | 3 | 17.65 | 8.5 |
| Variance  = Ʃ(f – x)2  n-1 | 60.5 | | |
| SD = | 7.78 | | |
| Complying with directions | Yes | 9 | 52.94 | 8.5 |
| No | 8 | 47.06 | 8.5 |
| Variance  = Ʃ(f – x)2  n-1 | 0.5 | | |
| SD = | 0.71 |  |  |
| Complaining | Yes | 6 | 35.29 | 8.5 |
| No | 11 | 64.71 | 8.5 |
| Variance  = Ʃ(f – x)2  n -1 | 12.5 | | |
| SD = | 3.54 | | |

Chi square statistics is as below:

Ho: Stress does not affect employee performance negatively

H1: Stress affects employee performance negatively

Level of significance used is 0.05

Chi square X2 will be used

Degree of freedom df = (r-1) (c-1) = (2-1) (5-1) = 4

The critical value is 11.070: the decision rule is therefore:

Do not reject the null hypothesis if the computed value of X2 ≤ 11.070, reject Ho and fail to reject HI, if it is greater than 11.070

Table 4.14 Effects of Work Stress Frequency Table Question 11

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Stress  Effect | Work  Attendance | | Meeting Deadlines | | Search for other jobs | | Complying with superior Directions | | Complaining | | Totals |
| F o | Fe | F o | Fe | F o | Fe | F o | Fe | F o | Fe |
| Yes | 8 | 10 | 13 | 10 | 14 | 10 | 9 | 10 | 6 | 10 | 50 |
| No | 9 | 7 | 4 | 7 | 3 | 7 | 8 | 7 | 11 | 7 | 35 |
| Total | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 85 |

= (8 -10)2 + (13 -10)2 + (14 – 10)2 + (9 -7)2 + (6 – 7)2 + (9 – 7)2 + (4 -7)2 + (3 – 7)2 + (8 – 7)2 +

10 10 10 10 10 7 7 7 7

+ (11 – 7)2

7

= 9.9714

The computed value of chi-square (9.9714) lies in the region to the left of 11.070 hence we fail to reject the null hypothesis and conclude that stress does not affect employee performance negatively.

1. In total how many years have you worked in your current organization to the nearest 12 months?

A total of 53% of the respondents had worked at the organization for 1-2 years followed by 35% at less than 1 year while few employees12% had worked at the organization for 3- 5 years and none of the respondents had been at the organization for more than 6 years.

Table 4.15 Effects of Work Stress Frequency Table Question 12

|  |  |  |
| --- | --- | --- |
| Years worked | Frequency (f) | Percentage % |
| 0 - 1 years | 6 | 35.29 |
| 1-2 years | 9 | 52.94 |
| 3-5 years | 2 | 11.76 |
| 6-10 years | 0 | 0 |
| 11-15 years | 0 | 0 |
| 16 - 40 years | 0 | 0 |
| Mean | 1.44 |  |

## Stress Management Techniques

1. A)Thinking about your ideal manager, how important is it to you when a manager does the following

Majority of respondents selected effective communication as the most important aspect of a manager, followed by supporting the employees career development, taking a flexible approach to issues arising between work and family, provision of constructive feedback, encouraging employee input and provision of information to perform job, followed by provision of regular feedback on job performance, freedom to use initiative in performing job and acknowledgement of work done well.

Responses regarding a manager that communicates effectively as being important had the highest standard deviation meaning views regarding if the factor was highly, somewhat or of little importance varied greatly among respondents followed by provision of information to do work effectively and supporting of career development. Construction feedback, flexible work life, freedom to use initiative, regular feedback, acknowledgement of performance and encouraging input had a lower standard deviation respectively, meaning views on the importance of the matters to respondents did not vary greatly.

Table 4.16 Stress Management Techniques Frequency Table Question 13 A

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Importance | Frequency | Percentage | Mean |
| Communicates effectively | Highly | 17 | 100 | 5.67 |
| Somewhat | 0 | 0 | 5.67 |
| Little | 0 | 0 | 5.67 |
| Variance  = Ʃ(f – x)2  n-1 | 96.33 | | |
| Standard Deviation | 9.81 | | |
| Regular feedback | Highly | 11 | 64.71 | 5.67 |
| Somewhat | 6 | 35.29 | 5.67 |
| Little | 0 | 0 | 5.67 |
| Variance | 30.33 | | |
| Standard Deviation | 5.51 | | |
| Encourages my input | Highly | 11 | 64.71 | 5.67 |
| Somewhat | 3 | 11.65 | 5.67 |
| Little | 3 | 11.65 | 5.67 |
| Variance | 21.33 | | |
| Standard Deviation | 4.62 | | |
| Constructive feedback | Highly | 11 | 64.71 | 5.67 |
| Somewhat | 5 | 29.41 | 5.67 |
| Little | 1 | 5.89 | 5.67 |
| Variance | 25.33 | | |
| Standard Deviation | 5.03 | | |
| Supports my career development | Highly | 13 | 76.47 | 5.67 |
| Somewhat | 3 | 11.65 | 5.67 |
| Little | 1 | 5.89 | 5.67 |
| Variance | 41.33 | | |
| Standard Deviation | 6.41 | | |
| Acknowledges good performance | Highly | 9 | 52.94 | 5.67 |
| Somewhat | 8 | 47.06 | 5.67 |
| Little | 0 | 0 | 5.67 |
| Variance | 24.33 | | |
| Standard Deviation | 4.93 | | |
| Freedom to use initiative | Highly | 11 | 64.71 | 5.67 |
| Somewhat | 6 | 35.29 | 5.67 |
| Little | 0 | 0 | 5.67 |
| Variance | 30.33 | | |
| Standard Deviation | 5.51 | | |
| Flexible work life | Highly | 12 | 70.59 | 5.67 |
| Somewhat | 5 | 29.41 | 5.67 |
| Little | 0 | 0 | 5.67 |
| Variance | 36.33 | | |
| Standard Deviation | 6.03 | | |
| Provides Information | Highly | 15 | 88.24 | 5.67 |
| Somewhat | 2 | 11.76 | 5.67 |
| Little | 0 | 0 | 5.67 |
| Variance | 66.33 | | |
| Standard Deviation | 8.14 | | |

13. B) Thinking about your manager/ supervisor in the last 12 months, how would you describe the level of support you actually received?

In relation to their current work managers and supervisors, majority of respondents rated effective communication, provision of regular feedback, acknowledgement of work done well, freedom to use initiative and provision of information as good. Encouraging input into decisions that directly affect the employees, provision of constructive feedback, supporting career development and a flexible approach to issues arising between work and family to be average. Few respondents rated the above factors as neutral or poor.

Responses regarding the current characteristics of the hotels managers had low standard deviations although communicates effectively had the highest standard deviation meaning views regarding if the factor was highly, somewhat or of little importance varied among respondents followed by flexible work life, freedom to use initiative, regular feedback provision of information to do work effectively, encouraging input, construction feedback, acknowledgement of performance and supporting of career development had the lowest standard deviations respectively meaning views on the importance of the matters to respondents did not vary greatly.

Table 4.17 Stress Management Techniques Frequency Table Question 13B

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Level of Support | Frequency | Percentage | Mean |
| Communicates effectively | Good | 9 | 52.94 | 4.25 |
| Average | 2 | 11.76 | 4.25 |
| Neutral | 3 | 17.65 | 4.25 |
| Poor | 3 | 11.76 | 4.25 |
| Variance  = Ʃ(f – x)2  n-1 | 10.25 | | |
| Standard Deviation | 3.20 | | |
| Regular feedback | Good | 8 | 47.05 | 4.25 |
| Average | 5 | 29.41 | 4.25 |
| Neutral | 3 | 17.65 | 4.25 |
| Poor | 1 | 5.89 | 4.25 |
| Variance | 8.92 | | |
| Standard Deviation | 2.98 | | |
| Encourages my input | Good | 7 | 41.18 | 4.25 |
| Average | 6 | 35.29 | 4.25 |
| Neutral | 2 | 11.76 | 4.25 |
| Poor | 2 | 11.76 | 4.25 |
| Variance | 6.92 | | |
| Standard Deviation | 2.63 | | |
| Constructive feedback | Good | 5 | 29.41 | 4.25 |
| Average | 7 | 41.18 | 4.25 |
| Neutral | 3 | 17.65 | 4.25 |
| Poor | 1 | 5.89 | 4.25 |
| Variance | 6.67 | | |
| Standard Deviation | 2.58 | | |
| Supports my career development | Good | 6 | 35.29 | 4.25 |
| Average | 5 | 29.41 | 4.25 |
| Neutral | 5 | 29.41 | 4.25 |
| Poor | 1 | 5.89 | 4.25 |
| Variance | 4.92 | | |
| Standard Deviation | 2.22 | | |
| Acknowledges good performance | Good | 7 | 41.18 | 4.25 |
| Average | 7 | 41.18 | 4.25 |
| Neutral | 3 | 17.65 | 4.25 |
| Poor | 0 | 0 | 4.25 |
| Variance | 11.58 | | |
| Standard Deviation | 3.40 | | |
| Freedom to use initiative | Good | 7 | 41.18 | 4.25 |
| Average | 6 | 35.29 | 4.25 |
| Neutral | 4 | 2.35 | 4.25 |
| Poor | 0 | 0 | 4.25 |
| Variance | 9.58 | | |
| Standard Deviation | 3.09 | | |
| Flexible work life | Good | 7 | 41.18 | 4.25 |
| Average | 6 | 35.29 | 4.25 |
| Neutral | 4 | 2.35 | 4.25 |
| Poor | 0 | 0 | 4.25 |
| Variance | 9.58 | | |
| Standard Deviation | 3.09 | | |
| Provides Information | Good | 7 | 41.17 | 4.25 |
| Average | 5 | 29.41 | 4.25 |
| Neutral | 5 | 29.41 | 4.25 |
| Poor | 0 | 0 | 4.25 |
| Variance | 8.92 | | |
| Standard Deviation | 2.98 | | |

14) Do you have an employee stress management program (formal or informal) in your organization?

Majority of the respondents 88% felt that the organization did not have a stress management programme while 12% felt that the organization did have a stress management programme.

Table 4.18 Stress Management Techniques Question 14

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percentage | Mean |
| Yes | 2 | 12 | 8.5 |
| No | 15 | 88 | 8.5 |

15) Would you like to have access to an employee stress management program?

Majority of respondents 82% felt that they would like access to a stress management programme, while 12% respondents did not want access to a stress management programme and even fewer, 6% of respondents were uncertain of whether they would like access to a stress management programme.

Table 4.19 Stress Management Techniques Frequency Table Question 15

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percentage | Mean |
| Yes | 14 | 82 | 5.67 |
| No | 2 | 12 | 5.67 |
| Don’t Know | 1 | 6 | 5.67 |

1. Do you think an employee stress management program would assist you to perform your job better

Majority of respondents 88% felt that having a stress management programme would help them in performing their job, while 12% of respondents felt that having a stress management programme would not help them in performing their job.

Table 4.20 Stress Management Techniques Question 16

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percentage | Mean |
| Yes | 15 | 88 | 8.5 |
| No | 2 | 12 | 8.5 |

Demographics

1. Which work level are you in your current position

Most of the respondents 82% were at an operational level with 18% being at the management level.

Table 4.21 Stress Management Techniques Question 16

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percentage | Mean |
| Operational | 14 | 18 | 8.5 |
| Management | 3 | 82 | 8.5 |

18. Which of these qualifications, if any, do you have?

Majority of respondents 41% had an undergraduate degree or diploma, few 29% had partially completed a degree or diploma followed by 18% who had a national/ trade certification and fewer 12% who had only a high school certification and none of the respondents had a postgraduate qualification.

Table 4.22 Demographics Question 18

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percentage | Mean |
| No Formal Qualification | 0 | 0 | 2.42 |
| High School qualification | 2 | 12 | 2.42 |
| National/trade certificate | 3 | 18 | 2.42 |
| partially completed degree or diploma | 5 | 29 | 2.42 |
| Undergraduate degree or diploma | 7 | 41 | 2.42 |
| Postgraduate qualification | 0 | 0 | 2.42 |
| Other | 0 | 0 | 2.42 |

19. What is your gender?

Majority of the respondents 65% were male while 35% were female. Table 4.23 Demographics Frequency Table Question 19

|  |  |  |
| --- | --- | --- |
| Age | Frequency | Percentage |
| Male | 11 | 65 |
| Female | 6 | 35 |

20. To which age group do you belong?

A total of 88% of the respondents which is majority of the respondents were aged between 18 – 29 years and few respondents 12% between 30- 39 years while none of the respondents were aged above 40 years.

Table 4.24 Demographics Question 20

|  |  |  |
| --- | --- | --- |
| Age | Frequency (f) | Percentage (%) |
| 18-29 | 15 | 12 |
| 30-39 | 2 | 88 |
| 40-49 | 0 | 0 |
| 50-60 | 0 | 0 |
| Mean | 24.79 | |



## Analysis of Response Rate

A total of 31 questionnaires were issued and 17 were correctly filled and returned. This gives a response rate of 54.84% which is adequate. This is supported by Mugenda and Mugenda, (2003) where a response rate of 50% is considered as adequate while 60% is considered as good and a response rate of 70% is considered as very good.