WORK-RELATED STRESS AND ITS IMPACT ON JOB PERFORMANCE OF MARRIED EMPLOYEES: A CASE OF WINDSOR FLOWER FARM, THIKA SUB-COUNTY, KENYA

BY

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October 2017

DECLARATION

I hereby declare that this research is my original work and has not been presented for a degree in any other university.

....

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This research has been done under my supervision and has been submitted for examination with my approval as University Supervisor:

....

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DEDICATION

To you voiceless married employees suffering from work-related stress. Discover healing in marriage and family therapy.

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I thank Almighty God for his grace and favour for enabling me write and submit this research. God is my source of strength. I also want to thank my dear husband-Dr. Silas Mwiti Muketha, sons-Kevin Mwenda and Derrick Kinyua who have all through supported me during my studies. I express my gratitude for the patience, unreserved support and the encouragement that they gave me during the study period.

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ABBREVIATIONS AND ACRONYMS

ABCX	(A) the stressor event, (B) the resources available to a family, (C) the family's perceptions of the stressor, and (X) the likelihood of crisis.
ASSET	an Organizational Stress Screening Tool
CBD	Central Business District
CCHS	Congenital Central Hypoventilation Syndrome
COPSOQ	Copenhagen Psychosocial Questionnaire
NACOSTI	National Commission for science Technology Innovation
NICOSH	National Institute for Occupational Health and Safety
OCPD	Officer Commanding Police Division
OCS	Officer commanding Station
SPSS:	Statistical Package for Social Sciences
WFF	Windsor Flower Farm Limited
WHO	World Health Organization

ABSTRACT

Work related stress is physical and emotional responses which are essentially harmful, and which happen in instances where there is incongruity between the capabilities and resources of the worker and the requirements of the job. The impact of work-related stress on job performance of employees is an area of focus in developed countries but has not been comprehensively studied in the developing countries. This is especially with regard to married employees working in high demanding flower industry. This study investigated the stress levels of married employees, explored factors which have contributed to work-related stress among married employees and assessed the effects of work-related stress on the job performance of married employees. The study strategized what can be employed to effectively mitigate the impact of work-related stress on the performance of married employees. The study employed a mixed-method strategy involving mainly a cross-sectional descriptive survey research design. Data was collected through a questionnaire administered to 121 married employees. A simple random sampling technique was used in the study. A structured interview schedule was administered to the human resource manager. A document analysis method was used to collect data from the human resource records. Quantitative data was analysed using SPSS (20). Quantitative data has been presented in form of tables, bar graphs and pie-charts. Qualitative data was grouped and presented in themes and patterns based on the objectives of the study. The study revealed that work-related stress of married employees generally range from moderate to severe. The main factors that have contributed to work-related stress are among others harsh supervision, low basic salaries and poorly defined roles. The effect of work-related stress include lateness, absenteeism, and alcohol and drug abuse, low morale which lead to poor job performance. It was further established that there is no proper counselling; the management relies on morning prayers and informal discussions as the means of addressing work-related stress among married employees. The study concludes that work-related stress has adversely affected the job performance of married employees at Windsor Flower Farm. The study recommends among others counselling of married employees to help them cope with work-related stress which adversely affect their job performance. Poor job performance not only affects the specific industries but also the economy of the nation.

OPERATIONAL DEFINITION OF TERMS

Stress: Stress is defined as the response of an individual as a result of outcomes in the external environmental conditions that place excessive psychological, behavioural and physiological pressures on an individual (Konapske & Matteson, 2006; Liang, 2015). Lever et al. (2005) describe stress as a negative emotional state which arises when an individual assesses the environment as being a threat.

Work Performance: Performance is about the employee's behaviour and contributions in the success of organization. Work performance is concerned with whether the employee is able to conduct his duties, roles and responsibilities as required (Aquinas, 2009).

Work-related stress: The National Institute of Occupational Safety and Health (1999) defines work-related stress as physical and emotional responses which are essentially harmful, and which happen in instances where there is incongruity between the capabilities and resources of the worker and the requirements of the job.

TABLE OF CONTENTS

DECLARATION ii
DEDICATION iii
ACKNOWLEDGEMENTS iv
ABBREVIATIONS AND ACRONYMS v
ABSTRACT vi
OPERATIONAL DEFINITION OF TERMS vii
LIST OF TABLES x
LIST OF FIGURES xi
CHAPTER 1 12
INTRODUCTION AND BACKGROUND TO THE STUDY 12
Statement of the Problem 13
Purpose of the Study 14
Objectives of the Study 14
Research questions 14
Assumptions of the Study 15
Justification of the Study 15
Scope of the Study 16
Delimitation/Limitations of the Study 16
Chapter summary 17
CHAPTER 2: LITERATURE REVIEW 18
Introduction 18
Extent that married employees experience work-related stress 18
Factors that have contributed to work-related stress among married employees 21
Effects of work-related stress on the job performance of married employees 24
Strategies to address work-related stress of married employees 29
Theoretical Framework 31
Conceptual Framework 32
Chapter Summary 34
CHAPTER 3: RESEARCH METHODOLOGY 35
Introduction 35
Research Design 35
Target/Accessible population 35
Table 3.1: Sample of Flower farms in Thika in Kiambu County 36
Pre-Testing of Instruments 38
Data Analysis 39
Data Presentation 39

Ethical Consideration 40
Chapter Summary 41
CHAPTER 4: RESULTS AND DISCUSSION 42
Introduction 42
Demographic Characteristics of the Respondents 42
Work Related Stress among married employees 44
Factors that contribute to work-related stress among married employees 47
Effects of work related stress on the married performance of married employees 50
Table 4.1: Relationship table of work related stress on performance 51
Table 4.3: Correlation on the stress levels against respondents social characteristics. 54
Table 4.4: Relating stress levels to alcohol consumption 57
Table 4.5: Regression table for stress and prescribed drug abuse relationship 58
Extent to which management has addressed work-related stress among married employees . 60
Chapter Summary 61
CHAPTER 5 62
SUMMARY OF RESEARCH FINDINGS, CONCLUSION AND RECOMMENDATIONS 62
Introduction 62
Summary of Research Findings 62
Implications of the Research Findings 64
Recommendations 66
Areas of Further Research 68
References 69
APPENDICES 73
APPENDIX I: MARRIED EMPLOYEE QUESTIONNAIRE 73
..... 74
SECTION I: BACKGROUND CHARACTERISTICS 74
(Note to interviewer: 98 = No answer provided, 99 = don't know) 74
SECTION C: EFFECTS OF WORK-RELATED STRESS ON EMPLOYEE PERFORMANCE 77
..... 79
APPENDIX II: INSTRUMENT TO MEASURE WORK-RELATED STRESS 80
APPENDIX III: SCORING THE WORK RELATED STRESS INSTRUMENT 81
APPENDIX IV: HUMAN RESOURCE MANAGER INTERVIEW SCHEDULE 82
APPENDIX V: DATA NEEDS MATRIX 83
APPENDIX VI: OTHER RESEARCH DOCUMENTS 84

LIST OF TABLES

Table 3.1: Sample of Flower farms in Thika in Kiambu County.....36
Table 4.1: Relationship table of work related stress on performance 51
Table 4.3: Correlation on the stress levels against respondents social characteristics. 54
Table 4.4: Relating stress levels to alcohol consumption 57
Table 4.5: Regression table for stress and prescribed drug abuse relationship.....58

LIST OF FIGURES

Figure 4.3: *An overview of the respondents stress levels based on work-related stress measures* 45
Figure 4.5: *Factors contributing to work related stress* 47
Figure 4.6: *Factors contributing to work related stress* 48
Figure 4.7: *Impacts of work-related stress on performance* 50
Figure 4.8: *Comparing performance and work-related stress* 52
Figure 4.9: *Relating work related stress levels to age of respondents* 53
Figure 4.10: *Stress levels by religious affiliation* 54
Figure 4.11: *Income levels against stress levels of respondents* 55
Figure 4.12: *Education levels in relation to work related stress, levels* 56
Figure 4.13: *The relationship between having children and work related stress levels* 57

CHAPTER 1

INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

There is a global increase in work-related stress (Houtman & Jettinghoff, 2007). According to Kotteeswari and Sharief (2014), workplace stress emanates from many sources. It can be a demanding boss, annoying co-workers, rebellious, students, angry customers, hazardous conditions, long commuters and a never-ending workload. Work performance is also affected by stressors such as family relationships, finances and a lack of sleep stemming from fears and anxieties about the future (Kotteeswari & Sharief, 2014). The World Health Organization (2017) groups factors which contribute to work-related stress into two broad categories; work content and work context. Work content includes aspects of the job such as long working hours, monotonous and routine jobs while work context refers to deeper aspects of working in organizations including career development, lack of clarity about organizational culture, goals, poor leadership, and lack of support at home and absence of policies to ensure that employees have a good work-life balance (WHO, 2017).

Work-related stress has been reported among employees in various professions including physicians (Fub, Nübling, Hasselhorn, Schwappach and Rieger, (2008), mariners (Peplińska, Jeżewska, Leszczyńska, and Połomski 2014) and academics (Takahashi, 2014). Kenya is one of the leading flower exporters in the world, with several hundreds of thousands of employees working in flower farms (Leipold & Morgante, 2013). The Kenyan flower industry is reliant on cheap labour, as jobs such as harvesting; grading, watering and packing require limited skills (Gathatwa, 2016). For this reason, as many as 65% of employees in such farms are seasonal and lack access to permanent employee benefits (Riddselius, 2011).

Various factors have emerged from reviewed works as contributing to work-related stress among married employees. However, different studies done at different times and locations have attributed varied factors as contributing to work-related stress. It appears that the factors analysed are dependent on the type of participant and the nature of job that they do. All these studies though, conducted at different times and different places; do not seem to have outright factors that would emerge in any workplace. As a result, it is difficult to predict factors that would emerge from a flower industry situated in a developing country hence the need for this study.

Statement of the Problem

From as early as the 1990s, the flower industry in Kenya has been in the limelight owing to claims of abuse of human rights and exploitation of workers (Riddselius, 2011). There have been reports of excessive overtime especially among casual workers, poor pay and hostile working conditions as employers seem reluctant to protect employees from the harsh effects of chemicals and pesticides (Gathatwa, 2016; Leipold & Morgante, 2013; Nelson, Martin & Ewert, 2007; Riddselius, 2011). There seems to be a negative relationship between work-related stress and work performance to the extent that higher levels of stress have been linked to lower performance (Kotteeswari &Sharief, 2014). Furthermore, work related stress has been linked to poor health, occurrence of diseases and death (Kotteeswari & Sharief, 2014.

Work-related stress has been shown to have negative impact on job performance in Kenya (Oweke, J. (2014). However, no studies have been conducted to establish the impact on married employees in the flower industry in the country. At the Windsor Flower Farm, for instance, there is no formal program for workers to solve work-related stress. Instead, the management encourages Christian fellowship in the morning as a way of addressing stress. This would imply the need for a study if one is to understand what factors would contribute to work-related stress in a flower

industry. In view of the discrepancy, there is need to investigate impact of work-related stress on the job performance of married employees at Windsor flower industry in Kenya. If this is not addressed, the impact of work-related stress on the job performance may negatively affect not only the wellbeing of the employees, their families but also as the economic performance at Windsor and the country as a whole. This is considering that the flower industry is one of the fastest growing foreign exchange earners in Kenya. Identifying work related stress among employees and establishing how to manage it is therefore, of critical importance.

Purpose of the Study

The main objective of this study is to investigate the impact of work-related stress on the job performance of married employee at Windsor Flowers Farm Ltd in Thika Sub-County, Kiambu County.

Objectives of the Study

The specific objectives of the study are as follows;

1. To determine the extent to which married employees experience work-related stress at Windsor Flower Farm
2. To explore factors which have contributed to work-related stress among married employees at Windsor Flower Farm.
3. To assess the effects of work-related stress on the work performance of married employees at Windsor Flower Farm
4. To propose strategies that can be employed to effectively mitigate the impact of work-related stress on the performance of married employees

Research questions

The following are the research questions that the study seeks answer;

1. To what extent do married employees experience work-related stress at Windsor Flower Farm?
2. What factors have contributed to work-related stress among married employees at Windsor Flower Farm?
3. What are the effects of work-related stress on the work performance of married employees at Windsor Flower Farm?
4. What strategies can be employed to effectively mitigate the impact of work-related stress on the performance of married employees?

Assumptions of the Study

This study assumes that;

1. There is an inverse relationship between work-related stress and work performance of employees
2. Marriage and Family Therapy strategies and principles can be applied to address the effects of work-related stress on performance of married employees

Justification of the Study

Lack of proper psycho education knowledge to guide employees in the private sector is a main aspect that has resulted into poor job performance. The research concluded that lack of understanding of the relationship of work-related stress and job performance of married employees in flower industries of developing countries justifies the need for this study. In Kenya, there is no published study that has comprehensively addressed the research problem from a marriage and family therapy perspective.

Significance of the Study

This study contribute valuable knowledge to the area of counseling of married couples in private sector companies, in particular those who work in the flower industry. It addresses indicators of workplace stress and those that indicate their performance. The study is therefore useful material for reference to other researchers, marriage and family therapists, other readers and managers in the flower farms. The study also suggests significant policy statements through its recommendations. Such recommendations inform policy formulations because they have originated through valid research data.

The study should also influence the practice of marriage and family therapy in particular, relationships in the family as it relates to workplaces. This study is also of significance to private sector companies that nurture ambitions to attain good performance and the findings contribute positively to better service delivery by private employees in flower farms. When the private sector embraces counseling psychology principles, then their performance will improve tremendously

Scope of the Study

The study was conducted at Windsor Flowers Ltd Farm at Thika Sub-County. Windsor Flower Farm is bordered by Castle Brewery Plant to the North West, Athena Coffee to the West and South and residential plots to the East. The Farm is about 2 Kilometres to the South West of the central business district (CBD) of Thika Town. The entire Farm measures about 65 Acres.

Delimitation/Limitations of the Study

The study was delimited to the study of work-related stress as it relates only to its effects on the performance of married employees at the flower farm. The major limitation faced in the study was lack of adequate literature on work-related stress in Kenya. This was overcome through review of literature from global, continental and regional contexts. The study also faced limitation

because of unwillingness of the respondents to give all the necessary data. This was triangulated by the data from the human resource officer.

Chapter summary

This chapter describes the background of the study in relation to work-related stress and job performance of married employees. The background has shown a negative relationship between work-related stress and work performance to the extent that higher levels of stress have been linked to lower performance. The chapter has also described the statement of the problem and the objectives of the study. The research questions and assumptions of the study are the other aspects described in this chapter. In addition, the significance and scope of the study have been provided in the chapter. The next chapter is on the literature review where empirical and theoretical works have been comprehensively analysed.

CHAPTER 2: LITERATURE REVIEW

Introduction

The chapter reviews literature on work-related stress among married employees. The first section reviews studies on the work-related stress levels of married employees. Thereafter, factors which contribute to work-related stress among married employees are discussed, following which studies on the effects of work-related stress on the work performance of married employees are reviewed. Strategies and interventions aimed at addressing work-related stress among married employees are also discussed. Finally, a theoretical and conceptual framework which elaborates on the impact of work-related stress on the performance of married employees is described.

Extent that married employees experience work-related stress

Takahashi (2014) conducted a study in Japan whose aim was to examine work-related stress experienced by academicians in relation to gender and number of children. Takahashi (2014) justifies the use of academics in the study arguing that work-related stress might be high in this profession as employees would have to dedicate long hours to teaching and administrative tasks at the expense of research which might cause frustration. This is supported by a survey which shows that majority of Japanese faculty members enjoy research more when compared to administrative tasks or lecturing (Arimoto, 2011). Data was collected through a questionnaire which was mailed to faculty of different departments of universities accredited by the Ministry of Education, Sports and Science in Japan (Takahashi, 2014). The questionnaire asked participants among others, to rate their level of job related stress on a scale of 1 to 6 with 1 indicating very low and 6 very high (Takahashi, 2014).

One shortcoming of this study is that the author failed to publish crucial details about how her study was conducted. For instance, it is unclear how data were analysed. The socio-

demographic details of the sample and how they performed based on the variables in question is also lacking. Additionally, it appears that the researcher did not use validated items in her questionnaire. However, from 1537 respondents, Takahashi (2014) reports that marriage did not have any statistically significant impact on the levels of work-related stress for both men and women. However, Takahashi (2014), found that the presence of children increases work-related stress for female academics only (Takahashi, 2014). What this implies is that women, whether married or unmarried, are more likely to experience work-related stress if they have children, and especially young children. It suffices to say that in most instances children are reared in family settings, which implies that family dynamics, particularly the presence of children has an impact on the perception of work-related stress for female employees. Takahashi (2014) concludes that this is because females bear greater child rearing responsibilities than men.

Fub, Nübling Hasselhorn, Schwappach, and Rieger (2008) conducted an exploratory cross-sectional study aim was to explore work-related stress among physicians in Germany. Fub et al. (2008) justify the use of physicians arguing that the medical profession has since time in memorial been associated with high work commitments and little job control and hence is one of the professions with a very high rate of work-related stress (Fub et al., 2008). Unstructured interviews were conducted with 296 physicians from two institutions in Germany (Fub et al., 2008). The physicians were at different stages of their career, for example heads of department, resident physicians and attending physicians (Fub et al., 2008). A German version of the Work Interfering with Family Conflict scale by Netmeyer, Boles and McMurrian (1996) was used, and participants were asked five questions to determine their level of work-family conflict (Fub et al., 2008).

These included: to what extent the demands of their work interfered with their home, personal and family life, and if the amount of time consumed by work made it difficult to fulfil

family responsibilities or personal obligations. Other questions concerned whether they were able or unable to get things done at home because of the demands of the job, and if they felt that their job produced strain that made it difficult to fulfil family duties or personal duties, and if they had to make changes to personal or family plans as a result of their work (Fub et al., 2008).

Fub et al., (2008) also used the Copenhagen Psychosocial Questionnaire (COPSOQ) to assess the level of work-related stress among participants. Data were analysed using a number of approaches namely explorative and confirmatory factor analyses, descriptive statistics, parametric and non-parametric correlation analyses, reliability analyses and simple and multiple regression analyses.

Fub et al., (2008) reported that there was a high rate of work-related stress among their participants. However, similar to the Takahashi (2014) study Fub et al. (2008) report that there was no significant effect of work related stress on participants who were cohabiting with a partner (those formally or informally married). Unlike Takahashi (2014), they found no effect of work related stress among participants who had a child under the age of 15 years. This means that there was no difference in the level of work-related stress among those married or unmarried, or those with children and those without. Unfortunately, the reasons for this are unclear.

Marinaccio et al., (2013) conducted a cross-sectional survey to determine the socio-demographic and occupational variables associated with work-related stress in Italy. Marinaccio et al., (2013) sampled 6,378 employees, 27% worked in the public sector and 73% in different capacities ranging from management to casual workers. Data was collected through a structured questionnaire (Marinaccio et al., 2013). They also administered a validated version the HSE MS (In the workplace, the responsibilities for designing and implementing appropriate procedures is often assigned to a specific department, often called the "HSE" department which is responsible

for environmental protection, occupational health and safety at work), a self-administered questionnaire which assesses work-related stress according to seven risk factors; demand, control, managerial support, peer support, role, change and demands and relationships (Marinaccio et al., 2013). The first factor, demand, assesses participants on their perceived level of workload, while control reflects individual's perceived control about their ways of working (Marinaccio et al., 2013). Data were analysed using seven mixed effect models.

From their findings, Marinaccio et al., (2013) report that 812 people indicated being single, 216 divorced or widowed and 2162 married. They also report that married employees scored lower on job demands with a mean of -0.05 in comparison to the unmarried employees with a zero in this category (Marinaccio et al., 2013). This is to say employees who married were perceived that they had greater demands at work, in comparison to unmarried employees. Owing to the nature of their study, Marinaccio et al., (2013) were unable to explore the reasons for greater work demands among married employees. However, they attributed it to family responsibilities. They concluded that family responsibilities could reduce an individual's ability to cope at work thereby increasing their perceived level of demands at work.

Factors that have contributed to work-related stress among married employees

Murphy (1995) describes five factors associated with workplace stress; factors unique to the job, role in the organization, career development, interpersonal work relationships, and organizational structure/climate. According to Cox et al., (2000), there are six of such factors; work design, management style, interpersonal relationships at work, work roles, career concerns and environmental stress. Work design refers to how tasks are done, specifically in relation to repetition, breaks, the type and amount of work, while management style concerns the use of authoritative or autocratic management styles and negative feedback which have all been

associated with increased levels of work related stress (NICOSH, 1999). Work roles involves the work description, the people involved, the number of roles, and the expectations of the roles, while career concerns is the result of the body interpreting threats to career as threats to livelihood and life in general and hence resulting in stress (NICOSH, 1999). Environmental stress includes factors like noise, light and frequent interruptions (NICOSH, 1999). Other common causes of excessive workplace stress include fear of being laid off; pressure to work at optimum levels-all the time, more overtime due to staff cutbacks, pressure to perform to meet rising expectations but with no increase in job satisfaction (NICOSH, 1999).

The above factors demonstrate that stress can occur specifically when there is a conflict between the employee and the job demands placed on that employee. In such conditions, the employee has little control over the situation; the tolerable challenging stress becomes distress. These stressors include the employee's appraisal of adaptation to a technologically changing environment. According to Cryer, McCraty and Childre (2003), some individuals have the capacity and the resources to advance their skills while others may not. The changing environment creates distress when that challenge is perceived as a threat to the employee and his or her well-being.

In view of the studies, it is clear that there are various factors that contribute to work related stress in married employees. It therefore appears that the factors analysed are dependent on the type of participant and the nature of job that they do. In this respect, studies of participants in a flower industry setting are bound to yield factors unique to that industry with probably the exception of the few factors such as management style that appear to cut across the studies.

Park (2007) conducted a cross-sectional study on work stress and job performance based on the Canadian Community Health Survey (CCHS). The study, which targeted 37,000 people aged 15 years or older, was conducted over a period of eight months. Most interviews (86%) were

conducted through face to face, the remainder by telephone. Park (2007) reports that work-related stress originated from a variety of sources such as job strain, physical exertion of work, job insecurity, gender, education and socio-economic factors. Park (2007) notes that the link between psycho-social aspects of the job and the health and well-being of workers has been well documented but limited work has been documented on the effects of different stressors on job performance hence this study.

Oweke, (2014). Conducted a study aimed at establishing the effects of occupational stress on work performance of police officers in Nakuru Police Station in Kenya. The study, which recruited 91 participants, used a descriptive survey research design. The participants included one Officer Commanding Police Division (OCPD), three Officer Commanding Station (OCS) and 87 officers of other ranks selected using purposive, proportionate and simple random sampling techniques. Data was collected through the use of questionnaires administered to the police officers and the OCS. An interview schedule was administered to the OCPDs. The questionnaires and the interviews elicited responses on work performance, prevalence of work-related stress and any interventions which had been administered to prevent it (Oweke, 2014).

Based on his findings, Oweke (2015) reports that there was a high level of work-related stress among the participants in his study. Oweke(2014) found that work-related stress negatively affects work performance of police. One limitation of this study is that the choice of participants and quality of sample affects the generalizability of the study. However, the study is instrumental as it has established a high rate of work-related stress among police officers in Kenya and negative impact of the same. Furthermore, it provides insight into work related stress in the police profession which is considered to be one of the most stressful careers (Malach-Pines & Keinan, 2007; Ongoro & Oloko, 2015).

Effects of work-related stress on the job performance of married employees

Workplace stress has been shown to lower productivity, increase absenteeism, and create pervasive patterns of dysfunction in the workplace (Anderson & Puluch, 2001; Stress has also led to changes in work habits, changes in personality, or social behaviour, and job burnout. Mostert, Rothmann, and Nell (2008) conducted a study among administrative employees at the University of Fort Hare in the Eastern Cape in South Africa. The study was aimed at investigating work-related stressors and its impact on health, organizational commitment and organizational outcomes. (Mostert et al., 2008), measured the levels of occupational stress, ill health and organizational commitment using a tool developed by Cartwright and Cooper (2002) called an Organizational Screening Tool (ASSET) (Mostert et al., 2008). The tool measures individual perceptions of the job, attitude towards the organization, individuals' health with focus on stress, and factors which can affect stress. They also measure organizational outcomes using a questionnaire. Data was analysed using SPSS.

The study revealed that two-thirds of sick leave in organizations may be attributed to organizational stress. Mostert's, (2008) report that high levels of organizational stress may lead to mental and physical ill health, job dissatisfaction, stress related injuries, this can lead to quitting the Job. The study, raised concerns that organizational stress is often viewed as a problem of the individual, however, it should be viewed as a serious problem for the institution as a whole (Mostert et al., 2008).

The National Institute for Occupational Safety and Health (NIOSH, 1999) argues that job stress increases the risk for development of back and upper-extremity musculoskeletal disorders. High levels of stress are associated with substantial increases in health service utilization. Workers who report experiencing stress at work also show excessive health care utilization. NIOSH in a

1998 study of 46,000 workers found that healthcare costs were nearly 50% greater for workers reporting high levels of stress in comparison to "low risk" workers. According to NIOSH (1999), the increment rose to nearly150%, an increase of more than $1,700 per person annually, for workers reporting high levels of both stress and depression. Additionally, periods of disability due to job stress tend to be much longer than disability periods for other occupational injuries and illnesses.

Muiga, Ombui, and Iravo (2016) conducted a study aimed at exploring the effects of work-related stress on the performance of teachers in public secondary schools in Kikuyu. Their study was guided by four objectives which were to determine the effects of management related stress, family related stress, policies related stress and economic related stress on teachers' performance in public secondary schools in kikuyu sub-county. Muiga et al (2016) used purposive sampling to recruit 57 teachers. Data was collected through questionnaires and a review of documents. One limitation of this study is that the authors have not published crucial details of the research. For instance, the measures which were captured by the questionnaire and the document review are not discussed.

However, Muiga et al. (2016) report that work-related stress has a significant negative relationship and effects on teachers' performance in public secondary schools. Secondly, they found that there were no measures put in place to address work related stress, and this compounded the problem of stress already experienced by teachers (Muiga et al., 2016). The study recommended that the Ministry of Education, Science and Technology develop a policy on effective work-related stress management in public secondary school to ensure teachers' higher performance. Conducive work environment and social support to teachers to control individual work stress was also recommended.

Awadh, Gichinga and Ahmed (2015) conducted a study aimed at investigating the effects of workplace stress on employees' performance in Kilifi County. The main objective of the study was to determine workplace stress and its effects on performance. More specifically the study was aimed at establishing the effects of job demand, salary, job security and time pressure on employee's performances. Awadh et al., (2015) used a descriptive survey design with a target population of 2300 participants recruited from public service staff working in Kilifi County.

It is unclear what measures the researchers were interested in, although they indicate that questionnaires and one-on-one interviews were conducted with staff. Data was analysed using SPSS. Awadh et al., (2015) report that 30% of employees perceived their job to be strenuous while 34% indicated that their workload was overwhelming. They conclude that work-related stress affects the performance of employees as owing to job demands and pressures on employees' time, they experienced a burn-out which affects their ability to perform their jobs effectively (Awadh, Gichinga & Ahmed, 2015). They recommend that the Kilifi county government should put in place measures to ensure that burn-out among employees is mitigated.

One finding of the Awadh et al., (2015) and Muiga et al., (2016) studies are that work-related stress affects the marital and family lives of employees. However, it seems that the effects go beyond work-family interference as they later affect the work performance of employees. This is to say that work-related stress affects the work performance of employees by interfering with their family. For instance, Turner, Hershcovis, Reich and Totterdell (2014) conducted two studies aimed at investigating the relationship between work related stress and work injuries. Turner et al. (2014) had hypothesised that work-related stress would interfere with the employee's marital and family life causing distress and that employees would attempt to remedy this by changing their work patterns which would result in workplace injuries.

The first study, which employed a cross-sectional survey design, was conducted on a sample of 645 medical staff from a public hospital in England, 519 of who were women (Turner et al., 2014), administered questionnaires with items designed to measure work-family conflict and family-work conflict using items adapted from Frone, Russell and Cooper (1992), and psychological distress assessed using items from the General health Questionnaire (Turner et al., 2014).

The second study was conducted on 126 participants recruited through an online database (Turner et al., 2014). Work-family conflict and family work conflict scales were used by Netmeyer, Boles and McMurrian (1996) and (Turner et al., 2014). In both studies, psychological distress was assessed using items from the General Health Questionnaire and workplace injuries using an index by Hemmingway and Smith (1999) and data analysed using Structural Equation Modelling.

Work-related stress also seems to have a role to play in employee turn-over. Arguably, employees who are under a lot of stress might consider quitting their jobs. However, one study found that work-related stress affects marital satisfaction of employees, and it is the employee's spouses who are influential in the decision to keep working or quit the job. Krannitz, Grandey, Liu and Almeida (2015) conducted a study on 197 hotel managers from 46 hotels and their partners. To be included in the study, the managers needed to be married or living with a domestic partner. Krannitz et al., (2015) were interested in surface acting, which they describe as faking or suppressing emotions in the workplace, in line with expectations that employees should always look happy. Seemingly, surface acting is related to work-related stress, and has been associated with job dissatisfaction and burnout (Wagner, Barnes & Scott, 2013). Krannitz et al., (2015) conducted telephone interviews designed to measure 5 constructs; surface acting, job related exhaustion, and job related anxiety and marital partner discontent on work to family conflict and

on their desire for turnover. Through the first three constructs they intended to determine how often hotel managers surface acted, and the fatigue and anxiety they experienced from their job. The last two constructs were intended for the marital partners of hotel managers who were asked to rate the extent to which the hotel manager's role conflicted with family role and to what extent they felt that their partners should quit their jobs. Data were analysed using confirmatory factor analysis with a seven-factor structure.

Krannitz et al., (2015) report a positive correlation (0.21) between surface acting and job related exhaustion. This is to the effect that managers who engaged in surface acting more frequently also reported higher levels of job related exhaustion. They also found that surface acting was positively correlated, with a correlation coefficient of 0.36, to the partner's desire that they quit their jobs, without accounting for job related exhaustion or anxiety. Krannitz et al., (2015) also found a relation between job-related exhaustion and surface acting on marital partner's discontent. They conclude that as a result of surface acting, the manager's resources are depleted, which means that they lack energy at home and are unable to fulfil some of their marital and familial responsibilities (Krannitz et al., 2015). The result is that partners of hotel managers feel that it would be best if they quit their jobs. It should be noted that surface acting as a behaviour that drains employees of their resources has been outlined by other studies (Chau, Dahling, Levy & Diefendorff, 2009; Hulsheger & Schewe, 2011).

These findings are supported by other studies. Based on Brofenbrenner's (1989) systems perspective, Huffman, et al., (2014) argue that spouses are influential in the career decisions of employees. To this effect, a spouse can have a big say in whether the employee continues with job or resigns. Huffman, et al., (2014) used a sample of 5505 US Army officers, who owing to the nature of their work, experienced work-related stressors such as working for long hours, high

workload and frequent deployment. Through a survey, they assessed work interfering with family, job satisfaction, the spouse's career support and turnover. Huffman, et al (2014) found that the spouse's career support played an important role in turnover, to the effect that officers who reported higher levels of support from their spouses were less likely to leave their employment.

Strategies to address work-related stress of married employees

There is an abundance of literature on stress management tactics in the workplace. According to Segal et al., (2002), when one is overwhelmed at work he/she may lose confidence and become irritable or withdrawn, which results in less productivity and less effectiveness in their job. When these signs are ignored they grow to bigger problems including physical and emotional health problems. There seems to be a consensus that policies could help ameliorate the work-life balance of employees and lessen the impact of work-related stress and family related stress.

The Lunau et al., (2014) study is fundamental as it sheds some light on the impact of favourable policies from a national and international perspective. The impact of policies which promote work-life balance can be seen when countries which have adopted such policies are compared with those in which these policies are lacking. This begs the question of what policies employers can instil to promote the wellbeing of their employees, vis-à-vis work related and family related stress. It is assumed that employers would be interested in such a mandate as according to literature, work interfering with family and family interfering with work affect employee's performance in the workplace.

Segal et al., (1997), propose stress management through the following methods: taking care of oneself; prioritizing and organizing, and emotional intelligence. Taking care of oneself means paying attention to one's physical and emotional health. This is based on the premise that better feeling persons are better equipped to manage work stress without becoming overwhelmed. It

includes taking issues one at a time and making food choices that involves avoiding of too much alcohol, nicotine and getting enough sleep. Prioritizing and organizing entails new abilities to maintain a sense of self-control in a stressful situation thus leading to better relationship at work, and involves prioritizing tasks, breaking down projects, delegating duties and willingness to compromise (Segal et al., 1997).

Emotional intelligence is the ability to manage and use your emotions in positive and constructive ways, and involves communicating with others in ways that draw them to you, overcoming differences, repairing wounded feelings and defusing tension and stress (Segal 1997). Its major components are self-awareness, self-management, social awareness and relationship management. This can be achieved by realizing when you are stressed, staying connected to internal emotional experience, recognizing and effectively using the nonverbal cues, developing humour and positive resolving of conflict. Bad habits that add to stress at work can be broken by eliminating self-defeating behaviours such as negative thoughts, resisting perfectionism, cleaning up one's act, flipping the negative thoughts and focusing on controllable things. (Segal et al. 1997) conclude that you can dispel stress by doing any one of the following; taking some time away, sharing with someone, creating good relation with other at work place and looking for humour in the situation.

Segal et al. (1997) highlight some of the organizational changes that managers and employers can make to reduce workplace stress include improving communication through sharing information with employees to reduce uncertainty about their jobs and futures, clearly defining employees' roles and responsibility and making communication friendly and efficient, not mean-spirited and petty. Employers should consult their employees by giving them opportunities to participate in decisions that affect their jobs, consulting employees about scheduling and work

rules, avoiding unrealistic deadlines, offering rewards and incentives, praising good work performance, providing opportunities for career development and promoting entrepreneurship. Finally, employers ought to cultivate a friendly social climate by providing opportunities for social interaction among employee, establishing a zero-tolerance policy for harassment and making management actions consistent with organizational values.

Research Gap

All these studies though, conducted at different times and at different places, do not seem to have outright factors that would emerge in any workplace. This would imply the need for a study if one was to understand what factors would contribute to work-related stress in a flower industry. In addition, historical, social, economic, cultural and technological context within which these studies have been conducted are also different. This justifies the need to validate such studies in a developing country like Kenya. Few studies have been conducted in the horticulture industry but not on married employees hence the need for this study.

Theoretical Framework

This study was guided by the family stress theory specifically the ABCX model. The family stress theory was developed by Reuben Hill (1949). Hill studied family responses to war, war separation, and eventual reunion after World War II. The ABCX Model detailed how the three factors (the ABC components) of a stressor event, the family's perception of that stressor, and the family's existing resources interacted to predict the likelihood of a crisis (X) occurring. Concepts: ABCX components- stressor life event or transition impacting the family unit that has the potential for changing the family social system. Defined as distinct from stress. Can occur in any aspect of the family's life- roles, functions, goals Examples include work related stress. Existing Resources (B)-All families have some level of resources. Concept of existing resources is the family's use of

community and interfamilial systems. i.e. SES, parents education May be Adequate or inadequate depending on the nature of the stressor event or family's level of Functioning Perception of the Stressor (C)-Defined as the meaning the family assigns to the crisis event and The total circumstances that lead to the crisis. How well does the family define the problem, grasp the problem and understand the situation? Crisis (X); Defined as the "demand for change". Continuous variable that reflects the sum of the family's disorganization, turmoil, disruption which is triggered by an event. In the model- crisis is regarded as the family's inability to retain stability. If the family is able to meet the demands of the stressor than the crisis may be averted.

Putting the theory into practice, the current study focuses on family adaptation to work-related stress. It therefore requires marriage and family therapists to understand the stages of work-related stress and how families respond to the stress processes and also help the respondent on how to deal with adjustment in times of stress.

Conceptual Framework

In the conceptual framework, work-related stress is postulated to have an impact on the job performance of married employees. This was measured in terms of the levels of stress using a job content questionnaire developed by Park (2008). Work-related stress was indicated by various factors that included work roles, environment, management style, interpersonal relationships at work, career development and concerns including training, fear of being laid off, pressure to work at optimum levels at all times. Other conception of work-related stress can be qualified from the effects it has on the job performance. The constructs that explain work-related stress of married employees included; depression, social withdrawal, apathy and loss of work interests, fatigue, and physical and emotional health. It also entails number of sick leave days attributed to work-related stress, stress related injuries.

However, this relationship may be modified and tempered by family related stresses that result to family-work conflict. This is considered as one of the factors external to the workplaces that lead to work-related stress and therefore affect job performance. A question was asked on the family-related issue in order to determine to what extent this extraneous variable affects the outcome of the study. Other extraneous factors include the social economic factors of the participant. Gender factors as seen in the study can also play a part in distorting the results of the study. The relationship between various variables of the study as conceptualized from the review of empirical and theoretical works is as depicted in Figure 2.1.

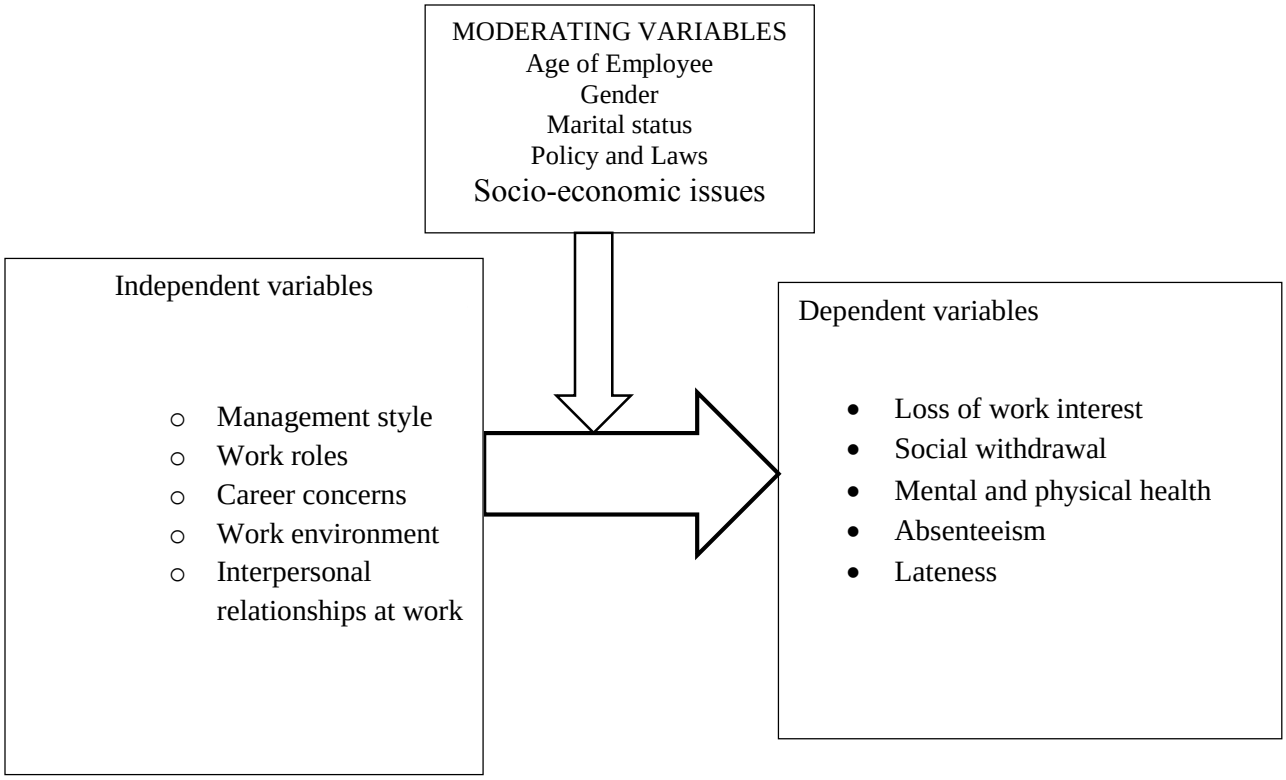

Figure 2.1: Conceptual framework

Chapter Summary

The chapter has reviewed empirical literature based on the objectives of the study. The extent that married employees experience work-related stress, effects of work-rated stress on job performance of married employees, and strategies to address work-related stress of married employees. A theoretical framework that best explains the research problem as well as a conceptual framework has been presented. The next chapter looks at research methodology.

CHAPTER 3: RESEARCH METHODOLOGY

Introduction

This chapter presents a detailed description of the procedure that was used to answer the research questions and achieve the objectives of the study. The chapter begins with a description of the research design, population, and the selection of the study site. This is followed by a description of the sampling design, data collection and analysis methods.

Research Design

The study employed a cross-sectional descriptive survey research design. According to Creswell (2015) the survey design is a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population using questionnaires or structured interviews. Qualitative research designs are those that are descriptive in nature such as the use of texts and images and rely on open ended questionnaires to collect data (Criswell, 2015). A mixed method research design integrates both the qualitative and quantitative methods of data collection and analysis.

According to Creswell (2015) the emergence of mix method design was due to the fact that both qualitative and quantitative methods had their weaknesses and biasness hence using both will neutralize their weak points. Based on this observation by Creswell, this study employed a mixed method design involving both qualitative and quantitative methods of data collection and analysis. Data was collected from married employees through questionnaires and from key informants using unstructured interviews.

Target/Accessible population

After a preliminary inspection visit to the study site, it was established that there are 305 employees of which 163 are women and 142 are men. Out of this total population of employees,

178 are married while 127 are single. The study employed a cross-sectional descriptive survey research design

Selection of the Study Site

Windsor Flowers Limited was established in May 2003 to grow and export high quality cut roses to the European Union. The flower farm is developed on 65 acres of fertile land, located off the main Thika-Nairobi highway, 3 km from the CBD of Thika Town and approximately 40 kilometres from Nairobi city. By virtue of its location, the flower farm has a lot of urban influence. The population is generally cosmopolitan (heterogeneous), more vulnerable to external factors brought about by urban life compared to other rural-based farms such as Simbi, Zeena Roses, Enkasiti and Thika Nurseries along Katanga Road. These factors were considered when choosing Windsor Flowers over other flower farms for the study.

Table 3.1: Sample of Flower farms in Thika in Kiambu County

	Name of flower Farm	location	Number of employees	Gender/married /single	Comments
1	Enkasiti	Katanga Road	Not established at the time of writing this concept		
1	Mosi flowers flowers.	Rural	200	90% Female and majority of them are single mothers.	Too biased towards women employees
2	Penta Flowers	Rural	1,270	Gender ratio not established	Rural
3	Kariki	Rural	1300	Population not established	Rural
4	Simbi	Katanga Road	400	Population not established	
5	Windsor flowers	Thika Town	305	Female-163 Male -142 Married -178	Site within urban area

Source: Compiled from Preliminary Field Visits and Literature, February, 2017

It was further established that the Farm has several departments including: Green house department which holds mostly women; Production department; and Crop protection department. Other departments include Fumigation, Part house, and Administration. Security and Maintenance department.

Sampling Frame

The sampling frame for any probability sample is a complete list of all the cases in the population from which the sample will be drawn (Mugenda & Mugenda, 2003). The list of payroll was the sampling frame. Married employees of Windsor Flowers Company were sampled for this research. The researcher was guided by the human resource manager based on bio-data existing in the payroll register as at July 2017 payroll (When the study was conducted).

Sample Size and Sampling Technique

According to Kothari (2004) the factors that determine a sample size in a study include among others the: population size, margin of error, confidence level and standard deviation. The confidence interval determines how much higher than or lower than the population mean will the sample mean fall. Kothari, further indicates that a margin of error of ±5% is acceptable at 95% confidence level within two standard deviation. Kothari also argues that an appropriate or optimal sample size is required for the study to be valid. If the sample size is too small, it will not yield good results. On the other hand, a big sample will result to a lot of time and resource wastage (Kothari, 2004). According to Kothari in the case of a finite population, the following formula applies:

$$n = \frac{z^2.p.q.N}{e^2(N-1) + z^2.p.q}$$

Where: p=sample proportion

q= 1-p

Z= value of the standard deviation at a given confidence level

n=size of sample

$$e = z.\sqrt{\frac{pq}{n}}$$

In the study, there were 178 married employees at WFF. Applying, the above formula where N=178, Z=1.96, p=0.5, q=0.5 and the standard error is 5% (0.05). The study employed a cross-sectional descriptive survey research design

Data Collection Methods

Data was collected through the use of a questionnaire and a work-related scale adapted from Park (2008), interviews with key informants and documents obtained from the Human Resource Department. Married employees were asked questions based on a Likert scale ranging from 1 to 5 (1= strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree). The means for each score were obtained and assessed using the scale developed by Park (2008). The work-related scale by Park (2008), (attached in appendix III) assesses work-related stress according to five domains; control, demands, job insecurity, physical exertion and social support. The first five items in the scale administered to the respondents, assesses the extent to which employees feel like they are in control of their jobs, demand of the job are assessed by two items, job insecurity and physical exertion by one item each and the levels of social support they receive in order to enable them work effectively assessed by three items.

Pre-Testing of Instruments

According to Babbie (2016) questionnaires ought to be pretested before being administered to the sample. This is normally conducted in a pilot study. Kothari (2004), states that a pilot study

is a replica and rehearsal of the main survey and establishes weaknesses of questionnaires and the survey techniques. Piloting of the questionnaire instrument was conducted at WIMA flower farm which was deemed to have similar characteristics with Windsor Flower Farm. The aim of the pretesting was to check the reliability and validity of the questionnaires to achieve consistent and accurate results. Pretesting helped to indicate the issues which may not have been anticipated during the questionnaire development. The result from the pilot study was incorporated in the final questionnaires.

Data Analysis

This section involves cleaning, transforming and synthesizing the data collected. The data was analysed as indicated below:-

i. Data on the biographic information of participants as well as interventions put in place to address work-related stress was analysed using descriptive statistics.

ii. Data from the interviews and from the questionnaires was analysed as follows; a variable oriented analysis was based to identify patterns in the data. According to Babbie (2016), variable oriented analysis is concerned with variables which are present in the data. Patterns' relating to frequencies, magnitudes, structures, processes, causes and consequences was outlined according to the recommendations of Babbie (2016). The researcher then coded the data using open coding format, described by Babbie (2016) as obtaining codes from examining and questioning data.

Data Presentation

The results/findings of quantitative data analysis were presented in the form of tables, bar graphs and pie-charts. The result of qualitative data analysis was grouped and presented in themes and patterns based on the objectives of the study.

Reliability and Validity

To ensure reliability and validity of data gathered, other methods including direct observation, and key informant interviews will be conducted alongside administration of questionnaires.

Ethical Consideration

When conducting a research it is vital that researchers address issues such as protecting participants from harm, ensuring informed consent, anonymity and confidentiality of participants (Oliver, 2010). To ensure that the study meets the ethical parameters and that the researcher complies with ethical standards, the study was reviewed by the ethics committee at Pan African Christian University. Similarly permission to conduct this research was sought from the Pan African Christian University and from Windsor Flower Farm Permission was sought from NACOSTI. The researcher understands that no harm occurred to the participants as a result of their participation in this study.

Prior to taking part in research, Oliver (2010) outlines the concept of informed consent, that participants should be fully informed about what the research entails and give their consent to participate. Prior to participating in this study, the researcher provided participants with details of the study and information about what their participation will entail. Participants were also informed of their right not to participate or to withdraw participation at any point of the study. To ensure anonymity, the participants were not required to divulge their names or any other information (other than bio data) which could be used to identify them. All data collected was treated as confidential and access was restricted to the researcher, research assistants and the university supervisor. All data collected was only used for the purposes of this study.

Chapter Summary

This chapter has described in detail the methodology that was used in data collection, analyses and presentation. The study employed a cross-sectional descriptive survey research design. It targeted married employees. In the study, there were 178 married employees at WFF. Applying, Kothari's formula where N=178, Z=1.96, p=0.5, q=0.5 and the standard error is 5% (0.05). Data was collected through the use of a questionnaire and a work-related scale adapted from Park (2008), interviews with key informants and documents obtained from the Human Resource Department. Piloting of the questionnaire instrument was conducted at WIMA flower farm which was deemed to have similar characteristics with Windsor Flower Farm. Prior to participating in this study, the researcher provided participants with details of the study and information about what their participation will entail. The next chapter presents results and discussion.

CHAPTER 4: RESULTS AND DISCUSSION

Introduction

The chapter presents the results of data analysis of work-related stress on the job performance of married employees at Windsor Flowers Limited situated in Thika Sub-county of Kiambu County in Kenya. The chapter begins by presenting the data on demographic characteristics of the respondents followed by results of data analysis arranged in accordance with the objectives of the study.

Demographic Characteristics of the Respondents

A total of 121questionnaires were administered during data collection 110 were filled. From the random sample used in the research, 52% of the respondents were male, while 48% were female as presented in figure 4.1. While the average age of the female respondents was lower than male (32 for female and 33 for male), the relationship between gender and age of the respondents was not significant at 95% confidence level (P =0.174).

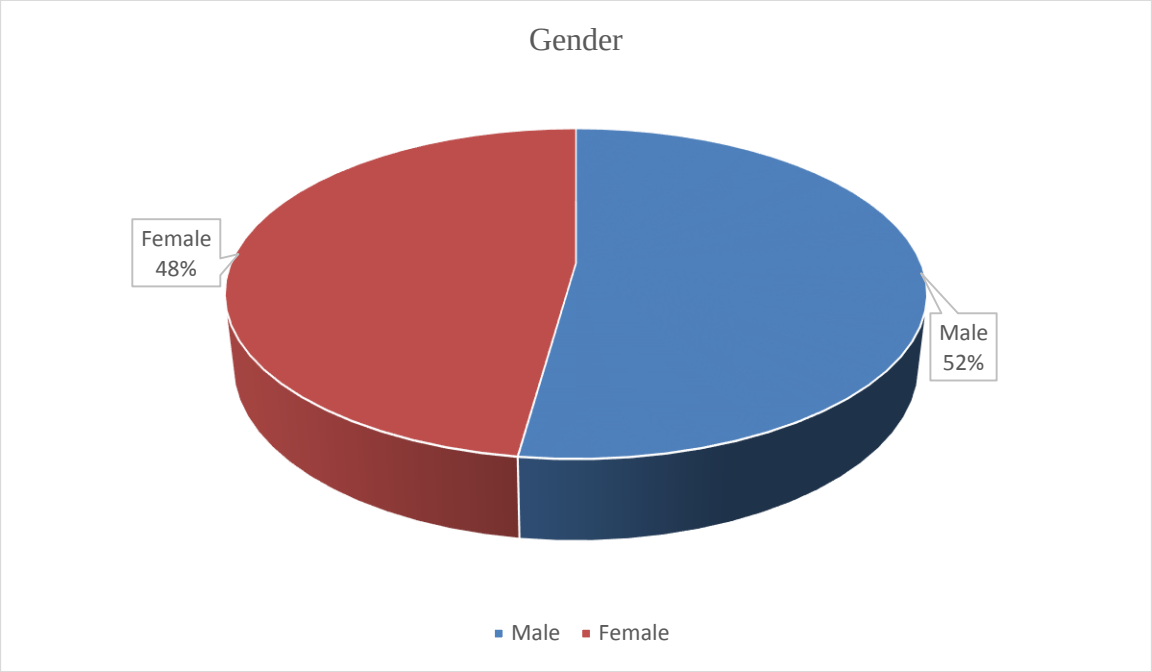

Figure 4.1: Gender

In terms of schooling, majority of the respondents (55%) did not advance their education beyond primary school. Only a minority of 5% has either college education or a university degree as presented in figure 4.2. The period the respondents have worked in the farm averages a working period of 4.7 years. Comparing the averages of the time worked in the farm and the marriage periods of the respondents (averaging at 5.46), it can be deduced that majority of the respondents married prior to joining work in the farm.

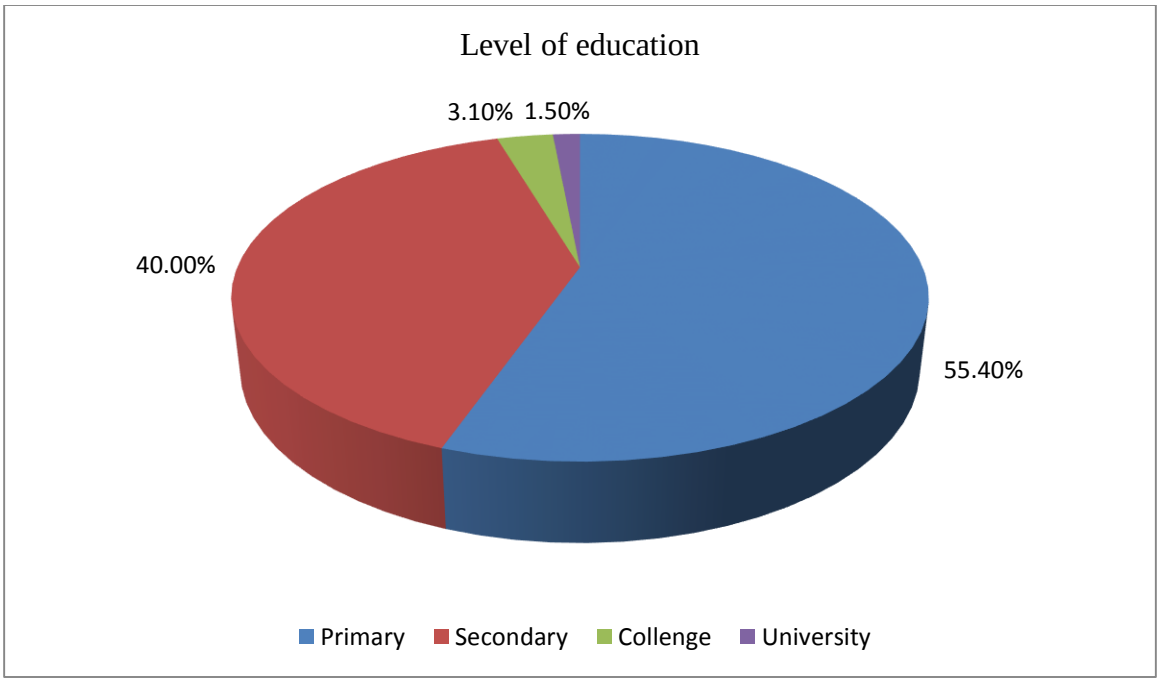

Figure 4.2: *Level of education*

Response rate

The study targeted 121 married employees at WFF for administration of questionnaires. A total of 110 questionnaires were successfully administered, which is a response rate of 91%. Per cent. According to Dierckx (2013), 50% and above response rate is acceptable. For the targeted key informants, the 4 respondents (one human resource manager and 3 supervisors) were all receptive constituting a 100% response rate.

Work Related Stress among married employees

The first objective of this study was to assess the extent to which married employees at Windsor Flowers Limited (WFL) experienced work-related stress. To achieve this objective, a questionnaire instrument was administered to married employees at WFL. This was based on a 5-level Liker-scale (strongly disagree, agree, neutral, agree and strongly agree) with 12 questions as presented in Figure 4.3.

Aggregation was done to quantify the levels of stress experienced by individual workers. In the aggregation using the Likert scale, the highest stress level was rated at 5 while the lowest

level was rated at 1. This informed summary aggregation and categorization of stress levels into no stress, fairly low, moderate stress, severe stress and extreme stress.

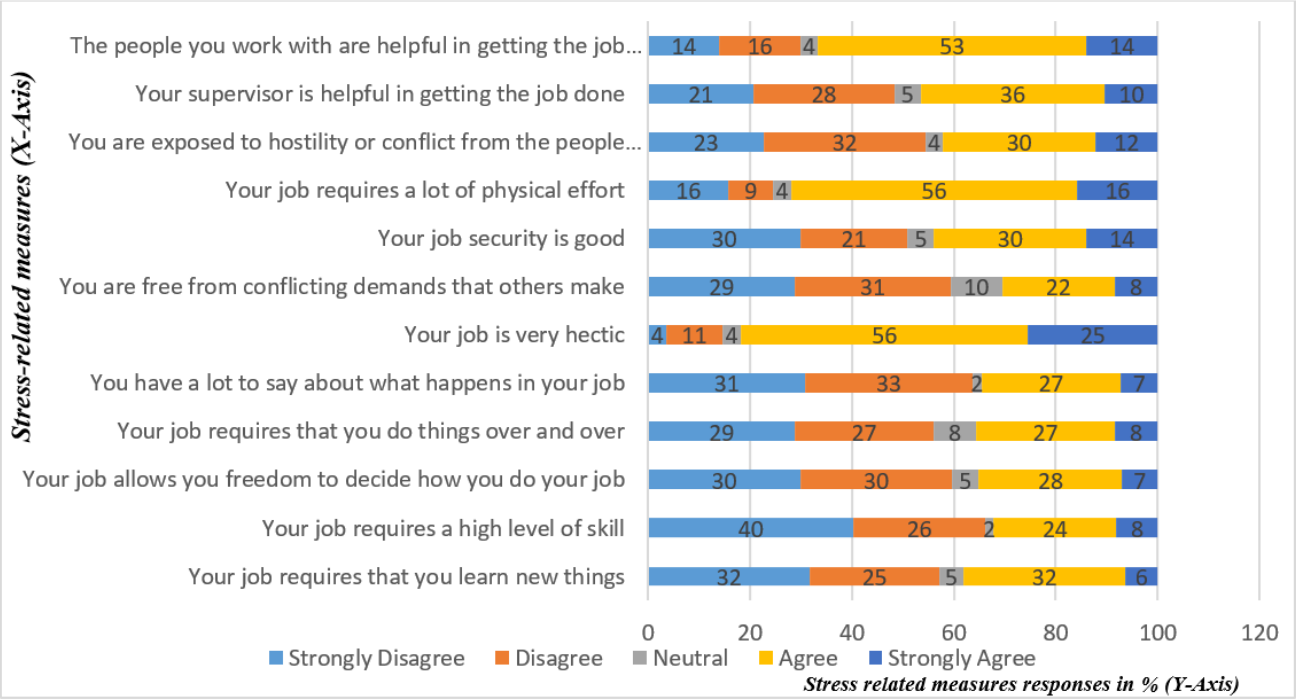

Figure 4.3: *An overview of the respondents stress levels based on work-related stress measures*

Data analysis of the chart presented in Figure 4.3 shows that majority of the workers feel: that their colleagues (53%) are largely supportive; supervisors (36%) averagely supportive; (32%) are less exposed to hostility from colleagues; their job requires a lot of physical effort (56%); their job (30)%) security is less than average; their work (56%) is very hectic; and (33%) have no moderate say about what happens in their job.

A summary of stress levels experienced by the respondents are showing in Figure 4.4.

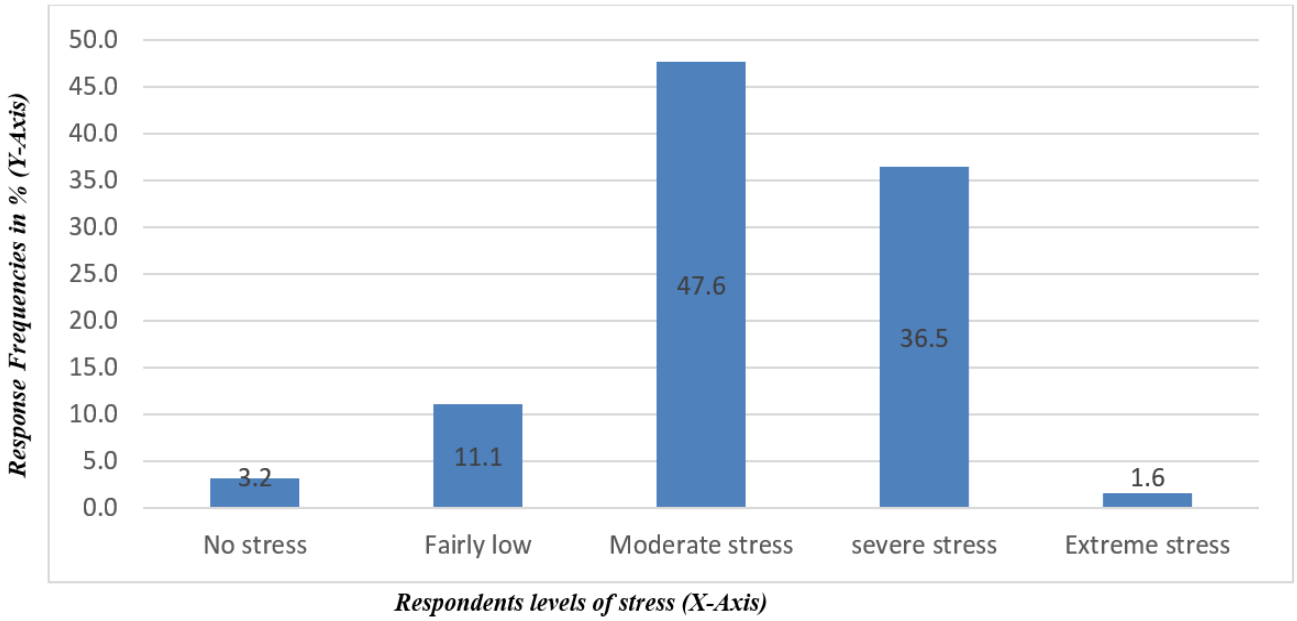

Figure 4.4: *Stress levels Rating*

Based on this analysis in Figure 4.4, the results suggest that most married employees of WFL experience moderate (47.6%) to severe (36.5%) work-related. These results suggest significant number of married employees experiencing were work-related stress at the time of the study.

Data analysis and interpretation of responses in the questionnaire revealed married employees have moderate to severe stress. The findings indicate that work-related stress is a significant factor amongst married employees at WFF. Work-related stress must therefore be taken into account while addressing job performance of married employees. The findings agree with those of a number of studies which have reported that married employees have higher levels of work-related stress in contrast to their unmarried counterparts (Goh, Ilies & Wilson, 2015; Marinaccio et al., 2013). The findings also agreewith the views of Marinaccio et al. (2013) and Murphy (1995) who perceived that married employees had greater demands at work. However, the findings disagree with those

of Takahashi (2014) who found no significant levels of work-related stress among married employees.

Factors that contribute to work-related stress among married employees

The second objective of the study was to establish the factors that have contributed to work-related stress among married employees at Windsor Flower Farm. To achieve this objective, a questionnaire instrument was administered to married employees at WFF

The study revealed that stress is majorly contributed to by low salary. Employees felt that they are poorly remunerated, and in addition lacks allowances to supplement their low incomes. Harsh supervision was also cited and emphasized by employees. As Figure 4.3 presents the factors that contribute to work-related stress among married employees at Windsor Flower Farm.

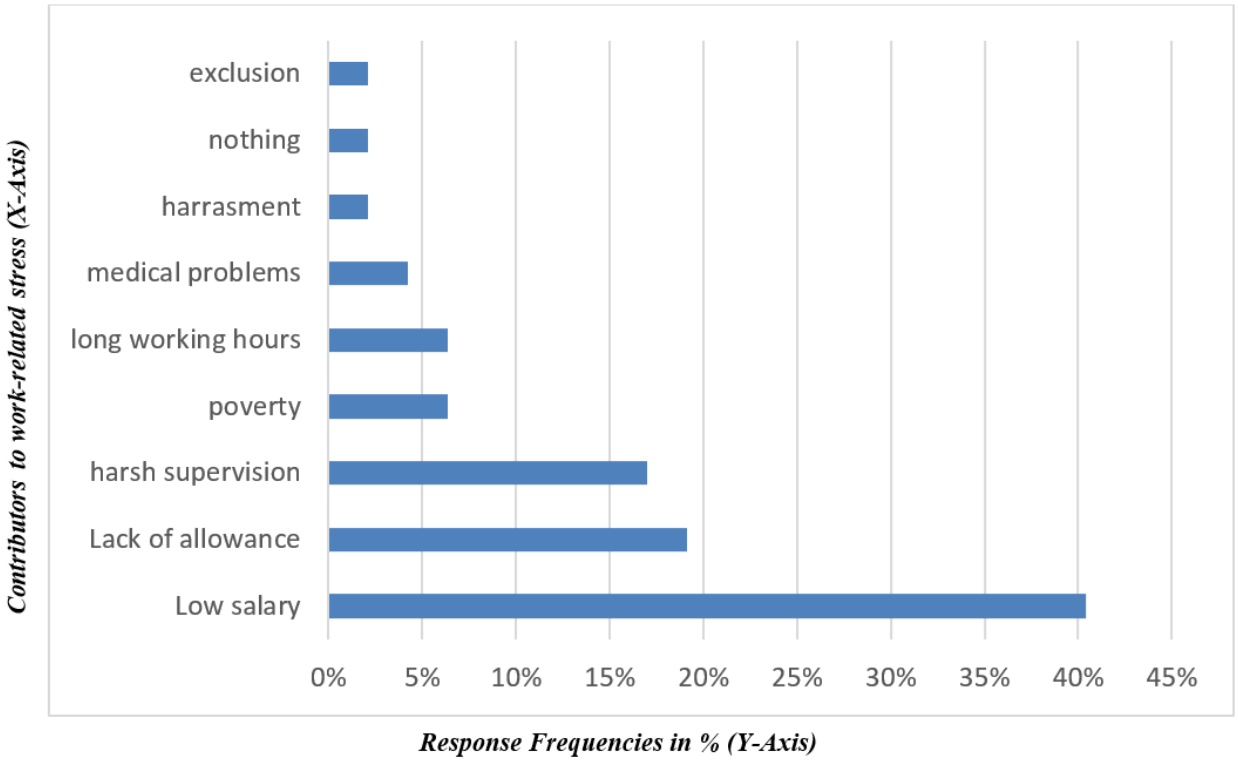

Figure 4.5: *Factors contributing to work related stress*

The results in Figure 4.5 suggest that low salary, lack of allowances, harsh supervision and long working hours in that order are considered by respondents as the main contributors of work-related stress in WFL.

The study further revealed that 66 percent of the respondents consider the management style of the Windsor Flower farm not favorable while 64 percent consider the work roles to be tedious. Sixty-four (64%) percent of the employees feel that they have poor interpersonal relationships. Figure 4.6 presents other factors that contribute to work-related stress in WFL.

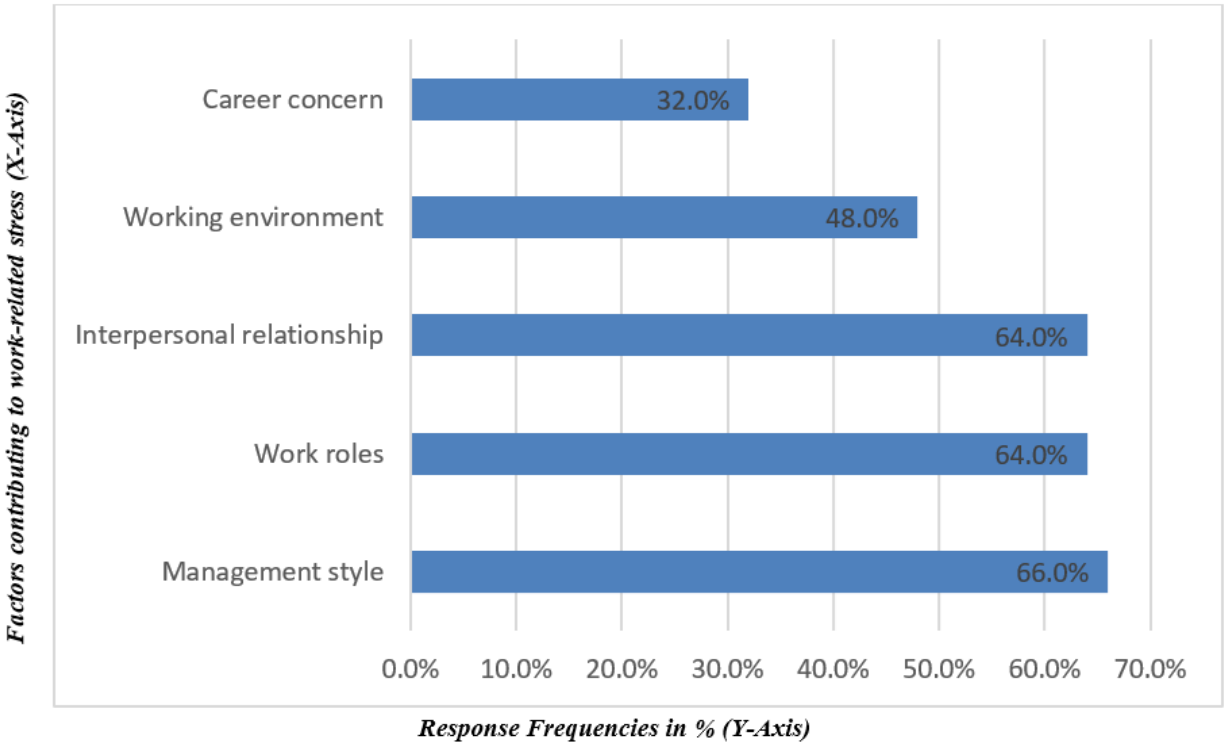

Figure 4.6: *Factors contributing to work related stress*

The results in Figure 4.6 suggest that management style (66.0%), conflicting work roles (64.0 %), and poor interpersonal relationship among workers (64.0%), poor work environment (48.0%), as well as career concerns in that order as other factors that contribute to work-related stress in WFL. The findings in Figure 4.5 suggest that low salaries, lack of allowances, harsh supervision, poverty, and long working hours as well as medical problems contribute to work related

stress. Respondents also identified authoritative management styles, poor work roles, and weak interpersonal relationships and career concerns as the other factors that contribute to work-related stress.

The findings indicate that the factors are significant contributors of work-related stress amongst married employees at WFF. These factors must therefore be taken into account while addressing job performance of married employees. These finding are in agreement with the views ofPark (2007) who established that work-related stress originated from a variety of sources such as job strain, physical exertion of work, job insecurity, gender, education and socio-economic factors, The findings of the study also agree with those of Murphy (1995) who describes five factors associated with workplace stress including: factors unique to the job, role in the organization, career development, interpersonal work relationships, and organizational structure/climate.

The findings further agree with those of Sarantakos (1996) who established that family and work are interrelated and interdependent in that one affects the other. The relation between home and work is important for the employees to reduce their work-related stress.The findings also agree with those of Lasky (1995) who posits that issues linked with family and finances are a big foundation of "extra-organizational" stress that can even complicate, or elevate, work related stress. The demands associated with children include school fees, provision of food, housing, clothing and other necessities all of which require financial stability. From the study 40% of the employees sited low salary as a source of work related stress.The study findings found a relationship between use of drugs/alcohol and work related stress. The more stressed employees are, the more abusive to alcohol.13.8% of the respondents have abused drugs for the wrong reasons.

Effects of work related stress on the married performance of married employees

The third objective sought to assess the effects of work-related stress on the performance of married employees at WFF. Performance of the workers was assessed by various factors. Individual factors of assessment pointing to stress related performance elements in this regard are frequent lateness at work; absenteeism; social withdrawal, loss of job interest and absence of support from colleagues and supervisors. In summary, 15% of respondents reported experiencing withdrawal at workplace; 33% reported not getting adequate social support from employer; 13% reported not getting adequate social support from colleagues; 19% reported having experienced loss of work interest; 16% reported having suffered emotional and physical health during work; 11% reported being out of work following work related stress; and 8.5% reported frequent lateness following work related stress. By gender, this breakdown is shown in figure 4.7.

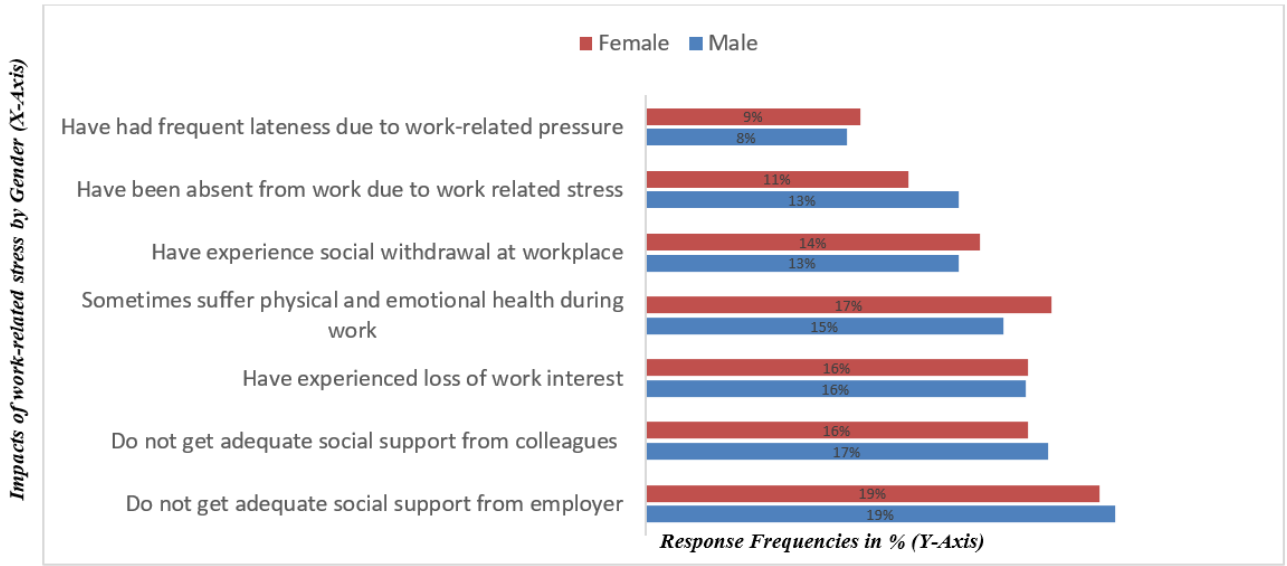

Figure 4.7: *Impacts of work-related stress on performance*

The data analysed showed that there is no significant relationship between work related stress performance and gender. At 95% confidence levels, all the p-values are above 0.05 which indicates no significant relationship (Table 4.1).

Table 4.1: Relationship table of work related stress on performance

Work Related Stress Performance	(P-values)
Do not get adequate social support from employer	.691
Do not get adequate social support from colleagues	.769
Have experienced loss of work interest	.862
Sometimes suffer physical and emotional health during work	.815
Have experience social withdrawal at workplace	.922
Have been absent from work due to work related stress	.312
Have had frequent lateness due to work-related pressure	.460

A comparison between stress levels and performance indicators showed that the biggest proportion of those facing performance challenges related to stress are either moderately or severely stressed (Figure 4.8). There are very few workers who are moderately stressed; apparently, all of them reported experiencing loss of work interest. It can be noted the bulk of those suffering from severe stress do not get adequate social support from colleagues and also employer.

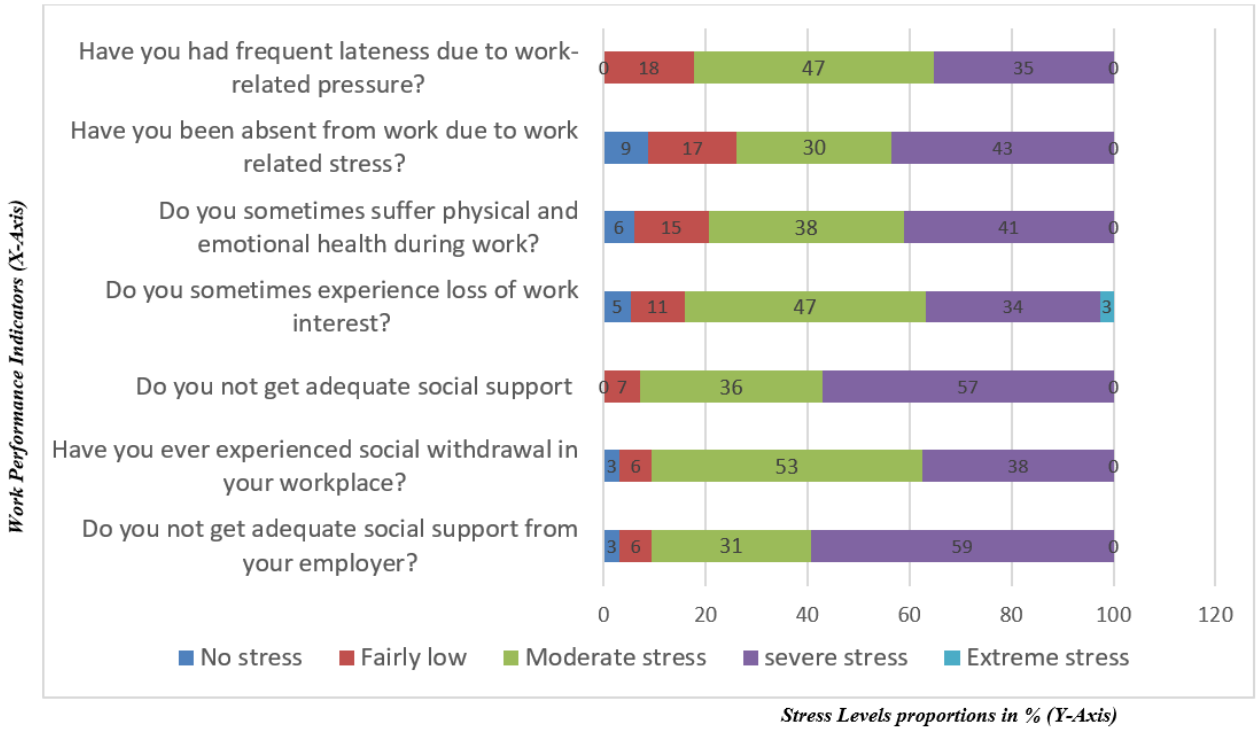

Figure 4.8: *Comparing performance and work-related stress*

The effects of socio-economic characteristics of respondents'

The goal of this assessment was to account for the effect of socio-economic characteristics of respondents on work-related stress that leads to poor job performance. Areas for assessment in this regards, included assessing stress levels against gender, age, distances to work, religion, literacy levels and household income. Table 4.2 shows that there is a negative correlation between the distances respondents cover to work place and stress levels.

Table 4.2: Correlation table showing stress levels against respondent's social characteristic

	Stress rating	How far do you live from your workstation?	How long have you worked at Windsor flower farm?
Stress Rating	1	-.145	-.178
How far do you live from your work station	-.145	1	-.058
How long have you worked in the flower farm	-.178	-.058	1

This result suggest that those who live further could be staying in their rural homes where family support, home ownership, most food is gotten from their farms could be the reason. On the contrary, those living in shorter distance could be renting their houses, buy all foodstuffs and have to employ nannies or leave their babies in day cares and there could be experiencing more stress levels.

Additionally, workers who have worked in the flower farm more are more stressed than those who have worked for lesser periods. This result suggest that the more one works, the more stress they experience owing among others due to increased anxiety due to lack of career progression and work roles.

Age of individuals has often been associated with stress levels in most studies (Paykel 2001). To assess this, the study generated a scatter plot to show this relationship (Figure 4.9). This figure show that a relationship appears to exist between the two elements, but it is very weak (R^2 = 0.019).

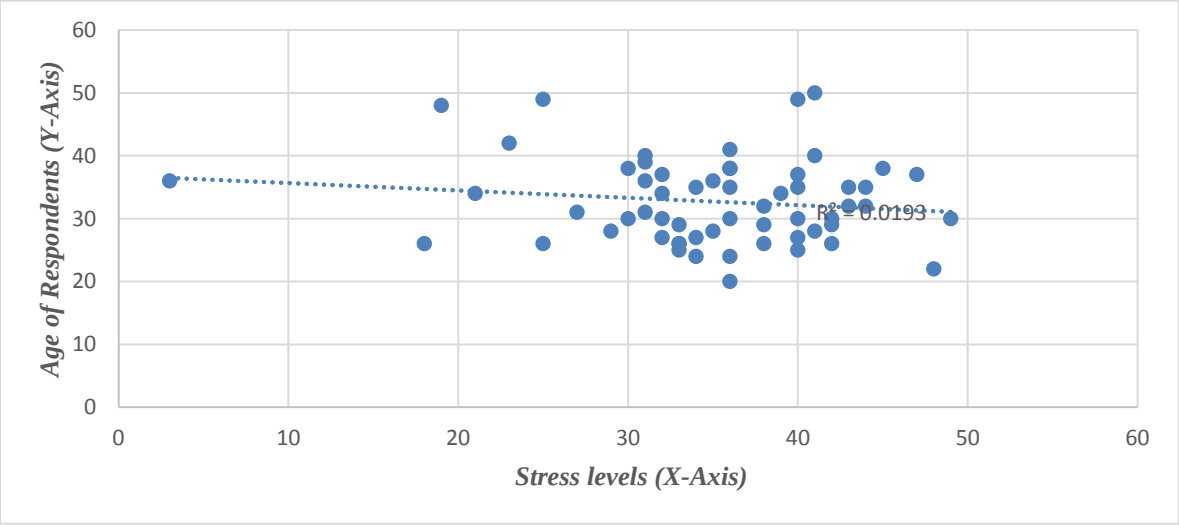

Figure 4.9: *Relating work related stress levels to age of respondents*

Table 4.3 show that there is a negative correlation between age of respondents and the distances they cover to work places. The finding suggests that the more the distance covered the less the stress.

Table 4.3: Correlation on the stress levels against respondents social characteristics.

	Stress rating	How old are you?	How far do you live from your workstation?	How long have you worked at Windsor flower farm?
Stress Rating	1	-.139	-.145	-.178
How old are you?	-.139	1	.113	.313
How far do you live from your work station	-.145	.113	1	-.058
How long have you worked in the flower farm	-.178	.313	-.058	1

Assessment of respondents' gender against stress levels in the binary logistic regression model, established that there is no significant relationship between the two, with P-values being 0.831 (greater than 0.05 value which shows significance at 95% confidence level). Correlation between stress levels and religion showed that Protestants respondents are relatively more stressed than Catholics and Muslims (Figure 4.10).

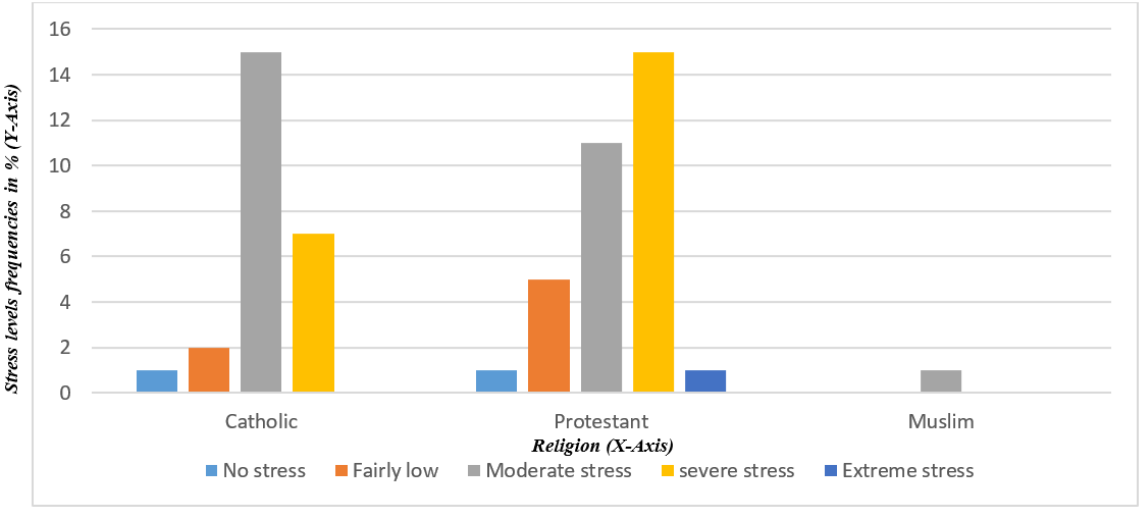

Figure 4.10: *Stress levels by religious affiliation*

An assessment of stress levels against household income showed an interesting trend. While those earning below Kes. 5,000 account for 3% of the respondent, while those earning between 6,000 and 10,000 account for 93%, it is the latter group that experience high levels of stress.

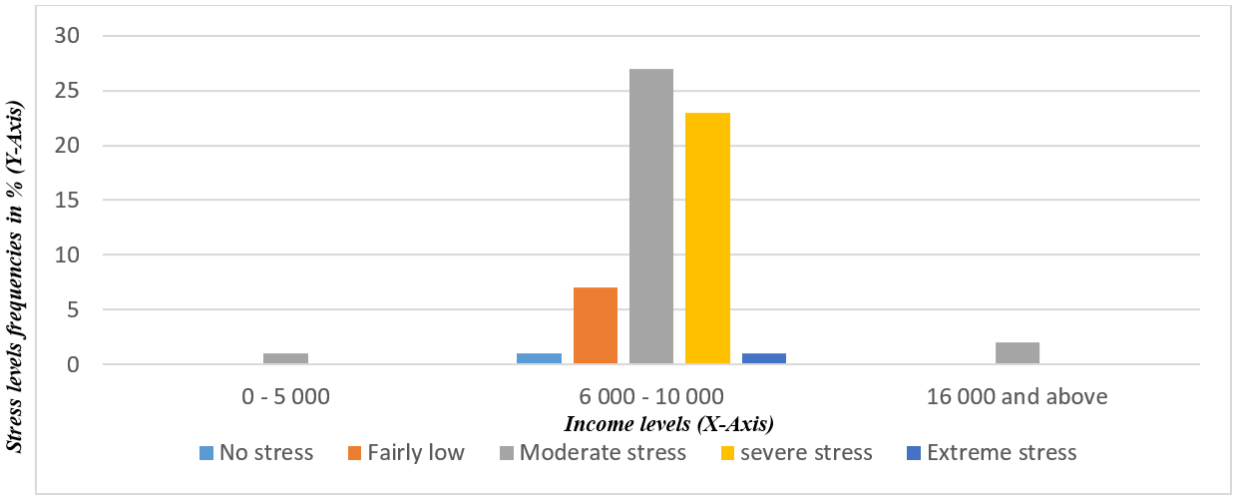

Figure 4.11: *Income levels against stress levels of respondents*

Further, education level of the respondents was assessed against stress levels to provide the following output (Figure 4.12).

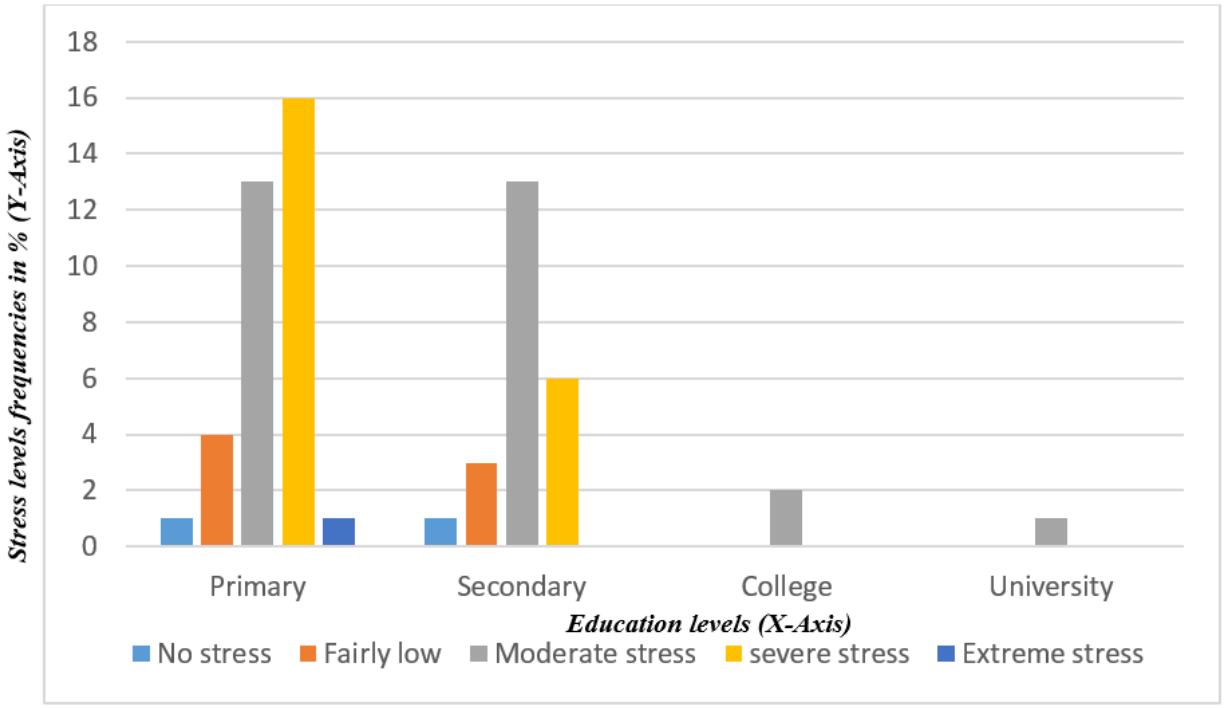

Figure 4.12: *Education levels in relation to work related stress, levels*

Focusing on the relationship between having children and work related stress; the study shows that 76.9% of the respondents have children while the rest do not. Cross-tabulation of stress levels and having children is summarized in Figure 4.13.

Figure 4.13: *The relationship between having children and work related stress levels*

The study noted that having children is associated with increased work-related stress. In further assessment, the study looked at the relationship between stress levels and alcohol consumption. Various levels of alcohol indulgence from "do not indulge at all"; "indulge once a month"; "indulge once a week"; and "indulge everyday" were rated from 1 to 4 respectively and correlated with stress levels. The study revealed a significant positive correlation between the two at 95% confidence level. This implies more stressed workers are more likely to abuse alcohol as shown in (Table 4.4).

Table 4.4: Relating stress levels to alcohol consumption

		Stress rating	Alcohol Indulgence
Stress rating	Pearson Correlation	1	.280*
	Sig. (2-tailed)		.022
	Pearson Correlation	.280*	1

The study also sought to investigate whether the respondents have injected any drug that was not prescribed by medical practitioners. Results showed that while only 13.8% of all respondents have abused prescription drugs, there is a significant relationship between prescribed drug abuse and stress levels (Table 4.5). The table is derived from a predictive logistic regression modelling output, and it shows that there is zero probability (p-values=0) that abusing prescription drugs is unrelated to stress levels. The predictive model also show that based on the rating for stress, a 0.367 increase in stress levels will likely increase the population of those taking prescribed drugs by 1 person.

Table 4.5: Regression table for stress and prescribed drug abuse relationship

Variables in the Equation							
		Equation intercept	Standard Error	Wald Statistics	Degree of freedom	P-value	Odds ration
Step 0	Constant	-1.001	.276	13.202	1	.000	.367

For prominent drug abuse, statistics show that only 3 respondents abused intoxicating substance. Substances abused include Kube*r* (1 person), Bhang (2 persons). Two of the three have severe stress while 1 had moderate stress. Further statistical analysis was not possible since 3 cases were not statistically significant and therefore could not form a basis for any generalization. The reason for low responses on drug abuse appears to be due to the illegal nature of abusing the drugs.

Data analysis revealed that work-related stress has effects on the job-performance of married employees at WFF. Work related stress is seen to have an impact on the performance of the married employees, with 32% claiming to have suffered physical and emotional health as a result of work related stress. Of these 17% are male while 15% are female. Work related stress also causes loss of work interest. This is evidenced by 32% of the respondents. Other effects include frequent lateness 17%, high absenteeism 24%, and social withdrawal at work 27% (figure 4.14).The effects

includefrequent lateness at work; absenteeism; social withdrawal, loss of job interest and absence of support from colleagues and supervisors. The results indicate that these effects of work-related stress are significant issues that affect the job performance of married employees.These figures support the notion by Kotteeswari & Sharief (2014), that higher levels of stress lead to lower performance.

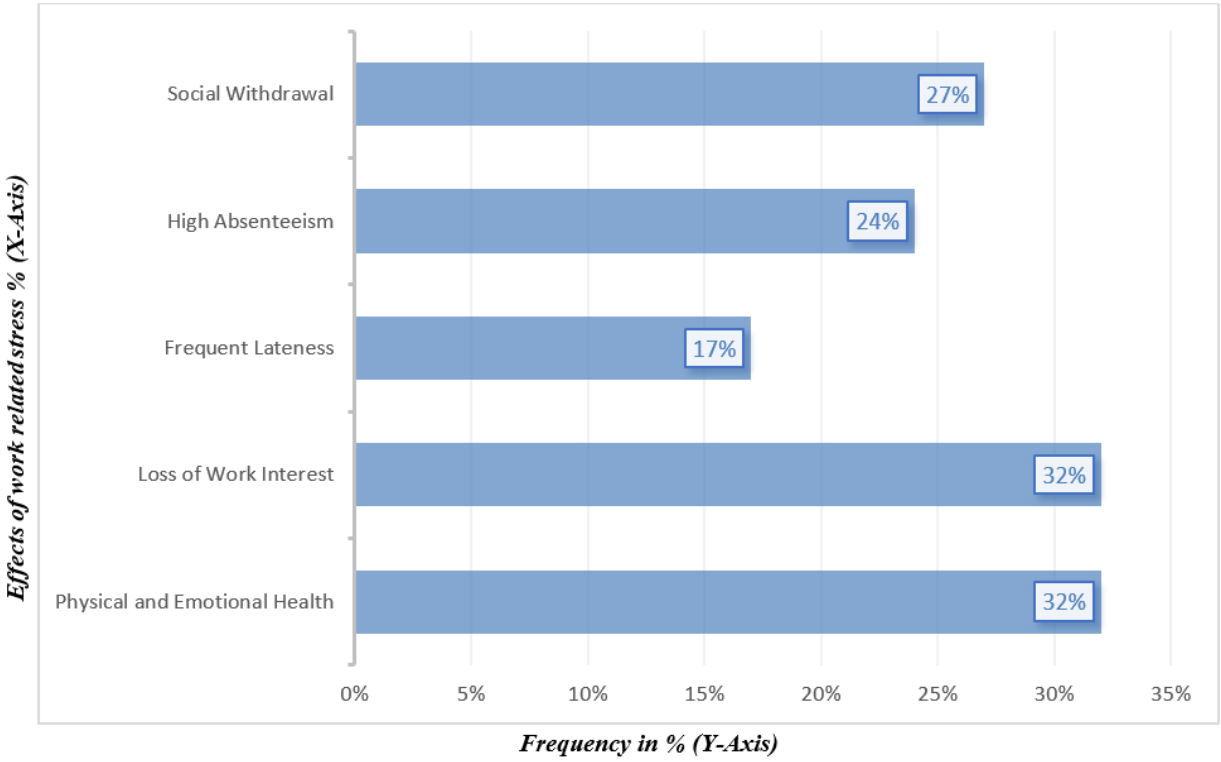

Figure 4.14: *Effects of work related stress*

This finding is also in agreement with the views of Muiga et al. (2016) andAwadh, et al. (2015) who concluded that work-related stress affects the performance of employees as owing to job demands and pressures on employees' time; they experienced a burn-out which affects their ability to perform their jobs effectively.

Extent to which management has addressed work-related stress among married employees

Figure 4.15 presents suggestions of the respondents on strategies of how to reduce work-related stress. These in their opinion have not been majorly addressed by the management. The results in figure 4.15 suggest that better salary, good management and consultation as well as proper supervision, in that order, are considered as the main strategies of addressing work-related stress.

The employees felt that work related stress can largely be eliminated by increasing their pay (Figure 4.15).

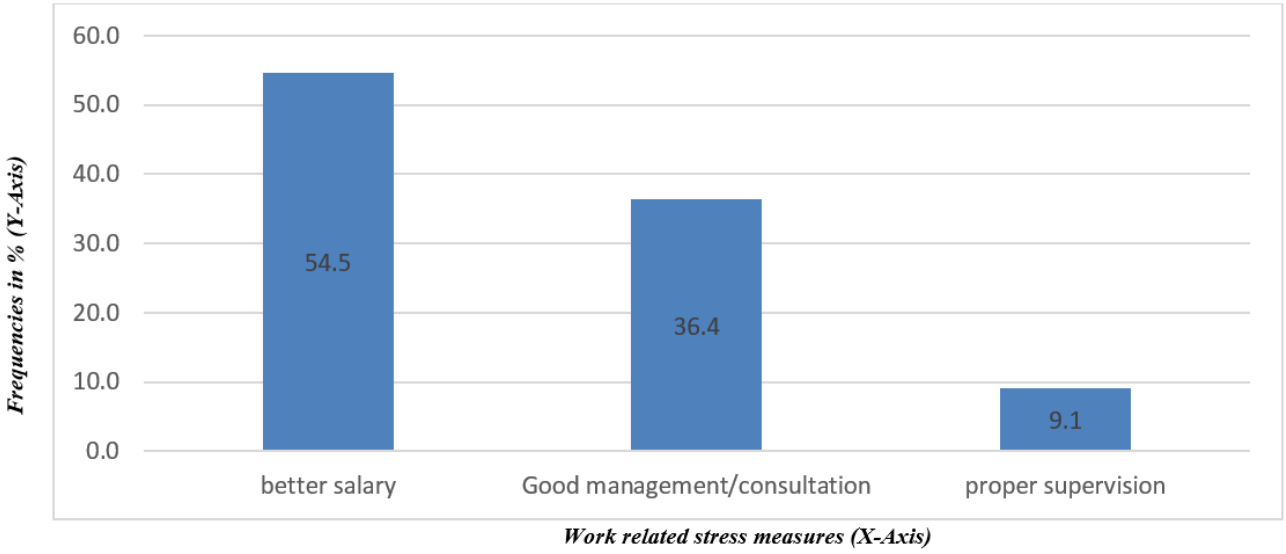

Figure 4.15: *Respondents suggestion on reducing work-related stress*

Data analysedrevealed that the management has not comprehensively addressed issues of work-related stress among married employees. The strategies that have been used include among others, morning prayers and informal talks to employees. It was also established that employees, who report to work late, are absent or report to work while drunk often get expelled from work. This appears to explain the finding that the management is harsh.

The results indicate that the way management addresses work-related stress has significant effect on the job performance of married employees. Strategies of dealing with work-related stress are taken into account while addressing job performance of married employees. This finding is in agreement with the views of Segal et al. (2011), who pointed out that when one is overwhelmed at work he/she may lose confidence and become irritable or withdrawn, which results in less productivity and less effectiveness in their job. Furthermore confirm that stress should be managed through taking care of oneself; prioritizing and organizing, and emotional intelligence.

Chapter Summary

The results and discussion of the analyzed data has been presented in relation to each objective. The chapter has confirmed a deep-seated work-related stress problem arising from lack of proper management. The findings further show that the research problem has significant effects on the job performance of married employees at WFF. Empirical facts derived from this chapter have confirmed the assumption that work-related stress affects job-performance of married employees. The study revealed that stress is majorly contributed to by low salary. The study also found a relationship between use of drugs/alcohol and work related stress. There was no relationship between work related stress performance and gender. The next presents summary of findings, policy implications of the findings, conclusion and recommendation. The chapter also describes areas of further research.

CHAPTER 5

SUMMARY OF RESEARCH FINDINGS, CONCLUSION AND RECOMMENDATIONS

Introduction

The chapter describes the summary of research findings, implications of the findings of conclusion. The chapter further describes the recommendations, and areas for further research.

Summary of Research Findings

This chapter briefly summarizes the findings on the research conducted to find out the extent that married employees at Windsor Flower farm experience work related stress. It also seeks to explain the factors that have contributed to this work-related stress among married people and its effects on their work performance.

The married employees at Winsor Flower Farm experience varying levels of work related stress with the majority having moderate levels of work related stress. A finding from this study agrees with ABCX model that the stressor event, the family's perception and families existing resources interact to predict the likelihood of a crisis. The study noted that having children (76.9%) is associated with increased stress. Also respondents who did not get adequate social support from the employer (33%) and from colleagues (19%) reported higher levels of stress. From the field study, the majority 47.6% of the employees experienced moderate stress levels, 36.5% severe stress, 11.1% fairly low stress, 1.6% extreme stress while 3.2% showed no stress at all. This is closely linked to the work load which comes with low payments. This is evidently seen with 81% agreeing that the work is very hectic and 72% claiming it requires a lot of physical effort.

Approximately more than 85% of the employees have work related stress that strongly affects them. These work-related stresses are caused by either internal or external factors. Of these factors, low salary is the highest contributor to work related stress scoring 40%. It's followed by

lack of allowance which was highlighted by 19% which is closely followed by harsh supervision which had 17%. Other factors that have contributed to work related stress include: poverty 6%, long working hours 6%, medical problems 4% and harassment 2%.2% of the respondents mentioned exclusivity. This means the low-key staffs are not included in decision making of matters that also affect them directly or indirectly. The employees earning less than 5000 and more than 16000 had less stress compared to those who earned between 6000 and 5000.Employees earning between 6000 and 15000 had 33% with severe stress, 27% with moderate stress. On the other hand, those in the category of less than 5000 and more than 16000 had 100% experiencing moderate stress.66% of the employees blamed the management style for their work related stress with 64% blaming work roles and interpersonal relationships.48% and 32% blamed working environment and the career concern respectively.

The findings shows a significant relationship between work related stress and family issues. From the study 76.9% had children. Of these, 34% had moderate stress ,31% had severe stress and 2% experienced extreme stress. On the other hand, those without kids had 13% with moderate stress,5% with severe stress and none had extreme stress.

According to the conceptual frame work adopted in this study, work related stress is seen to have an impact on the performance of the married employees. This is seen with 32% claiming to have suffered physical and emotional health as a result of work related stress. Of these 17% are male while 15% are female. Work related stress also causes loss of work interest. This is evidenced by 32% of the respondents. Other effects include frequent lateness 17%, high absenteeism 24%, and social withdrawal at work 27%.These figures support the notion by Kotteeswari & Sharief that higher levels of stress lead to lower performance

The respondents came up with ways they think would reduce the work-related stress.55% said a better salary would help reduce their work-related stress. Good management techniques and consultation was brought up by 36%.9% proposed better supervision.

Implications of the Research Findings

The implications of the study findings are that work-related stress (physiological and psychological) affects job performance. The job description at Windsor Flower Ltd is majorly non-skilled and middle skilled labour. The management has designed these job needs for all employees in order to enable the company achieve its goals and objectives.42% of the respondents suffers physical and emotional health which is attributed to the hard job descriptions. According to the findings, majority of respondents depicted high levels of work related stress and job performances are high. This means that the ability of the employees to manage their work-related stress when doing work has inhibited job performance. Despite their level of stress, they have harsh supervisors who inflict strict rules and fear on them. This is seen to further elevate their level of stress. The research findings confirm that work related stress is an important predictor of work performance in the organization being studied. The findings can be used by WFF and other organizations to manage and control work related stress.

Conclusion

Based on the summary of findings and their implications the study concludes that work-related stress affects job performance of married employees. Work related stress and its effects can lead to a long term negative impact on the employees if not acted on. Also, how one feels when at work and how one feels about work influences how one engages with that work. How Productive people are and how cordial they are in their working relationships within a department, a team or a larger

work group. While addressing work related stress can be challenging, it can also be a vehicle for positive change, for better and more productive relationships at work and for increased creativity and productivity.

It can be concluded that:

1 The extent of work-related stress in married employees generally ranges from moderate to severe at WFF

2 The main factors that contribute to work-related stress include among others: low salary, lack of allowances including over time, long working hours, unclear roles, authoritative management styles, and career concerns

3 The effects of work-related stress on job performance includes absenteeism, lateness, low productivity leading to poor job performance

4 Management has not majorly addressed work-related with morning prayers and informal meetings as the main methods of addressing it.

The study has restricted its research scope to the effects of work-related stress on the job performance of married employees. Through review of empirical and theoretical literature the study has demonstrated that indeed, there was a research gap that has been addressed through the conduct of this study and brought on board new knowledge of the subject matter. Pointedly, the study has established that work-related stress affects the job performance of married employees at WFF. The study has added new information especially with respect to work-related stress and job performance of married employees in the flower industry. Scholars can use the study to improve their understanding of the variables used.

Recommendations

The fourth objective aimed at proposing strategies that can be employed to effectively mitigate the effect work-stress on the performance of married employees at Windsor Flower Farm.To mitigate the effects of work-related stress, it is important to consider staff welfare, and employee protection policies

W.F.F. management should improve on strategies of addressing work-related stress, counseling through marriage and family therapeutic techniques, work descriptions, communication, improving the work environment as well as workers education and training is essential.

1) Counselling

The marriage employees have internal and external causes of work related stress. There should be a counselling session for any person willing to get professional help on any life issues. This will help to solve problems both at work place and at home.

2) Job Descriptions

Job descriptions need to be clear and followed by all. This involves the details of timings and overtime. When both the employer and employee understand the job description, the employees will not be overworked hence a reduction in work-related stress.

3) Communication

The management should create a proper communication channel between it and the employees. Managers and supervisors should be able to inform the other staff on any changes in the organization and they should be able to listen to the staff opinions. The employees should be able to address their grievances to the top-level management without being discriminated. Any decision that would directly or indirectly affect the junior staff should be passed with them being involved. The management should also set clear policies and regulations on the daily operations and running of the company.

4) Work Environment

The atmosphere to which the junior staffs interact with the senior staff should be conducive. This can be effectively done through the use of barazas or other avenues where they can talk and discuss issues common to them. This would make the employees free at work hence reduction of work related stress.

5) Workers education and Training

This skill of the employees should be known and further enhanced to improve quality of output. The employee skills should also match the needs of the job he/she does.

The WFF management should periodically check the stress levels of workers in flower industries. This is because of the physical exertion, poor work environment and other factors established in this study. The adage "prevention is better than cure" should apply here. A sick workforce affects not only the workers but also the employers through poor job performance.

The findings of this study point to family issues including children, socio-economic characteristics especially incomes as some of the factors that contribute to stress. In addition organizational factors such as roles, management styles, consultations also lead to work-related stress. It is important that these factors are established through strategies such as yearly social surveys by the human resource department.

The management of WFF should engage Marriage and Family therapist and organize stress management workshop so as to create awareness on the employees on how they can manage their different levels of stress. The management should also involve the employees in decisions involving job redesigning and take in consideration potential of work stress

WFF should also try a mentorship system so as to motivate the supervisors and senior employees to guide the junior employees and the unskilled labor in doing their work.

WFF should also put into consideration work life balance initiatives such as family day and sport. This means to reduce the imposition of work related stress on the employee's family lives. Lastly the organization should provide value to all the employees and see them as a part of the organization system.

Areas of Further Research

1. Further empirical research is recommended to establish optimum levels of stress that can be tolerated by flower workers before job performance starts being adversely affected
2. There is need for a study that focuses on modeling the relationship between work-related stress and job performance in order to generate a predictive model for the relationship. A predictive model would provide specific contribution of every variable to the problem of work-related stress.
3. The study was conducted focusing on a flower company. This gives only the results of the flower industry hence the impact of work related stress on only one sector. To get more generalization, this study should be replicated on other sectors of the economy.

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APPENDICES

APPENDIX I: MARRIED EMPLOYEE QUESTIONNAIRE

CONSENT FORM

Hello Sir/ Madam,

My name is Purity MuthoniMwiti studying MA in family and marriage therapy at Pan African Christian University (PACU). This study is being carried out as part- fulfilment of Master of Family and Marriage Therapy degree requirement. I will now give you information on what the study is about. Afterwards, I will invite you to be a study participant. Once I have shared this information, you can decide whether or not to participate in the study. Please feel free to stop me as we go through the information and I will take time to explain any queries or concerns you may have. If you have questions later, you can ask me or any member of my research team to respond to your concern or query.

May we proceed? ___Yes ___No

The overall purpose of the study is to have a clearer understanding of the effects of work-related stress on the performance of employees with specific attention on married employees. It is specifically focused on married employees because they shoulder higher responsibility in terms of rearing children. Increased risk of low employee performance is today associated to work-related stress. Work-related stress is the harmful physical and emotional response that occurs when there is a poor match between job demands and the capabilities, resources, or needs of the work/employee. Stress-related disorders encompass a broad array of conditions, including psychological disorders such as depression, anxiety, post-traumatic stress disorder and other types of emotional strain such as dissatisfaction, fatigue, substance abuse and cognitive impairment. Such conditions may lead to poor work performance or even injury. Job stress is also associated with various biological factors such as cardiovascular disease or in extreme cases death.

You've been selected randomly and I wish, with your permission, to interview you. Some of the questions asked, are of a sensitive nature, but please note that your name will not be recorded in the questionnaire, and any details related to your privacy will be kept confidential. Any personal information about you (such as your name) will not be used and will not be disclosed to anyone. Instead, you will be assigned a number and this will be used in place of your name. Your participation in this survey is very important and I rely on you to provide me with accurate information that will help me to develop an effective strategy to address work-related stress.

There are no risks associated with your participation in this study. However, I feel that your participation will contribute greatly in knowing how best to address challenges related to improving counselling in workplaces. Be assured that I want to learn from your experience and all the information I collect will be used to help me in my studies.

The interview will take approximately __ minutes, but with your cooperation it can be done quickly.

May I have your permission to undertake this interview? Yes ☐ No ☐

If you do not want to participate, why……

Signature of the interviewee to indicate that informed consent was obtained:_____

Name and Signature of the interviewer: _____

Date (dd/mm/yyyy): _____

WORK-RELATED STRESS AND ITS EFFECTS ON PERFORMANCE OF MARRIED EMPLOYEE: A CASE STUDY OF WINDSOR FLOWER FARM LTD, THIKA SUB-COUNTY

Serial number of questionnaire |___|___|___|___|___|

Site number |___|___|

SECTION I: BACKGROUND CHARACTERISTICS

(Note to interviewer: 98 = No answer provided, 99 = don't know)

N°	QUESTIONS	ANSWERS	SKIP
SECTION A. PERSONAL INFORMATION			
01	**Please indicate your Gender**	01 = Male 02= Female |___||___|	
02	**How old are you?**	Record number of years Don't Know |___|___|	
03	**Please indicate where you live**	Estate Name……	
04	**How far do you live from your workstation**	Indicate in Kilometres……	
05	**Job Description**	Record Job …….. Don't Know |___|___|	
06	**How long Have you Worked at Windsor Flower Farm?**	Record number of years Don't Know |___|___|	

N°	QUESTIONS	ANSWERS	SKIP
07	What is your religion?	01 = Catholic 02 = Protestant 03 = Muslim 05 = Hindu |___||___| 06 = Other (Specify) _____ 98 = No answer 99 Don't know	
08	What is the highest level of schooling you have completed? **(different from a literacy program)**	01 = Have never attended school 02 = Did not complete primary education 03 = Primary 04 = Secondary |___||___| 05 = College 06 = University 98 = No answer 99 Don't know	
09	Please, indicate your marital status?	01 = Married 02 = Divorced/Separated |___||___| 03 = Widow/ Widower 04= Single 98 = No answer 99 = Don't know	
10	**Do you have children?**		

N°	QUESTIONS	ANSWERS	SKIP
11	**If yes, to 10 above, indicate their ages in a descending order**		

SECTION B: FACTORS THAT CONTRIBUTE TO WORK-RELATED STRESS AMONG EMPLOYEES			
11	In your opinion, what factors have contributed to work related stress in your job?		
12	In your opinion, which among them is the greatest contributor of work-related stress (Rank starting with the highest)		
13	In your opinion, what can be done to minimize work-related stress		
14	**Please indicate your monthly salary**		
15	**Please indicate your monthly earnings from other sources**		
16	**Please indicate total average monthly expenditure**		

SECTION C: EFFECTS OF WORK-RELATED STRESS ON EMPLOYEE PERFORMANCE

N°	QUESTIONS	ANSWERS		SKIP
17	How has work related stress affected your performance?			If **NO**, go to **301**
18	Have you ever experienced social withdrawal in your workplace?	01 = Yes 02 = No |___|___| 98 = No answer 99= Don't know		
19	Do you get adequate social support from your employer?	01 = Yes 02 = No |___|___| 98 = No answer 99 Don't know |___|___|		
20	Do you get adequate social support from your colleagues?	01 = Yes 02 = No |___|___| 98 = No answer Don't know |___|___|		
21	Do you sometimes experience loss of work interest?	01 = Yes 02 = No |___|___| 98 = No answer 99 = Don't know		If **NO**, go to **301**
22	Do you sometimes suffer physical and emotional health during work?	01 = Yes 02 = No |___|___| 98 = No answer 99 = Don't know		If **NO**, go to **213**
23	Have you been absent from work due to work related stress?	01 = Yes 02 = No |___|___|		

N°	QUESTIONS	ANSWERS		SKIP
		98 = No answer 99 Don't know		
24	Have you had frequent lateness due to work-related pressure?	01 = Yes 02 = No |___||___| 98 = No answer 99 Don't know		
25	Has work place stress affected your performance (If yes, please explain)	01 = Yes 02 = No |___||___| 98 = No answer Don't know		
26	In the past 4 weeks, how often have you had drinks containing alcohol?	01 = Everyday 02 = At least once a week |___||___| 03 = At least once a month 04 = Not at all 98 = No answer Don't know		
27	In the past 12 months, have you taken any intoxicating substances? (This can include orally, sniffing, injection, other locally common methods for using substances)	01 = Yes 02 = No |___||___| 98 = No answer Don't know		
28	If your answer to 27 is yes, what intoxicating substances do you take?			
29	In the past 12 months, have you injected any drugs that were not prescribed by a health professional? **Note: A health professional does not include traditional medical practitioners**	01 = Yes 02 = No |___||___| 98 = No answer Don't know		

N°	QUESTIONS	ANSWERS		SKIP
30	In your opinion, what should be done to mitigate work-related stress on job performance? please indicate)			

SECTION C: EXTENT TO WHICH MANAGEMENT HAS ADDRESSED WORK-RELATED STRESS OF MARRIED EMPLOYEES AT WINDSOR FLOWER FARM

N°	QUESTIONS	ANSWERS	SKIP
31	In your opinion, what approaches has your organization used to address employee stress (Please explain)		
32	In your opinion, are the approaches effective in addressing stress in the workplace	01 = Yes |___|___| 02 = No 98 = No answer 99 Don't know	
33	If your answer in 32 is No what alternative strategies can be put in place to address employee stress?		

End of the interview: THANK YOU ____/____

APPENDIX II: INSTRUMENT TO MEASURE WORK-RELATED STRESS

Dear participant,

Please indicate the level to which you agree with the following statements on a level of 1 to 5. Indicates that you don't agree very much while 5 indicates that you agree very strongly.

Item	Description	1	2	3	4	5
1	Your job requires that you learn new things					
2	Your job requires a high level of skill					
3	Your job allows you freedom to decide how you do your job					
4	Your job requires that you do things over and over					
5	You have a lot to say about what happens in your job					
6	Your job is very hectic					
7	You are free from conflicting demands that others make					
8	Your job security is good					
9	Your job requires a lot of physical effort					
10	You are exposed to hostility or conflict from the people you work with					
11	Your supervisor is helpful in getting the job done					
12	The people you work with are helpful in getting the job done					

1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

The scores were grouped and classified as indicated on Appendix III

APPENDIX III: SCORING THE WORK RELATED STRESS INSTRUMENT

Statement	Response	Classification
Security statements	Agreed/strongly agreed	Have job insecurity
Physical exertion statements	Agreed/strongly agreed	Classified as having physically demanding jobs
1st social support statement (10)	Agreed/strongly agreed	Have low workplace social support
2nd social support statement (11 or strongly disagreed with statement 12)	Disagreed/strongly disagreed	
Job satisfaction	Not satisfied/somewhat satisfied	

Source: Adopted and Modified from Park (2008)

APPENDIX *IV: HUMAN RESOURCE MANAGER INTERVIEW SCHEDULE*

1 How many employees do you have in the farm?

2 How many of the employees are married?

(i) Male?

(ii) Female?

3 In your opinion do your married employees experience work-related stress?

4 How do you deal with the work-related stress in the farm?

5 If yes to question 4, how do you mange stress among the married employees?

6 What are the main symptoms of work-related stress among married employees?

7 In your opinion does work -related stress affect the Job performance of married employees in the farm?

8 If yes, what are the main effects to question 8?

9 What are the main challenges that you experience in dealing with work related stress in the farm

10 In your opinion, what strategies can be used to mitigate the effects of work-related stress among married employees in the farm?

APPENDIX V: DATA NEEDS MATRIX

Research Objective	Types of Data Required	Use of data	Source of data	Method of Data Collection	Data analysis method
To explore the extent to which married employees at Windsor Flower Farm experience work-related stress.	Data on work-related stress among married employees of WFF	The data required to determine the extent to which married employees experience work-related stress	Employee's experiences	Administration of Scale to measure work-related stress Questionnaire	Descriptive statistics
To determine the factors which have contributed to work-related stress among married employees at Windsor Flower Farm.	Data on employee's perceptions of work interfering with family and data on work related stress Reports about the family life of the employee	The data will help identify how work-related stress affects the family life of employees	Employee's experiences Family's experiences	Questionnaire Telephone interviews with employee's spouses	
To determine the effects of work related stress on the work performance of married employees at Windsor Flower Farm	Data on employee's work performance Employee's perceptions of how work-related stress affects their performance.	The data will help identify how work-performance is affected by work-related stress	Employee's experiences	Questionnaire Administration of Scale to measure work-related stress Documents obtained from the HR department	
To propose interventions which can be employed to effectively mitigate the effects of work-related stress among married employees.	List of interventions which have been put in place by the company to ensure that employees have a work-life balance	The data will evaluate the extent to which management has addressed work-related stress.	Employee's experiences	Questionnaire Interviews with key informants	Descriptive statistics

APPENDIX VI: OTHER RESEARCH DOCUMENTS

26th July, 2017

PAN AFRICA CHRISTIAN UNIVERSITY
P.O. Box 56875, 00200 Nairobi, Kenya
+254 721 932050, +254 734 400694
enquiries@pacuniversity.ac.ke,
admissions@pacuniversity.ac.ke
www.pacuniversity.ac.ke

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: PURITY MUTHONI MWITI REG. NO. MFT/0396/15

Greetings! This is an introduction letter for the above named person a final year student in Pan Africa Christian University (PAC University), pursuing a Master of Arts in Marriage and Family Therapy.

She is at the final stage of the programme and she is preparing to collect data to enable her finalise on her thesis. The thesis title is **"Work – Related Stress and its Impact on Job Performance of Married Employees: A Case of Winsdsor Flower Farm, Thika Sub-County, Kenya".**

We therefore kindly request that you allow her conduct research in your organization.

Warm Regards,

Dr. Lilian Vikiru
Registrar Academics

PAN AFRICA CHRISTIAN UNIVERSITY
P. O. Box 56875, NAIROBI - 00200.
TEL: 8561820 / 8561945 / 2013146

26th July, 2017

Pan African Christian University

THIS IS TO CERTIFY THAT:
MISS. PURITY MUTHONI MWITI
of PAN AFRICA CHRISTIAN UNIVERSITY, 1032-515 Nairobi,has been permitted to conduct research in *Kiambu County*

on the topic: *WORK-RELATED STRESS AND ITS IMPACT ON JOB PERFORMANCE OF MARRIED EMPLOYEES: A CASE OF WINDSOR FLOWER FARM, THIKA SUB-COUNTY, KENYA*

for the period ending:
17th August,2018

.....
Applicant's Signature

Permit No : NACOSTI/P/17/56842/18607
Date Of Issue : 17th August,2017
Fee Recieved :Ksh 1000

.....
Director General
National Commission for Science, Technology & Innovation

NATIONAL COMMISSION FORSCIENCE, TECHNOLOGY ANDINNOVATION

Telephone:+254-20-2213471, 2241349,3310571,2219420
Fax: +254-20-318245,318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/17/56842/18607**

Date: **17th August,2017**

Purity Muthoni Mwiti
Pan Africa Christian University
P.O. Box 56875-00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***"Work-related stress and its impact on job performance of married employees: a case of Windsor Flower Farm, Thika Sub-County, Kenya,"*** I am pleased to inform you that you have been authorized to undertake research in **Kiambu County** for the period ending **17th August, 2018.**

You are advised to report to **the County Commissioner and the County Director of Education, Kiambu County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Kiambu County.

The County Director of Education
Kiambu County

Pan Africa Christian University
P.O Box 56875-00200
Nairobi, Kenya
Tel: +254 721-932050/734-400694
Website: www.pacuniversity.ac.ke

CERTIFICATION OF CORRECTION OF THESIS PROPOSAL

PART I: RELEVANT DETAILS OF THE THESIS

Department: Counselling Psychology **Degree Title** Masters

Candidates' Name: Purity Muthoni Muiti **Registration No.** m17/0396/15 **Signature:**

Date of Oral Defense: May 12th, 2017

Title of Thesis: Work-Related stress and its Impact on Job Performance of Married employees, case of Windsor Flower Farm Thika Sub County, Kenya

PART II: DECLARATION BY SUPERVISOR(S) AND THE REVIEWER(S)

I / we, the undersigned do hereby confirm that I / we have closely looked at the corrections as instructed by the Post Graduate Defense Committee and I / we do hereby certify that **ALL** the corrections have been effected as agreed.

NAME: Dr Ruth Kamunyu SIGN: DATE: 25/7/2017
(SUPERVISOR)

NAME: SIGN DATE:
(SUPERVISOR)

NAME: Dr. Esther Mariria SIGN DATE: 26/7/2017
(REVIEWER)

PART III: CONFIRMATION BY GRADUATE SCHOOL

Confirmed that the Supervisor and Reviewer appointed to oversee the corrections have done so as per the Instructions of the Post Graduate Committee

NAME Dr. Dionysius Kimaiyo SIGN DATE & STAMP 26/7/2017
Dean, Graduate School

The Leadership University of Choice