

**INFLUENCE OF OCCUPATIONAL STRESS ON EMPLOYEE
PERFORMANCE: A CASE OF LAKE BASIN DEVELOPMENT
AUTHORITY KISUMU, KENYA**

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DECLARATION AND APPROVAL

Declaration by the student

This project is my first work and has not been submitted for award of degree from any college or university

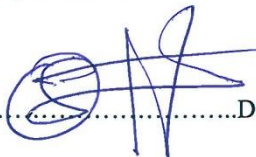
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DEDICATION

I dedicate this Project to my Mother Sarah Mmboga Ummbayia for her inspiration and support towards my studies. May the Almighty God grant you more years.



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ABSTRACT

In today's, working environment the number of office workers facing workplace stress has increased due to work dynamics within Organizations. Stress is defined as negative mental and physical phenomenon that occurs in people because they cannot cope with their needs. Workers globally encounter stress as a prominent challenge in the work stations. This poses a great risk to employers, especially in developing countries where employers, often unaware of the stressors affecting workers. The purpose of this study was to determine the influence of job stress on employee's performance at the Lake Basin Development Authority. The purpose of these studies was to determine the influence of job demands on the performance of workers, to establish the influence of job control, to assess how conflicting roles influence the performance of employees and to determine the influence of organizational culture change on the performance of employees working at the Lake Basin Development Authority. Lake Basin Development Authority is located on Kisumu-Kakamega Highway, around Mamboleo junction in Kisumu County. The study was conducted from September 2023 to April 2024. The importance of these studies was to provide information that can help organizations manage stress related technical issues affecting employees at work. By identifying specific stressors for the Lake Basin Development Authority, this research will inform the development of intervention plans that can promote employee's health, job satisfaction, and organizational benefits. These studies sought to fill the gaps on the existing literature on occupational stress by providing insight into specific stressors affecting employees in organizations. These studies were anchored on Karasek's job demand theory, conservation of resources theory, effort reward theory and the transactional theory of stress and coping. This research used a descriptive research design. The target of this study was 600 employees selected from all Lake Basin Development Authority departments. The sample size of the study was calculated using the Slovene's formula, resulting in a sample size of 240 respondents. Questionnaire was used as research tool to gather important information and consist of closed and open-ended questions to provide qualitative and quantitative information. SPSS was used to analyze data to determine the nature of the relationship between dependent and independent variables. The study concluded that job demand and role conflict negatively affects employee performance while job control and organizational culture change influenced employee performance positively. The study recommends that organizations should give clear job descriptions, avoid overlapping roles, enhance performance meetings and improve on communication channels for enhanced employee performance. secondly, on job demand, Lake Basin Development Authority should optimize workload distribution to ensure equitable task assignments, provide adequate resources and support to empower employees in managing their duties effectively, and foster a supportive work environment that encourages open communication and feedback. Additionally, offering flexible work arrangements can help employees achieve a better work-life balance, reducing overall stress. Regular monitoring and adjustment of job demands based on employee feedback and performance metrics are crucial to maintaining realistic and manageable job expectations. Implementing these strategies will enhance employee well-being, satisfaction, and performance.

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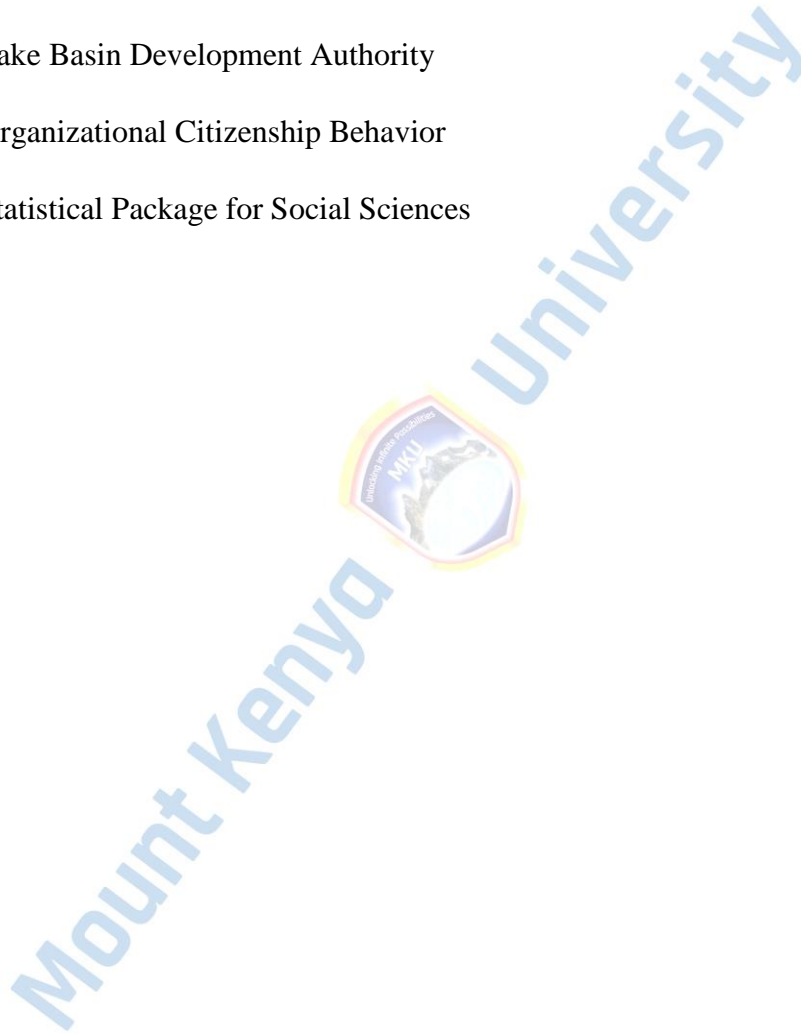
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LIST OF ACRONYMS AND ABBREVIATIONS

ANOVA:	Analysis of Variance
COR:	Conservation of Resources
DCS:	Demand-Control-Support
HRD:	Human Resource Department
KISCOL:	Kiscorp International Limited
LBDA:	Lake Basin Development Authority
OCB:	Organizational Citizenship Behavior
SPSS:	Statistical Package for Social Sciences



CHAPTER ONE

INTRODUCTION

The introduction sets the stage by introducing the subject under investigation, clarifying the main objectives, stating the research questions, providing justifications, and acknowledging the study's limitations. It establishes the research area, forming a crucial framework for the subsequent chapters.

1.1 Background to the Study

Workplace stress is a widespread issue in today's society, and numerous research studies have delved into its effects on the health and overall well-being of employees. Additionally, the adverse consequences of work-related stress on productivity and performance have been extensively examined. Various factors contribute to work-related stress, including job demands, a lack of control and autonomy, inadequate support, insufficient training, job insecurity, and an imbalance between work and personal life. Numerous research investigations have explored the correlation on employee stress and performance and have shown that high levels of job stress can impact employee performance, job satisfaction, and job satisfaction (Hoboubi et al., 2017).

The theory of stress provides insight into why workplace stress can have negative impacts on employee productivity and performance. This theory suggests that stressed workers experience physical stress, which increases cortisol levels and decreases cognitive, emotional, and memory abilities (McEwen, 2017).

"Occupational stress significantly impacts employee performance, making it a crucial area of study in organizational psychology. As individuals navigate the demands of the modern workplace, the influence of stress on their overall job performance becomes increasingly evident. The stress-coping transactional model proposed by Lazarus and Folkman (2014), stress is a result of the interaction between individuals and their environment, highlighting the dynamic nature of stressors within the occupational context. This model provides a theoretical foundation for understanding how occupational stressors can lead to various outcomes, including impaired performance.

Empirical evidence supporting the relationship between occupational stress and diminished employee performance is abundant. A meta-analysis by Podsakoff, LePine, and LePine (2017) revealed a negative correlation between job stress and performance. The study aggregated findings from numerous research articles, establishing a robust connection between heightened stress levels and suboptimal job performance. Moreover, the Job Demand-Control model proposed by Karasek (2019) emphasizes the importance of examining the balance between job demands and control in predicting occupational stress and its subsequent impact on performance. This model adds nuance to the understanding of how specific job characteristics contribute to stress and performance outcomes.

Addressing occupational stress is not only beneficial for individual employees but is also vital for organizational success. By understanding the intricate interplay between stressors and performance, organizations can implement targeted interventions to mitigate stress and enhance employee well-being. The application of interventions, such as stress management programs and flexible work arrangements, aligns with the positive psychology perspective that seeks to cultivate optimal functioning within the workplace (Seligman & Csikszentmihalyi, 2010). Therefore, the purpose of this research is to shed light on the complex link between occupational stress and performance, with the hope that this would help business owners and managers make their workplaces safer and more productive places to work.

1.1.1 Occupational Stress Factors

Stress has become an important factor affecting organizational performance and has been recognized as an important factor. Professional risks. Job stress is a type of psychological and physical stress that occurs when employees perceive that job demands exceed their ability to cope (Theorell, Karasek, & Eneroth, 2017). Work stress is associated with a number of negative outcomes, including lower job satisfaction, lower productivity, and poor employee health. This article examines the effects of workplace stress on employee productivity.

Studies conducted in Asia reveal that workplace stress has detrimental effects on employee productivity. For instance, research in China by Cui et al. (2016) demonstrated that increased job

complexity is associated with lower job performance, job satisfaction, and psychological well-being. Similarly, findings from Korea by Myung et al. (2015) indicate that heightened job demands are linked to reduced job satisfaction, while having favorable job control is associated with increased job satisfaction. In their study conducted in Japan, Sakurai et al. (2016) found that elements such as job demands and job insecurity can influence employee performance through the imposition of psychological stress. Likewise, research carried out in Korea by Jeong and Yoon (2019) identified emotional dissonance and job stress as crucial elements contributing to job stress and burnout among medical personnel.

Multiple research investigations in Europe have explored how workplace stress affects employee productivity. For instance, a study carried out in the Netherlands by Reuvers et al. (2018) revealed a correlation between increased job demands and elevated burnout levels. Another study conducted by Parent-Thirion et al. (2016) in the European Union indicated that job stress was linked to diminished job performance and reduced overall life satisfaction. In a similar vein, Marcato et al. (2018) discovered that job demands and limited workplace control were substantial indicators of work-related stress among healthcare workers in Italy. In Finland, Kinnunen et al. (2015) found that work-related stress predicted employee happiness and job satisfaction.

Research from the United States has shown that employee stress has a significant impact on their productivity. For example, Schnall et al. (2016) found that job stress was associated with low job satisfaction, depression, and burnout among healthcare workers. Additionally, Mendiola-Martinez and Martinez-Gomez's (2017) study found that job complexity negatively impacts important outcomes such as productivity and performance. Similarly, Ritter et al. (2018) found that job demands are a major source of stress among U.S. school leaders. A study by Arias-De la Torre et al. (2015) revealed that job stress, lack of control, and poor mental health among food service workers in the United States.

Research from Africa has examined the impact of workplace stress on manufacturing workers, with a focus on health. For example, the study by Sultan et al. (2017) carried out in South Africa revealed that psychological work is a major cause of burnout among healthcare workers. Moreover, Jomo et al. (2019) established that job stress significantly predicts job satisfaction and organizational commitment within the nursing sector in Kenya.

As an illustration, Fjeldstad et al. (2018) observed a correlation between work stress and diminished physical and mental well-being among healthcare workers in Ethiopia. Moreover, according to Bekele et al. (2019), job stress emerged as a notable predictor of job dissatisfaction and turnover among healthcare workers in Tanzania. Similarly, Gunda et al. (2018) found that emotional labor is a cause of burnout among health workers in Uganda. A research conducted by Nalwadda et al. (2017) found that reduced job control, increased job demands, and the availability of social support were significant predictors of job stress among healthcare professionals in Uganda.

A study conducted in Kenya examined the effects of employee stress across various sectors, including health, education and productivity. For example, a study by Omondi and Muli (2018) in Kenya found that work stress negatively impacts the productivity and health of manufacturing workers. In another investigation by Omollo et al. (2019), it was revealed that stress among primary school teachers in Kenya was linked to the demands of their jobs. Similarly, a study conducted by Ogola (2015) in Kenya found that high job demands, low job control and social support are significant factors in job stress and stress on medical staff. According to the research conducted by Chirchir et al. (2019), work-related stress was connected with adverse mental health outcomes among teachers in Kenya. Numerous studies across various disciplines consistently concur that stressors in the workplace have a notable impact on employee performance. This highlights the importance of addressing workplace stress as the most important factor in organizational health.

Work-related stress factors are acknowledged for their diverse effects on employee performance. Various theorists have sought to elucidate the connection between job stress and employee performance. This research scrutinizes four theories delving into the influence of job stress on employee performance, offering a thorough assessment of each theory. One extensively employed method for investigating the repercussions of job stress on employee performance is the Karasek Emotion Control Task.

This theory suggests that workplace challenges, leading to increased stress, stem from a combination of heightened job demands and insufficient job control (Karasek & Theorell, 2010). Job demands encompass stressors related to work, including workload and emotional conflicts. Conversely, job control pertains to the level of autonomy employees have in determining their

work schedules, pace, and methods. According to this theory, a scenario of high job demands and low job control results in work-related challenges, ultimately leading to compromised health and subpar job performance.

The Conservation of Resources (COR) theory asserts that resources play a vital role in human performance, and a deficit in resources serves as a stressor, contributing to job stress, burnout, and deteriorating health (Hobfoll, 2011). This theory suggests that employees experiencing work stress have an influence on their personal resources such as time, energy and motivation, which reduces their job performance. This theory suggests that using additional resources can reduce job stress, allowing employees to maintain high levels of performance. According to the COR theory, interventions focused on enhancing coping resources, including social support, training, and relaxation, have the potential to alleviate the influence of stress on employees' job performance.

According to this theory, effective performance management and social support can enhance employee performance, job satisfaction, and overall well-being. The transactional theory of stress and coping posits that occupational stress is a dynamic process characterized by interactions between the individual and the environment (Lazarus & Folkman, 2014). In accordance with this theory, stress is not solely a result of environmental demands; it is also shaped by the individual's assessment, perception, and response to these demands. This theory also emphasizes that the problem-solving strategies utilized by employees can exert a considerable influence on their performance.

According to this theory, employees who employ constructive coping strategies, such as effective problem-solving techniques tailored to the situation, can diminish the effects of workplace stress and enhance their performance. In conclusion, work stress is the main source of stress for employees and affects their work, health and well-being as a whole. The four theories discussed above provide different explanatory frameworks for understanding how job stress affects employee performance. Karasek's theory on job demands and control proposes that low levels of both job demands and job control contribute to feelings of depression, subsequently resulting in diminished health and performance.

COR theory states that stress leads to insufficient self-efficacy, leading to poor performance. DCS theory states that supportive relationships between supervisors and employees as well as high performance management lead to employee satisfaction. Finally, the notion of interaction and

exchange between two or more parties. Theory from the field of coping and coping with stressful situations suggests that how employees assess, recognize, and respond to workplace stressors can affect their performance.

Job demands refer to the demands and pressures placed on employees in performing their jobs. High performance demands can cause stress and reduce employee productivity. Job demands will include physical, mental and emotional aspects. For example, employees who have a heavy workload may feel fatigued, which can lead to lower productivity (Chinomona, Chinomona, & Musengi, 2016). The job places significant demands on employees, consequently impacting their performance. Consequently, employees may encounter difficulties in effectively carrying out their tasks. Job control is defined by the degree of autonomy and discretion employees possess in performing their job responsibilities. Employees with greater control over their work can autonomously manage tasks and make independent decisions, leading to a potential reduction in stress and an enhancement of job performance (Bakker, Demerouti, & Verbeke, 2014). As an illustration, employees experiencing a lack of control over their tasks may feel constrained and find it challenging to perform optimally, resulting in stress and diminished work performance. Hence, the degree of job control an employee possesses significantly influences their health and well-being within the workplace. Role conflict refers to conflicts and strife that occur when needs and wants conflict in a job. Employees experiencing conflict may feel stressed and unable to work, leading to stress and poor performance (Shiau, 2016). For example, salespeople with high sales goals may be conflicted when having to provide after-sales service, which can lead to frustration and reduced sales. Role conflicts can harm employee satisfaction and performance. Work motivation is defined as the effort and energy required to control and maintain behavior to meet job demands. Employees with high stress levels, such as customer service employees, often experience stress and poor performance (Grandey, 2010). Conflict can cause employee fatigue and burnout, affecting their morale and productivity. Therefore, organizations must be aware of work demands that can harm employee health and productivity.

1.1.2 Employee Performance

Employee performance and workplace stress are intricately connected in modern organizational settings. Performance demands, characterized by high expectations and the pressure to meet stringent targets, can be significant stressors for employees. According to the American Psychological Association (2020), chronic exposure to high-stress environments can result in adverse health outcomes, including anxiety, depression, and cardiovascular diseases. The relationship between performance and stress is bidirectional, where not only can high performance expectations induce stress, but the stress itself can impede an employee's ability to perform effectively, creating a detrimental cycle of performance pressure and stress.

The organizational culture and management practices play a crucial role in mediating the stress experienced by employees. Studies have shown that supportive leadership and a positive work environment can alleviate stress levels, even when performance demands are high (Hobfoll, 2018). Conversely, a lack of support and recognition can exacerbate stress, leading to burnout and decreased job satisfaction. The Job Demands-Resources (JD-R) model highlights how job demands such as high workload and time pressure can lead to stress unless balanced by adequate job resources like autonomy, feedback, and support (Bakker & Demerouti, 2017). This model underscores the importance of a balanced approach to managing employee performance to mitigate stress.

Furthermore, the individual differences among employees, such as personality traits and coping mechanisms, also significantly influence the stress experienced due to performance pressures. For instance, individuals with high resilience and effective coping strategies may manage performance-related stress better than those with lower resilience (Lazarus & Folkman, 1984). Research by Roberts and Pomerantz (2018) indicates that interventions aimed at enhancing individual coping mechanisms, such as stress management training and mindfulness programs, can be effective in reducing workplace stress. Understanding the multifaceted nature of how employee performance impacts stress is essential for developing comprehensive strategies to promote a healthier, more productive workplace.

1.1.3 Lake Basin Development Authority

The Lake Basin Development Authority (LBDA) is a local development agency established under the National Corporations Act (Cap 446) of the Laws of Kenya, 2019 with the primary objective of promoting the economic and social development pertaining to the Lake Victoria Basin. The LBDA is a government agency responsible for planning and collaborating with the private sector and government on local development (Ongolo, 2017). This policy was created to promote, coordinate and implement community economic development in the Lake Victoria region. It acts as an intermediary to support and coordinate programs aimed at improving livelihoods, infrastructure and economic development. The Lake Victoria Basin region is the lifeblood of East Africa's economy, with vast resources that support millions of people living in poverty and facing serious economic and environmental challenges. LBDA carries out development projects focused on agriculture, infrastructure, tourism and energy, tracking the level of performance based on results (LBDA, 2023).

Stress within the workforce of an organization can manifest in various forms, including emotional, physical, and behavioral symptoms, significantly impacting both employees and organizational outcomes. Emotional symptoms such as anxiety, irritability, and depression can arise from high workloads, tight deadlines, and lack of control over work processes (American Psychological Association, 2020). Physically, stress can lead to headaches, fatigue, and other health issues that decrease overall productivity and increase absenteeism (Hobfoll, 2018). Behaviorally, stressed employees may exhibit reduced engagement, higher turnover intentions, and increased conflicts with colleagues, disrupting team cohesion and performance (Bakker & Demerouti, 2017). Addressing these aspects of stress through comprehensive strategies, including promoting work-life balance, providing mental health support, and fostering a supportive work environment, is crucial for maintaining a healthy and productive workforce (Roberts & Pomerantz, 2018).

According to Ongolo (2017), the vision of the LBDA is to improve the health of people living in the Lake Victoria Basin by utilizing natural resources, providing development capacity and promoting the use of natural resources. The main stakeholders of LBDA are customers, residents of the lake construction area and financial and construction partners. LBDA actively collaborates with communities, private businesses, development organizations and local and national governments to create an environment that embeds participation and accountability in its

operations. According to KISCOL (2019), integration involves managing relationships between development partners and local communities to ensure the protection of culture, environment and getting along well. The LBDA faces many challenges in carrying out its work, including political interference, lack of funding and reluctance of the private sector to invest. Political interference often creates an environment that encourages corruption and undermines trust in the entire organization. Lack of funding continues to hamper work, slow development and prevent the achievement of development goals. Finally, the reluctance of the private sector to invest can be explained by the weakness of laws in the region.

1.2 Statement of the problem

Today's workplace is constantly evolving, with emphasis placed on productivity, efficiency and goal achievement. As a result, employees have to work longer, stressful and closed hours. These activities cause stress, considered one of the leading causes of job dissatisfaction and morale. Stress manifests in various ways, encompassing physical, mental, and emotional aspects (Katsikis, 2016).

Individuals working in stressful settings are at a higher risk of experiencing stress, burnout, and diminished personal satisfaction. This is frequently attributed to prolonged working hours, job dissatisfaction, and lowered morale. As per Tebakari, Mohammed, and Al-Wajeeh's research in 2021, job stress is prominently indicated by work pressure, consequently resulting in subpar job performance.

Lack of control over one's work can lead to significant stress for employees, ultimately influencing their productivity. Ndiaye et al. (2018) discovered in their study that a notable contributor to workplace stress is the absence of control, which eventually impacts employees. In the Lake Basin Development Authority, a reduction in productivity may occur as employees experience a loss of control over their tasks. Another workplace stressor that affects worker productivity is lack of support. Workers who do not receive sufficient social support are prone to elevated stress levels, leading to a decline in morale and a reduction in productivity. Zhao et al. (2017) conducted research revealing the significance of social support in stress management, influencing employee performance.

In the case of the Lake Basin Development Agency, productivity will decrease due to the lack of social support among employees. Various strategies have been proposed to mitigate the effects of

work-related stress on the workforce. One such intervention is job enrichment, which reduces job demands and gives employees more control over their work. A study by Faragher, Cass, and Cooper (2013) found that changing jobs leads to reduced job stress and subsequent employee development. For the Lake Basin Development Authority, employment reforms can reduce workplace stress and improve staffing. Job stress is affecting the performance of staff at the Lake Basin Development Authority in Kisumu. Work-related stress, diminished morale, and decreased productivity have been attributed to factors such as intense labor, insufficient control, and inadequate support in the workplace.

1.3 Purpose of the Study

The objective of this study was to determine the influence of occupational stress factors on the performance of employees at Lake Basin Development Authority, Kisumu.

1.4 Objectives of the Study

The objectives were to:

- i. Determine effect of job demand on the performance of employee at Lake Basin Development Authority.
- ii. Establish effect of job control on the performance of employees at Lake Basin Development Authority
- iii. Assess effect of role conflict on the performance of employees at Lake Basin Development Authority
- iv. Determine effect of organizational culture change on the performance at employees at Lake Basin Development Authority

1.5 Research Questions of the Study

The research was guided by the following research questions:

- i. What is the influence of job demand on the performance of employees at Lake Basin Development Authority?
- ii. How does job control influence the performance of employees at Lake Basin Development Authority?
- iii. To what extent does role conflict influence the performance of employees at Lake Basin Development Authority?
- iv. To what extent does organizational culture change influence the performance of employees at Lake Basin Development Authority?

1.6 Significance of the study

The importance of this study lied in the need to prioritize the happiness and satisfaction of employees working in organization. Occupational Stress is associated with job-wide problems that influence employee performance, health, and productivity and lead to poor service and results. Despite being a substantial regional organization, there has been little research specifically addressing the occupational stressors unique to the Lake Basin Development Authority. The aim of this research is to narrow the current gap by identifying specific stressors that have influence on employee performance. The significance of this research lied in its capacity to offer insights that can assist organizational leaders and policymakers in formulating effective strategies to tackle the escalating issue of work-related stress. The results of this study suggest a requirement for improved stress management policies and initiatives to promote employee well-being and job satisfaction. This, in turn, can lead to increased efficiency and improved organizational performance. Moreover, this study concentrates on the construction policy workforce, offering an opportunity to comprehend the particular stressors influencing employees in this organization and devise intervention plans to address these stressors. An additional rationale for conducting this study is to make a valuable contribution to the current body of knowledge on work-related stress. This research expands the literature on operational stress in developing nations by examining distinct stressors within the Lake Basin Development Authority in Kenya. The result of this study contributes to the development of theoretical frameworks and models, offering insights for organizational leaders and policymakers to effectively address workplace stress and promote employee health.

1.7 Limitation of the study

The scope of this study was confined to the specific location of the Lake Basin Development Authority in Kisumu, and its findings may not be applicable to other regions or agencies.

This study specifically concentrated on four job stressors—job demands, job control, role conflict and organizational culture change and did not encompass other factors that may influence the impact on work.

This study only covers full-time and contract employees of the organization and cannot include temporary or part-time employees. This study collects information only from the perspective of employees and did not include the views of management or other organizational stakeholders.

1.8 Delimitation of the study

This study aimed to investigate the influence of employee stress on performance within the Lake Basin Development Authority in Kisumu. The study was conducted from September 2023 to April 2024. The study's targeted population of all permanent and contractual employees within the organization, totaling around 600 individuals distributed across various departments. The study was carried out at the Kisumu Lake Basin Development Authority premises at Kanyakwar, off Kisumu-Vihiga Road, Kisumu Mamboleo. This study focuses on job demands, job control, conflict, and organizational culture change.

1.9 Assumptions of the study

Lake Kisumu Basin Development Authority staff responded accurately and honestly to questions and in-depth interviews, and Lake Kisumu Basin Development Agency staffs were responsive to the pressures of employee concerns and to their consequences. The results ensured that the research sample size accurately reflects the studied population, thereby ensuring the reliability and validity of the collected data.

1.10 Scope of the study

The study was done at Lake Basin Development Authority located in Kisumu around Mamboleo junction. The study targeted 600 employees of LBDA and a sample of 240 was considered. The study took place between the months of September 2023 and April 2024.

1.11 Operational Definition of Key Terms

Emotional labour	The work and stamina needed to keep one's emotions in check so as to perform to one's employer's standards.
Employee performance	Can be characterized as the degree to which employees carry out their job responsibilities and duties, and how well they achieve and exceed expected performance levels.
Job control	Refers to the extent of autonomy and discretion employees possess in performing their job responsibilities.
Job demand	Refer to the requirements and pressures that are placed on employees in the course of their duties.
Occupational stress	Is defined as a form of psychological and physical strain occurring when an employee perceives demands from the workplace to be greater than their capacity to manage those requirements.
Role conflict	Denotes the clashes and disagreements that occur when there are conflicting demands and requirements within a job.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The aim of this chapter is to review the existing literature on how employee stress influences their performance. This section is grounded in the research question aimed at validating its legitimacy.

It includes elements such as job characteristics, the work environment, its organization, and the consequences of changes in job dynamics on employee performance. Additionally, this chapter introduces the study's subject matter.

2.1 Theoretical Review

Employee health and performance are important to organizations. Nevertheless, workplace stress continues to be a noteworthy challenge for numerous organizations, detrimentally influencing both employee health and performance. To mitigate the adverse effects of workplace stress on employee performance, organizations ought to enhance their comprehension of stress. This literature review explores the correlation between the impacts of job stress and employee performance within a setting, utilizing theories such as The job demands and control model developed by Karasek, the Conservation of Resources (COR) theory, and the Demand-Control-Support (DCS) theory. Theory, transactional theory of stress and coping.

2.1.1 Karasek's Job Demand-Control Theory

Consistent with Karasek's theory, the connection between job demands, job control, and the stress and health of employees is established. Individuals facing elevated job demands coupled with limited control over their work are prone to increased stress levels, resulting in reduced satisfaction and subpar performance (Karasek, 2019). Within the Lake Basin Development Authority, adopting this perspective will elucidate the significance of diminishing labor demands and enhancing work management as crucial measures to enhance employee well-being and productivity. Work-related stress is a serious workplace problem that affects employee health and performance. Karasek's job demands-control theory serves as a crucial framework for comprehending the connection between stress and employee performance. This theory assumes that job demands and job control are two important factors that affect employee stress and well-being. Understanding this perspective is important for the Lake Basin Development Authority to develop intervention strategies to reduce the negative impact of workplace stress on employees.

Applying Karasek's job demand and management theory to the Lake Basin Development Authority provides insight into the relationship between job demand and employee performance management. According to this theory proposed by Karasek (2019), elevated job demands coupled with limited job control can result in stress, diminished job satisfaction, and suboptimal job performance. Therefore, the Lake Basin Development Authority should reduce labor requirements

and strengthen labor management to promote worker health and productivity. The need to help reduce pressure on the work of the Lake Basin Development Authority will include restructuring, providing training and providing work for staff. For example, reducing labor, providing appropriate tools and management support can reduce the need for labor while promoting operational management.

Moreover, creating training initiatives to empower employees with essential skills and knowledge can enhance work management, alleviate job demands, and boost overall performance. Applying Karasek's theory to the management of the Lake Basin Development Authority shows the importance of creating workplaces that support good employees. This will include increasing employee autonomy and flexibility, encouraging their participation in decision-making processes and providing support. These measures can increase employee productivity while reducing workplace stress. Karasek's work management theory provides a comprehensive framework for understanding job stress affecting employees working at the Lake Basin Development Authority. Employee stress, diminished job satisfaction, and subpar performance can result from a combination of high job demands and low job control. Therefore, reducing work demands, increasing work management, creating training programs, and creating support services are important strategies to promote employee health, hygiene, and work (Karasek, 2019).

2.1.2 Conservation of Resources (COR) Theory

The Conservation of Resources (COR) Theory, developed by Stevan E. Hobfoll in 2019, is a theory that focuses on job stress. This theory states that people and organizations acquire, store and protect resources to prevent their loss or destruction. The central idea of the COR theory is that individuals, groups, and organizations actively seek to obtain, retain, safeguard, and generate resources, with resource loss being regarded as a significant stress factor. As per the COR model, resources encompass whatever an individual deems essential or desirable. These resources can be tangible, such as money, tools and equipment, or intangible, such as social support, hope, self-esteem and encouragement. This theory posits that individuals who lack or deplete their resources are more prone to encountering adverse emotions, such as stress, anxiety, and depression. COR theory explains how resource loss occurs as a result of changes in resources. This cycle includes resulting primary losses, secondary losses due to recession, shortages, and additional losses due to recession.

For example, when an employee loses their job due to downsizing, they will experience losses such as loss of relationships, income and identity, leading to poor health and further loss of income.

The Conservation of Resources (COR) theory is extensively employed to elucidate workplace stress and the health of employees. According to the model, job stress occurs when needs and resources come into conflict. This conflict between demand and resources can be destructive, physically, emotionally and intellectually. COR theory underscores the impact of job demands, job resources, and personal resources on shaping individuals' work-related stressors. The resource demand model, rooted in COR theory, posits that elevated job demands, such as workload, time, and other requirements, can result in stress for employees. On the flip side, sufficient job resources such as autonomy, social support, and multitasking have the capacity to alleviate stress by mitigating the impact of job demands and safeguarding resources. The Conservation of Resources (COR) theory is a conceptual framework employed to comprehend the influence of employee stress on their performance (Hobfoll, 2019). This theory posits that individuals endeavor to acquire and retain valuable resources, such as time, energy, and financial security. The potential threat or loss of these resources can result in stress and diminished performance. Work stress has been identified as one of the leading workplace risks negatively affecting employee health and productivity. Applying COR theory can help organizations like the Lake Basin Development Authority reduce the effects of workplace stress and improve employee health and productivity. Applying COR theory to lake construction organizations requires recognizing the importance of resources such as training and development, quality of work, and quality of work. By supporting these resources, employees can improve their skills, reduce job demands and manage stress. The Lake Basin Development Authority can also benefit from identifying and resolving operational issues affecting production workers.

Moreover, studies indicate that individual resources such as resilience, self-esteem, and optimism significantly contribute to mitigating the adverse impacts of workplace stress. For example, individuals are able to effectively manage their resources by protecting additional resources, creating new resources, and seeking social support. In the context of COR's perspective, the Lake Basin Development Authority should provide employees with the opportunity to obtain the resources they need to manage their business needs. This can increase self-efficacy and help employees learn how to solve various work problems, which helps improve their job performance.

Lake Basin Development Authority employees also benefit from creating a work-life balance that frees up more personal resources for their lives outside of work, reducing fatigue and improving performance. Moreover, according to the COR theory, job demands can be alleviated by offering resources like career guidance, support from leadership, and effective leadership. Creating an environment with these elements helps employees feel supported and included. This leads to the development of a healthy and productive workforce (Sperati & Leka, 2017). In order to successfully implement COR theory, the Lake Basin Development Authority Director must recognize that employees are supported by resources beyond salary/salary. These resources may include recognition and social support. Providing these resources increases employee productivity by improving their motivation and reducing absenteeism. Using COR theory highlights the importance of managing and increasing employee numbers to reduce the impact of workplace stress on employee performance. Organizations must prioritize employee support, including training and development, a supportive work environment and job creation. Implementing this approach can aid the Lake Basin Development Authority in alleviating the negative effects of job stress on the health and well-being of its employees (Van & Maes, 2019).

2.1.3 Effort-Reward Theory

The Effort Compensation Theory is a well-recognized and extensively studied concept in the realm of stress. This theory posits that stress related to work emerges when there is a mismatch between the efforts exerted by an individual and the rewards they receive in return for their work (Siegrist, 2016). This theory proposes that individuals assess the effort invested in their tasks and compare it to the corresponding rewards they receive. If you feel like you're putting in a lot of effort for little reward, you may become depressed. Johannes Siegrist formulated the Effort-Reward Theory in the early 2010s, acknowledging that job stress is influenced not only by the demands placed on an individual but also by the rewards and benefits they receive. This theory posits that stress arises when the effort invested in a task surpasses the rewards gained, or when the rewards outweigh the effort, creating an imbalance or deficit (Siegrist & Wahrendorf, 2016).

This theory has been extensively tested in professional settings and has been found to be applicable in many professional fields. A study by Brondolo et al. (2011) found that this theory applies to ethnic minorities and disadvantaged groups. Studies have shown that people who try hard and get little results are more likely to be stressed. Numerous investigations have explored the correlation

between the theory of effort and openness and various sources of occupational stress. For example, Schaufeli et al. (2010) Explored the involvement of job stress factors, including job demands, job stress, and job control, within the framework of inadequate effort-reward balance. Studies have shown that a mismatch between effort and reward increases stress levels at work and decreases job satisfaction.

Moreover, recent studies have concentrated on the possible moderating impacts on the connection between effort-reward imbalance and stress-related behavior. For instance, Schreurs et al. (2013) discovered that social support significantly contributed to alleviating work-related stress. Individuals with limited social support are more prone to experiencing workplace stress when they perceive a disparity between their efforts and rewards. Effort reward theory has important implications for workplaces and workplaces. A significant consequence of this theory is that non-monetary rewards, such as job security or recognition and appreciation at work, may carry more significance than monetary rewards. Therefore, employers should strive to create a work environment that promotes a balance between effort and reward. Effort reward theory is an important theory in stress research. In accordance with this theory, job stress results from a discrepancy between an individual's exerted efforts and the rewards received in their employment. This theory applies to many workplaces and has been shown to have a significant impact on employers. More research focusing on potential positive factors, such as social support, is needed to prevent and manage workplace stress (Siegrist & Wahrendorf, 2016).

2.1.4 The Transactional Theory of Stress and Coping

Workers in numerous organizations encounter the challenge of heavy workloads.

The transactional theory of stress and coping, developed to provide a theoretical understanding of these phenomena, provides insights to help organizations understand the effects of stress and develop strategies for its management. This theory focuses on how people evaluate and manage stressors in their environment. The transformational theory of stress and coping, developed by Lazarus and Folkman in 2014, suggests that stress is a two-step process of appraisal and adaptation. In the evaluation phase, people evaluate whether the situation poses a threat or challenge. When the situation is perceived as stressful, the person moves to the adaptation stage where they develop and use strategies to reduce or control their stress. The theory suggests that coping strategies are influenced by the individual and the environment, including personal characteristics, experiences,

and social support. Coping mechanisms can be divided into two main types: problem-focused, involving direct actions to change the stressor, and emotion-focused, which focuses on regulating the emotional response to the stressor. The adaptive theory of stress and coping can assist in understanding how job-related stress impacts employees at the Lake Basin Development Authority.

This theory suggests that how employees appraise and respond to stressors determines how they affect performance. Research shows that effective stress management, examples of stress management can include focusing on problem solving and using strategies to successfully find social support, can improve employee health and performance. Therefore, pool development managers can use intervention strategies such as providing counseling services and creating employment supports to help employees manage stress. Additionally, training staff to use effective coping strategies to facilitate assessment, such as cognitive development, problem solving, and relaxation, can help reduce stress and improve performance (Shimazu, Schaufeli, Kamiyama and Kawakami, 2015).

2.2 Empirical Literature Review

2.2.1 Job demand and performance of employee

Job requirements and employee performance are the main factors that influence employee and organizational behavior. Job demands encompass the physical, mental, and emotional requisites associated with a job. Conversely, employee performance pertains to the proficient fulfillment of job responsibilities by employees. The connection between job demands and employee performance has been the subject of investigation in numerous studies globally. Job demands can be delineated as the cognitive or physical facets of a job that necessitate employees to engage in physical, emotional, or regulatory activities during their work (Karasek, 2019). This can encompass various factors, such as the volume of tasks, time constraints, workload, and emotional requirements. Job performance is the measure of how effectively an employee carries out their responsibilities, encompassing meeting job specifications, executing assigned tasks, and adhering to established policies and procedures.

In Asia, job demand is linked to the active population. For example, Kim et al. (2018) found that labor demand had a negative impact on the labor force in Korea. Research shows that excessive job demands, including workload, overtime, and role conflict, have a negative impact on

employees. Due to the unique work culture and management practices, it is important to study the impact of job demands on employees in Asia. Zhang and Liu (2020) studied the mediating relationship between job demand, job resources, and job performance in China. The findings of this study found that job performance plays a role in mediating the association between job demands, job resources, and overall job performance.

Job expectations have a negative effect on workers' life outside of work, which in turn affects their job contentment and overall achievement, according to different Pakistani research by Basri et al. (2020). Social support has a crucial role in reducing the detrimental effects of work demands on staff efficiency, said the study. In Europe, researchers have looked at how different types of work affect workers' productivity. Ybema et al. (2012) discovered that factors like working hours have an unfavorable effect on employees in the Netherlands. This study also revealed that employee performance is associated with job control (supervision), social support, and job feedback. Another investigation by Tavakol et al. (2018) examined the impact of job demands on the workforce in the UK, finding that excessive work demands have a detrimental effect on employee performance, while social support and self-determination positively influence employees.

Truxillo et al. (2010) observed in Italy that reduced job demands were associated with increased job satisfaction, while heightened job demands were linked to decreased job satisfaction. The study concluded that the connection between job demands and employee performance depends on the level of support and resources available to employees. In the United States, numerous studies explore the correlation between job demands and employee performance. Jeong and Yoon (2015) discovered that excessive workload diminishes job satisfaction, leading to reduced overall employee satisfaction. In other research, job autonomy, job demands, and social support have been identified as influential factors, particularly in the service sector (Hong et al., 2017). Ramlall's (2014) study investigated the relationship between job demands and employee satisfaction in the American hotel industry, revealing that excessive demands have a negative impact on employee satisfaction, consequently affecting their performance.

Numerous investigations in Africa have delved into the correlation between job demands and employee performance. A study carried out in Kenya by Luceno et al. (2017) revealed that heightened job demands had an adverse impact on employee performance. Furthermore, the research underscored that personal resources, such as social support and self-efficacy, could

negatively affect employees' job satisfaction. In Nigeria, Ajibade (2017) identified a positive relationship between job satisfaction and employee performance, suggesting that increased job satisfaction can serve as a motivating factor for employees to enhance their job performance. Meanwhile, a study conducted by Mohamad et al. (2020) in Tanzania explored the connection between job demands and job performance, finding that both job demands and job resources played a role in influencing employee performance. Notably, job control emerged as the most crucial predictor of employee performance. Several studies in East Africa have investigated the link between job demands and employee performance. A study conducted by Mohamad and Mohamad (2017) in Somalia found that job demands such as workload, work schedules, and role conflicts negatively impacted individuals' work, while work management and social support were associated with improved employee outcomes. In Rwanda, Nkurunziza (2017) examined the impact of job demands on employee performance in public sector organizations, revealing that job demands like workload and work schedules negatively affected employee performance, while job resources such as social support provided managerial benefits to employees.

Multiple studies carried out in Kenya have investigated the correlation between job demands and employee performance. An examination by Balele (2018) revealed that job demands, encompassing factors like workload, time pressures, and demands, exert a detrimental influence on employees. Additionally, the study identified that job satisfaction, social support, and job support had a beneficial impact on employee performance. In an alternative investigation, Mwarogo and Mbatia (2016) explored the connection between job demands and turnover intentions within the Kenyan financial sector. Existing research indicates that job demands, including performance expectations, emotional requirements, and role ambiguity, are associated with motivation. A study conducted by Mbote (2018) explores the relationship between job demands and the performance of employees within the Kenyan public sector. The results indicate that adverse effects on employees result from job demands such as workload, working hours, and role ambiguity, while maintaining performance and motivation establishes a positive connection with employees' work.

Despite the multitude of studies investigating the association between job demands and employee performance globally, there remain gaps in our comprehension of this relationship. First, most

studies tend to focus on developing countries and especially developing countries. Second, research often focuses on specific sectors, such as healthcare, finance and manufacturing.

Moreover, there is a scarcity of research exploring the interaction among job demands, social support, and employee performance within the context of the gig economy. Therefore, further research is warranted in developing nations, diverse economic environments, and specifically within the parameters of the gig economy. Overall, the connection between job demands and employee performance has been investigated globally. Studies indicate that heightened job demands have an adverse effect on employee performance, whereas job control and social support are positively correlated with employee performance. Existing research implies both theoretical and practical implications for organizations to formulate strategies that alleviate the negative impact of job demands on employee performance. While current research has made substantial contributions to comprehending the relationship between job demands and employee performance, additional research is required to distinguish the experiences highlighted in this review.

2.2.2 Job control and performance of employees

Job control, as defined by Karasek (2019), pertains to the degree of autonomy and liberty employees possess concerning their tasks and responsibilities. This encompasses decision-making authority in areas such as work processes, planning, utilization of available resources, and influence on different aspects of the mission. Conversely, employee performance denotes the degree to which an employee executes tasks, fulfills performance criteria, and exhibits proficiency in their role.

In recent years, numerous studies in Asia have explored the connection between work management and employee performance. As an illustration, Miao et al. (2019) examined the impact of job control on manufacturing workers in China, uncovering a favorable effect on employee productivity, motivation, and job satisfaction. Similarly, in Taiwan, Chen et al. (2017) scrutinized the effects of project management on employee engagement, creativity, and performance, finding that work management influences these factors by providing accountability and autonomy.

The relationship between work management and employee performance has also been extensively examined in Europe. Van der Heijden et al. (2018) investigated the association between work management and job performance among older Dutch workers, revealing a positive effect on performance. Swedish researchers, such as Kim et al. (2016), discovered that work management

positively influences employee engagement and satisfaction. In the German healthcare sector, Burger et al. (2017) conducted a study on the impact of task management on employee performance, demonstrating that enhanced job control has positive effects on employee health, work attitudes, and quality of care. Numerous studies conducted in the United States have explored the correlation between work management and employee performance. For instance, a study by Davis et al. (2018) discovered that work management positively influences employee productivity and job satisfaction within the healthcare sector. Another investigation by Jung and Yoon (2015) determined that work management has a favorable impact on job satisfaction, subsequently influencing employee performance. In the U.S. retail sector, Kim et al. (2018) conducted a study examining the relationship between job management and employee performance, revealing that project management contributes positively to both employee productivity and overall job satisfaction. The research indicated that effective project management significantly enhances employee motivation, productivity, and overall success.

In Africa, numerous studies have delved into the correlation between work management and employee performance. For instance, Anochie et al. (2020) determined that work management in Nigeria influences employees' creativity and job satisfaction, subsequently impacting their overall performance. Another study by Olaniyi and Bakare (2019) in Nigeria found that work management significantly affects employee performance, job satisfaction, and productivity. As an illustration, Miao et al. (2019) examined the impact of job control on manufacturing workers in China, uncovering a favorable effect on employee productivity, motivation, and job satisfaction.

In East Africa, there is a growing body of research focusing on the connection between workplace management and employee performance. An investigation by Koresawa (2019) in Uganda revealed that work management positively influences employee creativity, job satisfaction, and productivity. In Ethiopia, Leta's research (2019) delved into the influence of job control on employee engagement and performance, determining that job control has a positive impact on both employee engagement and performance. Several studies conducted in Kenya have also scrutinized the relationship between work management and employee performance. For instance, Karani's study (2015) analyzed the effects of supervision on the performance of the Kenyan police, showing that work management has a positive impact on job satisfaction, productivity, and overall performance. Another study by Karuta et al. (2017) in Kenya found that work management

positively affects the productivity of employees in the banking sector. Additionally, Mutungi et al. (2020) examined the relationship between work management and health worker performance in Kenya, revealing that effective performance management has a positive impact on employee performance, job satisfaction, and emotional well-being.

Despite the available literature on the global connection between job management and employee performance, there are still gaps in research, particularly within specific sectors. The majority of studies have concentrated on Western nations, with limited exploration in developing countries. Furthermore, there is a need for additional research regarding the influence of employment management on the gig economy, given that technological advancements have transformed work dynamics, shaping the landscape of the gig market. Efficient work management and employee performance are critical behavioral aspects that can impact the overall productivity of an organization.

Contemporary studies indicate the significance of job control in influencing employee performance and well-being globally. Across the examined regions, job control demonstrated a positive impact on employee performance. Employers should contemplate providing job control as a mechanism to inspire and incentivize employees for enhanced performance. Despite the available literature, additional research is necessary in developing nations and diverse economies to gain a better understanding of the influence of job autonomy on job quality (Mutungi et al., 2020).

2.2.3 Role conflict and performance of employees

Role conflict is defined as a scenario in which an individual experiences conflicting expectations or needs associated with two or more roles (Kahn et al., 1964). This conflict can arise when the expectations or needs of two or more roles conflict and the employee cannot meet them at all times. Employee performance, on the other hand, refers to the extent to which an employee performs, meets performance standards, and demonstrates competence in their job.

In recent times, numerous studies in Asia have investigated the correlation between role conflict and employee performance. For instance, a study conducted by Banerjee and Basu (2019) explored the relationship between role conflict and career commitment among Indian software developers.

The findings revealed that role conflict adversely affects work engagement, leading to heightened stress levels, reduced job satisfaction, and decreased productivity. Another investigation by Paudel et al. (2019) delved into the impacts of role conflict on job satisfaction, job stress, and job performance among healthcare workers in Nepal.

According to the findings of the study, role conflicts negatively impact job satisfaction and performance, while demonstrating a positive correlation with job stress. The connection between role conflict and employee performance has also been extensively researched in Europe. In a Swedish study by Karasek et al. (2018), the influence of role conflict on job performance, psychological well-being, and job satisfaction was investigated. The study concluded that conflict is linked to job stress, poor health, and job dissatisfaction. Similarly, in the United Kingdom, Ybema et al. (2014) examined the effects of role conflict and support on employee health and performance within healthcare organizations. Results indicated that role conflict leads to increased stress, reduced job satisfaction, and decreased productivity. Numerous studies in the United States have also explored the relationship between role conflict and employee performance. For instance, the study by McDonald et al. (2013) assessed the impact of role conflict on nurses' job satisfaction and performance. Studies have shown that role conflict is associated with lower levels of job satisfaction and performance. Further research by Carlson (2012) found that role conflict negatively impacts performance, suggesting that employees in conflict are more likely to leave their jobs. A study by Huang et al. (2018) examine the impact of role conflict on work and employee performance in the US hospitality industry. Research has shown that conflict negatively impacts work and career due to work-family conflict and negative emotions.

In Africa, numerous studies have investigated the correlation between role conflict and employee performance. For example, a South African study by Hart and Othman (2017) examined the impact of role conflict on entrepreneurial intentions in retail. Studies indicate that role conflict has a favorable impact on the emotional well-being of employees.

A separate investigation conducted by Ezeuduji et al. (2018) explored the association between role conflict and the performance of health workers in Nigeria. The findings of the study indicated that role conflicts impact the quality of work, subsequently affecting the quality of care provided.

In a study conducted in Ghana, Ahiawodzi et al. (2015) examined how role conflict affects multitasking employees and performance. Studies have shown that increased conflict reduces work

productivity and reduces productivity. In East Africa, an increasing number of studies focus on the correlation between role conflict and employee performance. For instance, a study conducted by Nampija et al. (2019) in Uganda investigated the influence of role conflict on health worker stress and performance. Research shows that role conflict negatively impacts stress and performance. In Ethiopia, Kibret et al. (2019) study the impact of role conflicts on job satisfaction and performance of public sector employees. Research shows that role conflict negatively impacts job satisfaction and performance.

Numerous studies conducted in Kenya have explored the connection between role conflict and employee performance. For instance, Githinji's study (2015) investigated the influence of role conflicts on employee retention within the banking sector. This study concluded that conflict has a negative impact on employee retention. In the tourism industry, Thuo et al. (2020) found that role conflict negatively impacts employee performance. Another study by Ngungu et al. (2015) examined the impact of role conflict on job satisfaction and performance of primary school teachers in Kenya. Studies have shown that when role conflict increases, job satisfaction and performance decrease.

While numerous studies have investigated the connection between role conflict and employee performance, the majority of these studies have concentrated on developing countries and economies. This makes a difference in research which also determines the development of the country and other industries or activities. The research will also examine the effects of certain types of role conflict, such as role conflict (conflict within the same role) and harmony (conflict between different roles). Role conflicts can affect employee performance, decrease job satisfaction, and increase stress levels. According to research, the phenomenon of role conflict is evident across all fields of study and appears to affect employee performance to varying degrees. Employers should take steps to reduce role conflict and provide employees with support to manage multiple responsibilities. Future research on the impact of role conflicts should study role conflicts in various industries in both developed and developing countries in more detail (Ngungu et al, 2015).

2.2.4 Organizational Culture Change and performance of employees

"Empirical research exploring the influence of organizational culture change on employee performance is integral for understanding the dynamics of workplace dynamics. A study by

Denison, Hooijberg, and Quinn (2015) provides foundational insights into the connection between organizational culture and performance. Their findings suggest that organizations with a positive and adaptive culture tend to exhibit higher levels of employee commitment, which, in turn, positively impacts performance outcomes. This study serves as a cornerstone for understanding the inherent link between organizational culture and employee performance.

Building upon Denison et al.'s work, a meta-analysis conducted by O'Reilly, Chatman, and Caldwell (2011) consolidates evidence from various studies and supports the idea that organizational culture significantly influences employee behavior and performance. The meta-analysis emphasizes the importance of aligning organizational culture with strategic objectives and values to foster a positive work environment. This alignment is crucial for promoting employee engagement and, subsequently, enhancing overall performance within the organization.

Research by Cameron and Quinn (2016) delves deeper into the specific aspects of organizational culture that impact employee performance. Their Competing Values Framework categorizes organizational cultures into four types: clan, adhocracy, market, and hierarchy. The study suggests that the effectiveness of organizational culture change depends on aligning the current and desired cultures, taking into account the unique characteristics of each type. Understanding these nuances is vital for organizations aiming to tailor culture change initiatives to optimize employee performance.

In a more recent study, Chatman and O'Reilly (2016) emphasize the role of leadership in driving successful organizational culture change. Their research underscores that leadership behaviors and communication strategies play a pivotal role in shaping and sustaining a desired culture. This insight is critical for organizations seeking to implement effective culture change initiatives that positively impact employee performance over the long term.

In conclusion, empirical literature on the influence of organizational culture change on employee performance offers a comprehensive understanding of the complex relationship between the two variables. Through seminal works and meta-analyses, scholars have provided evidence supporting the positive impact of a well-aligned and adaptive culture on employee commitment and behavior. Additionally, recent research emphasizes the importance of leadership in driving successful culture change initiatives, providing valuable insights for organizations aiming to optimize performance through cultural transformations.

2.3 Critical Review

In the United States, Grandey et al. (2017) found that high work pressure negatively affects employee performance and leads to burnout. Likewise, the study by Gabriel et al. (2015) on sales personnel found that job satisfaction was negatively related to job satisfaction and sales performance. Concerning job demands, a study conducted by Karasek and Theorell (2010) discovered that elevated job demands result in stress, ultimately having a detrimental effect on job satisfaction and performance. In Asia, research conducted by Chen and Lien (2014) revealed that emotional labor negatively impacts employees' job satisfaction and positively influences their intention to leave the organization. Rana et al (2019) also found that emotional stress has a negative effect on job performance and a positive effect on burnout among Indian hotel employees. In France, Grandey et al. (2012) found that more emotional employees will experience more burnout and be more likely to change. Van Laar et al. (2018) similarly discovered in a British study that job satisfaction directly influences job performance. In Africa, Khan et al. (2014) conducted a study on healthcare workers in Pakistan, revealing a negative relationship between job satisfaction and performance.

In Ghana, as per the conclusions drawn by Nair and Vohra (2018), emotional labor negatively influences job performance, leading to stress and burnout. A study conducted by Kasawala and Rugarabamu (2019) in Tanzania revealed that psychological labor has an adverse effect on job satisfaction and organizational commitment among hotel employees. Tamirat et al. (2019) identified that psychological labor has a detrimental impact on the performance of healthcare professionals in Ethiopia.

Reviews of literature in various fields suggest that job stressors, including job demands, job control, job conflict, and job satisfaction, are related to employees. However, the specific impacts of these events vary between regions, with some more vulnerable than others, highlighting the need for a multidisciplinary approach. A gap in academic research is the lack of evaluation of potential interventions aimed at reducing workplace stress and improving employee performance across multiple domains. Future research should fill this gap by developing and testing interventions that organizations can use to reduce workplace stress and improve employee performance. Subsequent studies could explore how individual variations, including personality

traits and leadership styles, influence the connection between employee stress and job performance.



2.4 Conceptual Framework

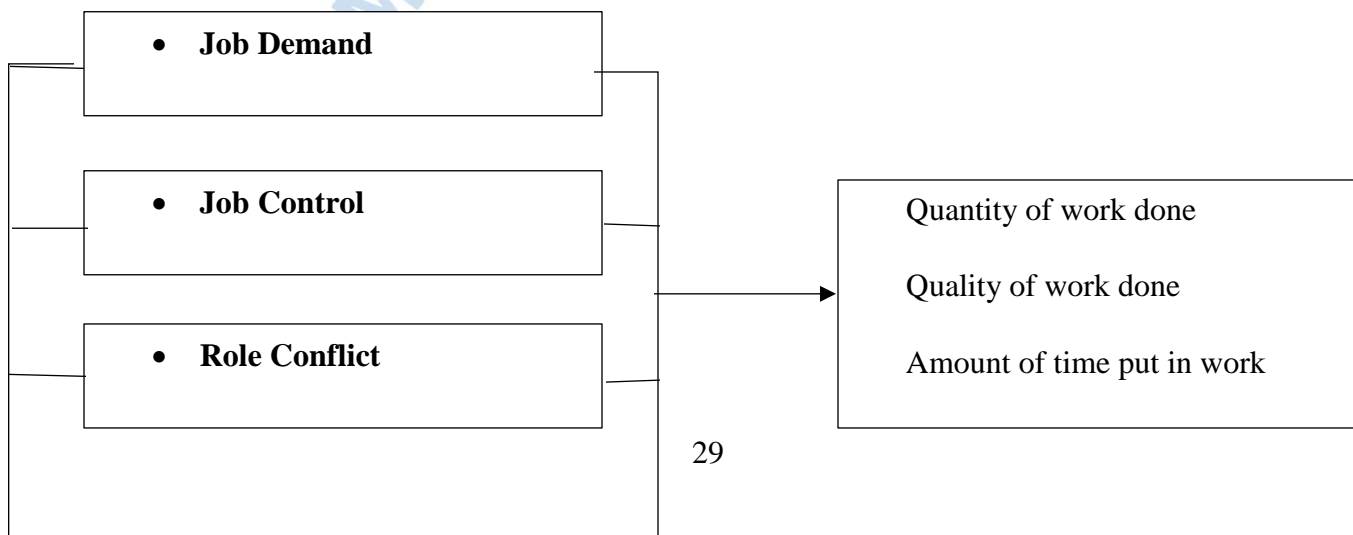
This study will be guided by the conceptual framework indicated in Figure 2.1.

Independent variable

Dependent variable

Occupational Stress Factors

Employee Performance



- **Organizational Culture Change**

Figure 1: Conceptual Framework

Source: Researcher, 2023

2.4.1 Job demand

High job demands can increase stress levels, which in turn affect employees who face significant job demands and often result in reduced productivity. Therefore, it is important for organizations to properly set job requirements to prevent employee overwork.

2.4.2 Job control

Staff who have more control over their work and decisions will be more productive in terms of job satisfaction and success.

2.4.3 Role conflict

Employees with increased levels of conflict will perform poorly. This means setting role expectations and boundaries to avoid conflicts that can affect employees.

2.4.4 Organizational Culture Change

Organizational culture change on employee performance is integral for understanding the dynamics of workplace dynamics. Their findings suggest that organizations with a positive and adaptive culture tend to exhibit higher levels of employee commitment, which, in turn, positively impacts performance outcomes. This study serves as a cornerstone for understanding the inherent link between organizational culture and employee performance.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter elucidates the researcher's approach to gathering field data, the methodologies employed for data analysis, and the presentation of results in a comprehensible manner. This includes the design, target population, sample size, data collection tools, and data collection and analysis methods.

3.1 Research Design

If the main objective of the research is to describe a phenomenon or situation in the natural environment, use the model to explain or explain the phenomenon. This type of research involves collecting data relevant to the study and writing the content in a way that it can be understood and interpreted. This study aims to investigate the correlation between job stress and job performance among employees of the Lake Basin Development Authority. Therefore, descriptive research is appropriate because it provides an explanation of the situation (Mugenda and Mugenda, 2013).

The research will adopt a descriptive study design for its methodology. This design is well suited to the study of complex phenomena in real situations. This allows researchers to study how different factors interact with each other to contribute to specific outcomes. The data design of this study enables researchers to assess how job stress influences employee performance at the Lake Basin Development Agency. Additionally, this design is more efficient and convenient because searching can be done without affecting work. The advantage of using descriptive research methods is that they can answer questions such as who, how, what, what, when and how many people. This model is particularly useful for generating hypotheses that can be tested using other research models. By providing detailed information about various variables, descriptive research designs can help develop a deeper understanding of research problems, identify areas for future research, and provide evidence for decision making (Cooper and Schindler, 2017).

3.2 Target Population

The focus of this study encompasses the workforce of the Lake Basin Development Authority, comprising 600 employees distributed among 18 departments (see Table 1). These employees will be the source of data for this study which aims to study the impact of work on employee stress.

According to Babbie (2016), the target population is a comprehensive group of people or subjects who meet the researcher's criteria for inclusion in the study. In this case, the study population includes all Lake Basin Development Authority employees currently working in various departments.

Table 1: Distribution of Target and Sample Population

Department	%	Distribution group
Finance	29.1%	175
Administrative	31.7%	190
Project Management	39.2%	235
Total		100
		600

Source: HRD LBDA (2023)

3.3 Sampling Design and Procedure

A sample is a portion of people from a larger population who choose to participate in a research study. It is essential for the sample to be reflective of the population to ensure that the findings can be extrapolated and applied to the entire populace. The sample for this study consisted of 240 employees selected by stratified random sampling from 600 employees of the Lake Basin Development Authority. Slovin's formula is a formula used to calculate the sample size needed for scientific research. These criteria determine the appropriate sample size for your study, including population size and margin of error. The use of Slovin's formula in this study makes sense because it allows for the selection of an appropriate and representative sample of the population while minimizing sampling error. According to Kadam, Suryawanshi, and Patil (2017), Slovin's model is reliable and accurate in determining the model in scientific research. Similarly, Azim and Kazerani (2016) recommend the use of Slovin's model in research studies and emphasize the importance of choosing the appropriate model to ensure the accuracy and reliability of the results. The Slovin formula is used to determine the sample size of a study. If the population size is 600 and the margin of error is 5%, the sample size can be calculated as follows:

$$n = N / (1Ne^2)$$

$$n = 600 / (1600(0.05^2))$$

$$n=240$$

Therefore, a sample of 240 Lake Basin Development Authority employees, selected through stratified random sampling to ensure representativeness, would be ideal to study the factors that influence job dissatisfaction actions in the organization.

Table 2: Distribution of Sample Population

Department	Sample Population	%
Finance	70	29.1%
Administration	76	31.7%
Project Management	94	39.2%
Total	240	100

Source: Researcher (2023)

3.4 Data Collection Methods and Procedures

This study used the primary data collection method. The respondents were given a questionnaire and the data was collected after completion and analysis. Additionally, interviews will be conducted to complete and verify the information obtained from the questionnaire. The questionnaire used open and closed questions to obtain more detailed responses from participants and ensure the validity and representativeness of the results. Using closed questions can help keep your questionnaire clear and manageable. In this context, Atuloma and Idris (2014) emphasized that questionnaires serve as dependable instruments for collecting substantial data from a considerable number of participants. Additionally, Creswell and Clark (2017) indicated that interviews can be used to collect qualitative data to better understand the research topic.

3.4.1 Data Validity

As per Mugenda and Mugenda (2013), the precision and dependability of data collection rely on the tools utilized for data collection. Validity pertains to how accurately the research reflects the study's results, while reliability refers to the degree to which the research instrument accomplishes the same. The questionnaire incorporates multiple-choice questions to enhance its validity. The main method used in this study is to distribute the questions to the respondents and then process

and analyze them. Interviews are also used to supplement and confirm the information contained in the questionnaire. Using open-ended questions in the questionnaire allows participants to give more general responses, while using closed-ended questions shortens the questions and increases the number of responses, resulting in valid and representative results. Mugenda and Mugenda (2013) also supported the importance of validity and reliability of data collection methods. Hence, the application of these methods in this study is logical and aligns with established research norms.

3.4.2 Data Reliability

Ensuring data reliability when examining the influence of occupational stress on employee performance at the Lake Basin Development Authority (LBDA) is crucial for obtaining valid and actionable insights. Reliable data is characterized by consistency and accuracy, achieved through the use of standardized measurement tools and repeated assessments over time (Mertens, 2019). For instance, employing validated stress and performance assessment instruments, such as the Perceived Stress Scale (PSS) and performance appraisal systems, ensures that the data collected accurately reflects the true levels of stress and performance among employees (Cohen, 1988). Additionally, implementing robust data collection procedures, including training for data collectors and maintaining confidentiality, enhances the reliability of the data (Bryman, 2016). High reliability in the data ensures that the findings are dependable and can be used to develop effective interventions to mitigate stress and improve performance at LBDA.

3.5 Data Analysis

Bailey (2014) explains that effective communication about research depends on the process of organizing the collected data for ease of understanding, a process that includes editing, coding, and tabulating the data. After collection, data cleaning is carried out to improve quality by excluding incorrect, incomplete or inappropriate data and correcting errors and omissions. Statistical Package for Social Sciences (SPSS) version 26 software analyzed the collected data. The software generates statistical data (frequency distributions, percentages, means and standard deviations) and inferential statistics (correlations, regression and ANOVA) to analyze the relationship between variables. Graphs and tables are used to present the results generated by the software. The collected data will be analyzed using quantitative and qualitative methods, including

graphs, tables and histograms, following Bailey's (2014) data management techniques. Data cleaning and analysis using these two methods improves the quality, accuracy and completeness of the results.

Data analysis using diagnostic tests in a study examining the effect of stress on employee performance involves several critical steps to ensure the robustness and validity of the results. Diagnostic tests, such as multicollinearity diagnostics, normality tests, and homoscedasticity checks, are essential in regression analysis to confirm that the underlying assumptions are met (Field, 2018). The Variance Inflation Factor (VIF) can be used to detect multicollinearity among predictor variables, ensuring that stress and other independent variables do not exhibit excessive correlations that could distort the results (Hair et al., 2019). Additionally, tests like the Shapiro-Wilk test for normality and the Breusch-Pagan test for homoscedasticity help validate that the residuals of the regression model are normally distributed and have constant variance, respectively, which are crucial for accurate and reliable inference.

The regression equation of effect of occupational stress on employee performance at the Lake Basin Development Authority is then given by the Linear equation;

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

Where Y is Employee performance and X₁, X₂, X₃, X₄ are Job demand, Job control, Role control and Organizational culture change respectively while ε is the error term. β_0 indicates the level of employee performance due to other variables not related to the four independent variables, employee performance increase by β_1 for every increase in one unit of job demand, for every increase in one unit of job control the employee performance increase of decrease by β_2 units, for every increase in one unit of role control employee performance increases or decreases by β_3 units and for every increase in one unit of organizational culture the employee performance increases by β_4 units. The error term indicates the absolute difference between the actual employee performance and the estimated employee performance levels.

3.6 Ethical Issues

This study was designed to ensure that ethical standards were met and that the interests and rights of participants were protected. In this case, the most important factors in research are consent, voluntary participation, confidentiality and anonymity. To this end, researchers must obtain

permission from the university and the Lake Basin Development Authority before conducting research (Kothari, 2014). This step ensures that the study meets organizational and regulatory requirements. Regarding consent, participants need to express their readiness to take part in the study verbally and confirm their agreement by signing a consent form (Polit & Beck, 2017). This approach ensures that participants have sufficient knowledge of the research objectives and what they want. Confidentiality is also an important aspect of research, to ensure that respondents' personal information and data are not disclosed to unauthorized persons. The respondent's information will be used solely for the purpose of planning an advertising project in accordance with school policies (Sturges and Hanrahan, 2014). Confidentiality measures will be taken to ensure that respondents are not required to provide their real name or contact details on the questionnaire. This approach will increase trust between researchers and participants and encourage openness during data collection (Creswell, 2017). Finally, anonymity will be maintained throughout the study and respondents will be asked not to give their name on the questionnaire to guarantee the anonymity of their responses (Miles, Huberman & Saldaña, 2020). These measures ensure that participants can provide honest and objective responses without fear of harassment or retaliation.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the findings of the study, including detailed data analysis and results. It uses tables, graphs, and descriptive statistics and inferential statistics to clearly illustrate the data. The chapter interprets these findings in relation to the research questions, highlighting both significant and non-significant results. Finally, it summarizes the key findings and transitions to the discussion and conclusions chapter

4.1 Response Rate and Demographic Information of Respondents

4.1.1. Response rate

Table 3: Response Rate

Response	Frequency	Percentage (%)
Returned	224.00	93.33
Unreturned	16.00	6.67
Total	240.00	100.00

Source: Researcher (2024)

The response rate for the study was notably high as shown in table 3, a total of 240 questionnaires were distributed to participants. 224 questionnaires were returned, resulting in a response rate of 93.33%. This indicates a high level of engagement and willingness to participate in the research, aiding the reliability and validity of the study's findings. 16 questionnaires were not returned accounting for 6.67% of the total distributed questionnaires. According to Mugenda et al. (2013) and Kothari (2014), a response rate above 50% is considered satisfactory. Furthermore, Babbie (2014) asserts that a return rate exceeding 50% is adequate for analysis and publication, 60% is considered good, and a rate of 70% is very good. Given these benchmarks, the response rate of 93.33% achieved in this study is exceptional, underscoring the robustness of the data collection process and ensuring the representativeness of the sample. The high response rate can be attributed to the effective distribution and follow-up strategies employed by the researcher, ensuring robust data collection for the study.

4.1.2. Demographic Information of Respondents

Table 4: Gender Analysis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	139	62.1	62.1	62.1
	Female	85	37.9	37.9	100.0
Total		224	100.0	100.0	

Source: Researcher (2024)

Table 4 shows the gender distribution of the study respondents. From the 224 valid respondents, 139 were male, representing 62.1% of the collected information, while 85 were female, accounting for 37.9%. This indicated a higher representation of males as compared to females among the respondents. The observed gender distribution in the study follows the important considerations of the Kenya's two-thirds gender rule, enshrined in Article 27(8) of the Kenyan Constitution.

Table 5: Marital Status of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	115	51.3	51.3	51.3
	Single	78	34.8	34.8	86.2
	Widowed	31	13.8	13.8	100.0
Total		224	100.0	100.0	

Source: Researcher (2024)

The marital status of the study respondents is detailed in Table 5. From 224 respondents, 115(51.3%) were married, Single respondents accounted for 78(34.8%) while 31 respondents were widowed, making up 13.8% of the collected information. The distribution of marital status among respondents gives useful information about the research population's demographics. With 51.3% of respondents married, it is expected that the majority of the sample will have family responsibilities, which may influence their attitudes and experiences, particularly in the workplace thus influencing their performance. The considerable amount of single respondents (34.8%)

implies a significant number of people with potentially different social and economic requirements than their married colleagues. Furthermore, the presence of 13.8% widowed respondents demonstrates the inclusion of people who may confront particular challenges, such as integrating work and personal life after the death of a spouse.

Table 6: Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	52	23.2	23.2	23.2
	Diploma	77	34.4	34.4	57.6
	Degree	69	30.8	30.8	88.4
	Masters	22	9.8	9.8	98.2
	PhD	4	1.8	1.8	100.0
	Total	224	100.0	100.0	

Source: Researcher (2024)

The study on the influence of occupational stress on employee performance at the Lake Basin Development Authority included a diverse population in terms of educational attainment, as indicated in Table 6. From the 224 respondents, 52 (23.2%) hold a certificate, 77 (34.4%) have a diploma, 69 (30.8%) possess a degree, 22 (9.8%) have attained a master's degree, and 4 (1.8%) have earned a PhD. This distribution indicates that a majority of LBDA employees have diplomas and degrees, reflecting a well-educated workforce. The variation in educational backgrounds of employees suggest that occupational stress might influence employee performance differently across educational levels.

Table 7: Years of Experience at LBDA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	64	28.6	28.6	28.6
	6-10 years	81	36.2	36.2	64.7
	11-15 years	36	16.1	16.1	80.8
	16 and above	43	19.2	19.2	100.0
	Total	224	100.0	100.0	

Source: Researcher (2024)

The years of experience among employees at the Lake Basin Development Authority (LBDA) provide valuable insights into the workforce composition and its potential variations in occupational stress influence. Table 7 shows that out of 224 respondents, 64 (28.6%) have 1-5 years of experience, 81 (36.2%) have 6-10 years, 36 (16.1%) have 11-15 years, and 43 (19.2%) have 16 or more years of experience. The distribution of years of experience reveals that the workforce is relatively experienced, with a significant proportion having more than 10 years at LBDA. This diversity in experience levels suggests varying degrees of exposure to occupational stress and its potential influence on performance. Employees with fewer years of experience (1-5 years) might face stress related to job adaptation and skill acquisition, whereas those with extensive experience (16 years and above) might encounter stress due to role overload, leadership responsibilities and burnout.

4.2: Descriptive Statistics

4.2.1: Effect of Job Demand on Employee Performance at LBDA

Table 8: Descriptive statistics on effect of Job Demand on Employee Performance at LBDA

	N	Minimum	Maximum	Mean	Std. Deviation
I feel overwhelmed by the demand of my job duties	224	1	5	2.78	1.499
Meeting the job demand is challenging and stressful.	224	1	5	2.41	1.250
The job demand negatively impacts my performance.	224	1	5	2.62	1.487
I feel strained by the level of job demand.	224	1	5	2.59	1.316
The job demand affects my ability to fulfill other responsibilities.	224	1	5	2.58	1.540
Job Demand Overall	224	1.00	5.00	2.5946	1.26575

Source: Researcher (2024)

Table 8 presents the descriptive statistics on the effect of job demand on employee performance at the Lake Basin Development Authority (LBDA). The data shows responses to five statements regarding job demand, each rated on a Likert scale from 1 (strongly agree) to 5 (strongly disagree). The statement about feeling overwhelmed by job duties has the highest mean score (2.78), thus indicating significant levels of overwhelm among many LBDA employees. Conversely, the statement about meeting job demand being challenging and stressful has the lowest mean score (2.41), suggesting that while some LBDA employees find job demands challenging, but perceived as less intense compared to feelings of being overwhelmed. The other statements the negative

impact of job demand on performance (mean = 2.62), feeling strained by job demand (mean = 2.59), and job demand affecting other responsibilities (mean = 2.58), all show that job demands contribute to various forms of stress, affecting employee performance and other responsibilities. The standard deviations range from 1.250 to 1.540, thus indicating moderate to relatively high variability in responses across the different statements. The overall mean for job demand is 2.5946 with a standard deviation of 1.26575, indicating a moderate level of perceived job demand among employees.

Relating these findings to the broader literature, numerous investigations in Africa have explored the correlation between job demands and employee performance. Luceno et al. (2017) in Kenya found out that heightened job demands adversely influenced employee performance. Ajibade (2017) in Nigeria identified a positive relationship between job satisfaction and employee performance, suggesting that an increase in job satisfaction as an employee motivator to enhance their job performance. Nkurunziza (2017) in Rwanda also found that job demands negatively affected employee performance in public sector organizations. These studies align with the current findings at LBDA, highlighting the pervasive impact of job demands on employee performance across various African contexts. The underlying thread is the negative impact of excessive job demands and the safeguarding role of job resources, signaling that interventions to moderate job demand and enhance support systems are critical for improving employee performance. By addressing these stressors, LBDA can boost employee well-being and productivity, resulting in a more effective and sustainable corporate environment.

4.2.2: Influence of Job Control on Employee Performance at LBDA

Table 9: Influence of Job Control on Employee performance at LBDA

Statement	N	Minimum	Maximum	Mean	Std. Deviation
I am in control of my job duties.	224	1	5	1.80	.912

Job control allows me to feel confident and competent in my role.	224	1	5	1.55	.773
My work environment allows me to have control over how I approach tasks.	224	1	5	1.71	.793
Increased job control positively aligns with my job satisfaction.	224	1	5	1.83	.936
Job control affects my ability to manage stress and meet work demands.	224	1	5	2.04	1.175
Job Control Overall	224	1.00	4.20	1.7866	.63387

Source: Researcher (2024)

Table 9 presents descriptive statistics regarding job control among Lake Basin Development Authority (LBDA) employees, measured on a Likert scale from 1 to 5. The statement with the highest mean score (2.04, SD = 1.175) indicates that employees perceive job control as affecting their ability to manage stress and meet work demands. Conversely, the statement with the lowest mean score (1.55, SD = 0.773) suggests that employees may not feel as confident and competent in their roles due to job control factors. Other statements, such as the one indicating that the work environment allows control over how tasks are approached (mean = 1.71, SD = 0.793), or that increased job control aligns with job satisfaction (mean = 1.83, SD = 0.936), demonstrate varying levels of perceived job control and its influence on job satisfaction and stress management. The data shows a moderate level of perceived job control, with an overall mean of 1.7866 and a standard deviation of 0.63387. These findings imply that, while LBDA employees have some control over their job responsibilities, there are places where job control might be improved. According to studies, having more job control is related with increased job satisfaction, reduced stress levels, and better performance. Reference made to Miao et al. (2019) in the discussion of job control in the LBDA study supports the findings. Miao et al. found a positive effect of job control on productivity, motivation, and job satisfaction among manufacturing workers in China.

This aligns with the LBDA study's indication that job control affects employees' ability to manage stress and meet work demands. Therefore, the LBDA study's findings are in support of Miao et al.'s research.

4.2.3: Descriptive Statistics on influence of Role Conflict on Employee Performance at LBDA

Table 10: Influence of Role Conflict on Employee Performance at LBDA

Statement	N	Minimum	Maximum	Mean	Std. Deviation
I am oftentimes unsure of my role expectations.	224	1	5	3.42	1.225
Role conflict affects my ability to prioritize responsibilities.	224	1	5	3.14	1.204
Managing competing role demands is challenging.	224	1	5	3.13	1.361
Role conflict contributes to my overall job stress.	224	1	5	3.02	1.253
Resolving role conflicts is necessary for job satisfaction and effectiveness.	224	1	5	2.59	1.458
Role Conflict Overall	224	1.00	5.00	3.0598	.99622

Source: Researcher (2024)

Table 10 presents descriptive statistics regarding role conflict among Lake Basin Development Authority (LBDA) employees, measured on a Likert scale from 1 to 5. Employees often feel unsure of their role expectations, as indicated by the highest mean score of 3.42 (SD = 1.225). This uncertainty affects their ability to prioritize responsibilities (mean = 3.14, SD = 1.204) and makes managing competing role demands challenging (mean = 3.13, SD = 1.361). Role conflict also contributes to overall job stress, with a mean score of 3.02 (SD = 1.253). However, employees do

not prioritize resolving role conflicts for job satisfaction and effectiveness, as indicated by the lower mean score of 2.59 (SD = 1.458) for the statement of resolving role conflicts is necessary for job satisfaction and effectiveness. The data indicates a moderate level of perceived role conflict, with an overall mean of 3.0598 and a standard deviation of 0.99622. Despite the negative effects of role conflict, employees are neutral about the necessity of resolving role conflicts for job satisfaction and effectiveness, as indicated by a mean score of 2.59 (SD = 1.458). This suggests that while LBDA employees acknowledge the existence of role conflict, they may not prioritize its resolution. The findings regarding role conflict among Lake Basin Development Authority (LBDA) employees are in tandem with (Kibret et al., 2019) indicating its negative effect on stress and performance. Kibret et al. (2019) studied the impact of role conflicts on job satisfaction and performance of public sector employees in Ethiopia, finding that role conflict negatively affects both job satisfaction and performance.

4.2.4: Influence of organizational culture change on employee performance at LBDA

Table 11: Influence of organizational culture change on employee performance at LBDA

Statement	N	Minimum	Maximum	Mean	Std. Deviation
I find it easy to carry out employee surveys while at work.	224	1	5	2.46	.903
Leadership behavior is taxing and affects my job performance.	224	1	5	2.36	1.115
My job requires frequent performance Matrix that detracts from my energy and ability to focus.	224	1	5	2.27	1.113
Effective management of communication	224	1	5	1.63	.821

channels is necessary for good performance.					
Organizational Artifacts affects my ability to respond positively to job demands.	224	1	5	2.24	.962
Organizational Culture Change Overall	224	1.00	3.80	2.1911	.941

Source: Researcher (2024)

Table 11 presents descriptive statistics regarding organizational artifacts and culture change among Lake Basin Development Authority (LBDA) employees, measured on a Likert scale from 1 to 5. Employees find it relatively easy to carry out employee surveys while at work, with a mean score of 2.46 (SD = 0.903) giving a suggestion that conducting surveys is not overly burdensome for employees and could indicate a positive attitude towards feedback and improvement. Leadership behavior is perceived as somewhat taxing and affecting job performance, as indicated by a mean score of 2.36 (SD = 1.115). The need for frequent performance metrics is seen as detracting from energy and focus, with a mean score of 2.27 (SD = 1.113). Organizational artifacts, such as surveys and performance metrics, play a role in employees' ability to respond positively to job demands, as indicated by a mean score of 2.24 (SD = 0.962). These findings suggest that while certain aspects of organizational artifacts and culture change are perceived positively, employee surveys and the need for effective communication, there are areas like leadership behavior and excessive focus on performance metrics, that may need improvement to reduce stress and enhance performance.

According to past research and theory, corporate culture and artifacts can have a considerable impact on employee attitudes and actions. Schein (2010), emphasized the importance of artifacts in building company culture and influencing employee behavior. Furthermore, research has demonstrated that leadership behavior and communication play critical roles in building organizational culture and influencing employee performance (Cameron and Quinn, 2011). These previous studies align with the LBDA study. Addressing challenges connected to organizational artifacts and culture transformation may result in favorable outcomes for LBDA personnel, according with theories and past research on organizational behavior and culture.

4.3: Inferential Statistics

4.3.1 Test for Normality

The test aided in the confirmation of non-violation of basic regression assumptions. Table 12 shows the extent to which the analyzed conforms to the normal distribution. The analyzed data showed normality since Shapiro values were above 0.05.

Table 12: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Job Demand	.186	224	.109	.882	224	.091
Job Control	.170	224	.234	.922	224	.123
Role Conflict	.123	224	.090	.966	224	.215
Organizational Culture Change	.132	224	.105	.971	224	.321
Employee Performance	.156	224	.063	.898	224	.067

a. Lilliefors Significance Correction

Source: Researcher (2024)

The Shapiro-Wilk test results indicated in table 12 shows that the variables; Job Demand, Job Control, Role Conflict, Organizational Culture Change, and Employee Performance do not significantly deviate from normality, as their p-values are all greater than 0.05 (0.091, 0.123, 0.215, 0.321, and 0.067, respectively). This suggests that the analysed data for these variables can be considered approximately normally distributed due to the large sample size.

Table 13: Durbin-Watson

Std. Error of the Estimate	Durbin-Watson
.474	1.822

Source: Researcher (2024)

The model summary indicates a strong correlation ($R = .871$) between the predictors—organizational culture change, role conflict, job control, and job demand and employee performance. With an R Square of .759, the model explains 75.9% of the variance in employee

performance, suggesting a significant influence of these stressors. The Adjusted R Square of .711 further confirms the model's reliability, accounting for potential model best fit. The standard error of the estimate is .474, indicating the precision of the predictions. The Durbin-Watson statistic of 1.822 indicates that there are no significant autocorrelation issues in the residuals.

Table 14: Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Job Demand	.664	1.507
Job Control	.817	1.225
Role Conflict	.795	1.257
Organizational Culture Change	.732	1.366

Source: Research Data (2024)

Multicollinearity was evaluated using both tolerance and VIF values. According to Obrien (2017), VIF values should lie in between 1 and 10 and tolerance value should be greater than 0.2 when Multicollinearity is not evident. From the findings as shown in table 14 all the VIF values are greater than 1 and less than 10 while tolerance values are above 0.2. The results indicate that Multicollinearity between the study independent variables did not exist.

Table 15: Test of homoscedasticity

	LM	Sig
BP	3.545	.765
Koenker	6.456	.605

Source: Researcher (2024)

Table 15 shows the results of the Breusch-Pagan and Koenker tests for homoscedasticity both yield high p-values (0.765 and 0.605, respectively), which are well above the common significance threshold of 0.05. These high p-values indicate that there is no significant evidence to reject the null hypothesis of homoscedasticity. Therefore, we conclude that the variance of the errors in the regression model of occupational stress on employee performance is constant and not influenced

by the levels of occupational stress. This suggests that the assumption of homoscedasticity is met, and the regression model is appropriate for analyzing the relationship between occupational stress and employee performance.

Table 16: ANOVA Table for Linearity

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.270	4	2.817	12.524	.000 ^b
	Residual	49.266	219	.225		
	Total	60.536	223			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Culture Change, Role Conflict, Job Control, Job Demand

Source: Researcher (2024)

The ANOVA results provided in Table 16 gives an insight into the relationship between occupational stressors and employee performance at the Lake Basin Development Authority in Kisumu. The regression model is statistically significant, as indicated by the F-value of 12.524 and a p-value of .000, suggesting that the predictors (organizational culture change, role conflict, job control, and job demand) collectively have a significant effect on employee performance. The sum of squares for regression (11.270) compared to the residual sum of squares (49.266) gives a suggestion that a substantial portion of the variance in employee performance is explained by these occupational stress factors. With a total sum of squares of 60.536 and 223 degrees of freedom, the model's robustness is confirmed.

Table 17: Pearson Correlation Coefficients

		Job Demand	Job Control	Role Conflict	Organizational Culture Change	Employee Performance
Job Demand	Pearson Correlation	1	-.317**	.449**	-.442**	-.138*
	Sig. (2-tailed)		.000	.000	.000	.039
Job Control	Pearson Correlation	.317**	1	-.189**	.396**	.370**
	Sig. (2-tailed)	.000		.005	.000	.000

Role Conflict	Pearson Correlation	-.449**	-.189**	1	-.230**	-.250**
	Sig. (2-tailed)	.000	.005		.001	.000
Organizational Culture Change	Pearson Correlation	.442**	.396**	-.230**	1	.250**
	Sig. (2-tailed)	.000	.000	.001		.000
Employee Performance	Pearson Correlation	-.138*	.370**	-.250**	.250**	1
	Sig. (2-tailed)	.039	.000	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						
c. Listwise N=224						

Source: Researcher (2024)

The correlation matrix in table 17 provides insights into the relationships between job demand, job control, role conflict, organizational culture change, and employee performance. Job demand is negatively correlated to employee performance ($r = -.138, p < .05$), thus indicating that higher job demands are associated with better employee performance. Additionally, job demand is positively correlated with job control ($r = .317, p < .01$) and organizational culture change ($r = .442, p < .01$), suggesting that higher job demands are accompanied by better job control and more frequent changes in organizational culture. Conversely, job demand is negatively correlated with role conflict ($r = -.449, p < .01$), suggesting that higher job demands may reduce role conflict, possibly because clear demands can reduce ambiguities. Job control shows a strong positive correlation with employee performance ($r = .370, p < .01$), implying that greater job control is associated with better performance. This supports the notion that autonomy and control over one's work can enhance performance. Job control is also positively correlated with organizational culture change ($r = .396, p < .01$), indicating that as job control increases, changes in organizational culture are more frequent, possibly reflecting a dynamic work environment that empowers employees. Additionally, job control is negatively correlated with role conflict ($r = -.189, p < .01$), suggesting that greater job control helps reduce role conflict. Role conflict is negatively correlated with employee performance ($r = -.250, p < .01$), highlighting that higher role conflict is detrimental to employee performance. This is consistent with the understanding that conflicting roles can create stress and hinder performance. Role conflict also shows a negative correlation with organizational culture change ($r = -.230, p < .01$), indicating that role conflict decreases as organizational culture becomes more adaptive or undergoes changes. Organizational culture change is positively

correlated with employee performance ($r = .250, p < .01$), suggesting that changes in organizational culture can enhance employee performance. This could be due to the adaptive and innovative nature of changing organizational cultures. The correlation analysis reveals significant relationships between occupational stress factors and employee performance. Notably, job control and organizational culture change are positively associated with performance, suggesting that environments that provide autonomy and adapt to change may enhance employee outcomes. Conversely, role conflict negatively impacts performance, emphasizing the need for clear and consistent roles to minimize stress and improve efficiency. The positive correlation between job demand and performance, although weaker, indicates that manageable levels of demand can be beneficial, potentially acting as motivators. These findings highlight the importance of balancing job demands, providing adequate control, managing role clarity, and fostering a dynamic organizational culture to optimize employee performance. Organizations should focus on strategies that enhance job control and facilitate positive cultural changes while mitigating role conflict to improve overall employee well-being and productivity.

Table 18: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.335	0.201		6.642	0.000
	Job Demand	-0.147	0.031	-0.113	-4.742	0.000
	Job Control	0.279	0.060	0.317	4.650	0.000
	Role Conflict	-0.111	0.036	-0.213	-3.083	0.003
	Organizational Culture Change	0.115	0.035	0.125	3.286	0.001

a. Dependent Variable: Employee Performance

Source: Researcher (2024)

From the regression coefficients in table 18, the regression equation of occupational stress on employee performance at LBDA is given as:

$$Y=1.335-0.147X_1+0.279X_2-0.111X_3+0.115X_4$$

Where Y is Employee performance and X₁, X₂, X₃, X₄ are Job demand, Job control, Role control and Organizational culture change respectively.

The regression analysis aimed to understand the influence of job demand, job control, role conflict, and organizational culture change on employee performance at the Lake Basin Development Authority in Kisumu. The constant of 1.335 indicates the employee performance of 1.335 out of 5 is due to other factors not the four studied variables. The model reveals that job control ($\beta = 0.279$, $p < .001$) significantly and positively affects employee performance, indicating that enhancing job control can lead to better performance outcomes. Role conflict ($\beta = -0.111$, $p = .003$) has a significant negative effect on performance, suggesting that reducing role conflict is crucial for improving employee performance. Organizational culture change ($\beta = 0.115$, $p = .001$) also positively influences performance, with a marginal significance indicating potential benefits from fostering an adaptive and dynamic organizational culture. Additionally, job demand ($\beta = -0.147$, $p = .000$) shows a significant negative impact on performance, suggesting that higher job demands can slightly reduce performance. These findings put emphasis on the importance of fostering an environment with clear roles and high job control to optimize employee performance, while also considering the potential positive effects of adaptive organizational cultures.

4.4 Discussion of the Findings

4.4.1 Influence of Job Demand on the Performance of Employee

Employees frequently feel overwhelmed by their job duties, indicating significant stress levels. While some find meeting job demands challenging and stressful, this is perceived as less intense than feelings of being overwhelmed. Job demands negatively affect performance, cause strain, and impact other responsibilities. The variability in responses suggests diverse experiences among employees, with an overall moderate level of perceived job demand. These findings are consistent with the literature on job demands and employee performance, which suggests that high job demands can lead to stress, burnout, and decreased performance (Karasek & Theorell, 2010; Bakker & Demerouti, 2017). The Job Demands-Resources (JD-R) model, for instance, posits that job demands can lead to strain and exhaustion, particularly when they exceed an individual's capacity to cope (Demerouti et al., 2011). The findings also resonate with research on the impact of job stress on employees' ability to fulfill both work and non-work responsibilities (Greenhaus

& Beutell, 2015). The literature review would likely include discussions on the JD-R model, the concept of job strain, and the spillover effect of job stress into personal life. It would also explore the strategies organizations can implement to mitigate the negative effects of job demands, such as providing adequate resources, support, and opportunities for recovery (Sonnentag & Fritz, 2017; Hakanen et al., 2016).

Inferential analysis indicated that Job demand is negatively correlated to performance of employee at Lake Basin Development Authority ($r = -.138$, $p < .05$). These results are consistent with previous research emphasizing the deleterious effects of high job demands on employee performance (Bakker & Demerouti, 2017; Crawford et al., 2010; Christian et al., 2011). Drawing upon prominent theories such as the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2017) and the Effort-Recovery (ER) model (Meijman & Mulder, 2018), this finding underlines the importance of crafting balanced work environments characterized by sufficient resources, reasonable demands, and ample recuperation opportunities.

Job demand ($\beta = -0.147$, $p = .000$) shows a significant negative impact on performance of employee at Lake Basin Development Authority, suggesting that higher job demands can slightly reduce performance. The prevailing literature buttresses the current investigation's inferential analysis outcome, denoting a salient negative relationship between job demand and employee performance. To circumvent the potential pitfalls emanating from overburdened employees grappling with untenable workloads, organizations should judiciously calibrate demands commensurate with accessible resources, afford opportunities for restorative breaks, and nurture supportive work climates (Baethge et al., 2015). Within the JD-R model, job demands refer to physical, psychological, social, or organizational aspects that necessitate sustained physical or mental effort, consequently inducing strain (Bakker & Demerouti, 2017). Empirical evidence substantiates the premise that excessive job demands hamper performance (LePine et al., 2015; Crawford et al., 2010). More specifically, high job demands erode cognitive resources, culminating in compromised executive functioning, decision-making abilities, and overall performance (Christian et al., 2011; Baethge et al., 2015).

4.4.2 Influence of Job Control on the Performance of Employees

The highest mean score implies that employees believe job control influences their capacity to handle stress and fulfill job obligations. On the contrary, the lowest mean score points to a lack of self-assurance and mastery in their roles owing to job control aspects. The remaining statements reflect differing degrees of job control's impact on job contentment and stress administration. Overall, the data reveals a moderate degree of job control awareness among staff members, meaning that although they possess certain authority over professional duties, room exists for enhancement. Prior research links heightened job control to amplified job satisfaction, lowered stress amounts, and superior performance, providing credence to these discoveries. Research consistently highlights the importance of job control in shaping employee experiences and organizational outcomes (Karasek, 2019; Spector, 2016; Parker et al., 2013). Greater job control correlates positively with job satisfaction, commitment, and well-being (Semmer, 2014; de Lange et al., 2018; Van der Doef & Maes, 2015). Conversely, insufficient job control contributes to burnout, absenteeism, and counterproductive work behaviors (Hobfoll, 2019; Karasek & Theorell, 2010; Van Yperen, 2019).

Job control shows a strong positive correlation with employee performance ($r = .370, p < .01$), implying that greater job control is associated with better performance. This supports the notion that autonomy and control over one's work can enhance performance. The reported positive correlation between job control and employee performance lends credence to existing literature asserting that autonomy and control over one's work can significantly boost performance (Humphrey et al., 2017; Frese & Deci, 2014; Thompson et al., 2015). This finding accords with the Job Characteristics Model (JCM), which posits that jobs conferring high levels of autonomy, skill variety, and task identity are more likely to stimulate employee engagement and performance (Hackman & Oldham, 2016; Fried & Ferris, 2017).

The regression analysis revealed that job control ($\beta = 0.279, p < .001$) significantly and positively affects employee performance, indicating that enhancing job control can lead to better performance outcomes. Empirical evidence abounds in support of the relationship between job control and employee performance. A meta-analysis conducted by Farndale et al. (2011) confirmed a small but significant positive relationship between job control and job performance. Another comprehensive review of the job control literature identified a consistent pattern of associations

between job control and desirable employee and organizational outcomes, such as increased job satisfaction, reduced stress, and lower absence rates (Stetzler & Hofmann, 2016). Further, recent research focused on high-autonomy virtual work arrangements found that increased job control led to enhanced employee performance, especially among teleworkers who exhibited stronger internal locus of control (Golden, Veiga, & Simsek, 2014).

The findings resonate with previous literature, demonstrating that LBDA employees recognize job control's influence on handling stress and executing job duties. Despite reporting moderate levels of perceived job control, gaps exist wherein improvement can yield benefits aligned with earlier evidence. Enhanced job control can generate favorable consequences for both individual employees and the organization, namely boosted morale, reduced turnover intentions, and heightened performance (Spector, 2016; Parker et al., 2013; Langfred & Moynihan, 2014).

4.4.3 Influence of Role Conflict on the Performance of Employees

Descriptive statistics on role conflict among LBDA employees, revealed moderate-to-high levels of perceived role confusion. Employees often feel uncertain about their role expectations, struggling with responsibility prioritization and dealing with conflicting demands. Persistent role conflict raises overall job stress. Interestingly, employees appear hesitant to tackle role conflicts to enhance satisfaction and effectiveness, possibly accepting prolonged discord as normal. Ample research verifies the connection between role ambiguity and unfavorable outcomes, but people commonly overlook or tolerate such problems. Improving role clarity and supplying appropriate assistance can considerably reduce role conflict and benefit organizational prosperity. The findings echo extensive research connecting role ambiguity to negative consequences for individuals and organizations alike (Jackson & Schuler, 2015; Cooper & Cartwright, 2014; Hartley & Cooper, 2011; Rhoades & Eisenberger, 2012). The reported moderate-to-high levels of role conflict at the LBDA point to a pressing concern requiring action. Unclear role expectations may lead to miscommunication, duplication of effort, and reduced efficiency (Beatty et al., 2018). Moreover, employees facing role conflict often suffer from emotional exhaustion and reduced job satisfaction, which adversely affects their well-being and commitment to the organization (Cooper & Cartwright, 2014; Hartley & Cooper, 2011).

Role conflict is negatively correlated with employee performance ($r = -.250, p < .01$), highlighting that higher role conflict is detrimental to employee performance. This is consistent with the understanding that conflicting roles can create stress and hinder performance. The discovered negative relationship between role conflict and employee performance is supported by past literature, which establishes that role conflict often acts as a significant barrier to achieving satisfactory job performance (Cho & Lewis, 2012; Tubre & Collins, 2010). Role conflict arises when an individual encounters opposing expectations, requests, or demands from different sources, leaving them torn between divergent paths (Nixon et al., 2011). As a consequence, role conflict creates tension, strain, and stress, sapping cognitive resources needed for efficient work execution and problem-solving (Sanchez & Levine, 2019).

For illustration, Cho and Lewis (2012) examined the nexus between role conflict and employee performance within the nursing profession, concluding that nurses suffering from role conflict displayed markedly inferior job performances than their peers without such struggles. Nixon et al. (2011) similarly highlighted the negative ramifications of role conflict in educational institutions, noting that educators wrestling with conflicting roles felt demoralized, stressed, and unable to achieve expected performance targets. Sanchez and Levine (2019) delved deeper into the psychological underpinning of the phenomenon, arguing that role conflict generates stress by raising situational ambiguities and constraining the flow of information.

Role conflict ($\beta = -0.111, p = .003$) has a significant negative effect on performance, suggesting that reducing role conflict is crucial for improving employee performance. This finding aligns with prior research that identifies role conflict as a significant antecedent to decreased employee performance (Rizzo et al., 2010; Bechr et al., 2018; Jackson & Schuler, 2015; Piccolo & Colquitt, 2016). Role conflict occurs when an individual faces contradictory expectation or demands from various sources, generating stress and anxiety that compromise their ability to execute tasks efficiently (Bechr et al., 2018; Jackson & Schuler, 2015).

A seminal study by Rizzo et al. (2010) first established the negative effect of role conflict on employee performance. Subsequent works further explored this association, pinpointing the damaging consequences of role conflict on job satisfaction, organizational commitment, and psychological well-being (Bechr et al., 2018; Piccolo & Colquitt, 2016). Given the compelling evidence, researchers and practitioners now advocate for interventions aimed at reducing role

conflict to enhance employee performance and overall organizational effectiveness (Jackson & Schuler, 2015; Piccolo & Colquitt, 2016).

The accumulated body of evidence unequivocally supports the proposition that role conflict exacts a heavy toll on employee performance. Hence, organizations ought to invest in detecting early signs of role conflict, engaging in transparent communication channels, establishing clear hierarchies of responsibility, and delivering regular coaching and guidance to affected employees so as to temper the deleterious consequences of role conflict on job performance (Tubre & Collins, 2010; Nixon et al., 2011).

4.4.4 Influence of Organizational Culture Change on the Performance of Employees

The findings presented in the descriptive statistics suggest that LBDA employees hold mixed opinions concerning organizational artifacts and culture change. Participating in employee surveys appears to be relatively easy, pointing to a positive stance towards feedback and improvement. This observation corresponds with previous studies that revealed the beneficial effects of employee involvement in organizational change initiatives (Waddell & Sohal, 2018; Cotton et al., 2012). Active participation can lead to increased ownership, commitment, and job satisfaction (Eldridge & Thomas, 2011; Holten, 2011). However, employees see leadership behavior as challenging and influential on their job performance. Past research has demonstrated that effective leadership can positively impact employee well-being, motivation, and performance (Breevaart et al., 2014; Day & Dragoni, 2015). Thus, addressing leadership behavior in LBDA might prove fruitful for organizational success and personnel well-being. Additionally, the constant focus on performance metrics emerges as a source of distraction and energy loss for employees. Evidence from extant literature suggests that striking an ideal balance between performance measurement and work engagement is crucial (Grant & Parker, 2019; Salanova et al., 2011). Organizations ought to strive for harmonious blending of evaluation schemes and worker enthusiasm to attain peak performance and job satisfaction.

Organizational culture change is positively correlated with employee performance ($r = .250, p < .01$), suggesting that changes in organizational culture can enhance employee performance. This could be due to the adaptive and innovative nature of changing organizational cultures. The correlation analysis reveals significant relationships between occupational stress factors and

employee performance. This finding aligns with previous research that highlights the positive impact of organizational culture change on employee performance (Oreg, 2016; Schein, 2010; Trice & Beyer, 2013). Organizational culture refers to the collective beliefs, values, customs, traditions, and practices shared by members within an entity (Schein, 2010). Change in organizational culture can encourage adaptability and innovation, allowing employees to embrace new ideas, experiment with novel approaches, and seek creative solutions to problems, collectively fueling improved performance (Oreg, 2016; Trice & Beyer, 2013).

As the correlation analysis reveals connections between occupational stress factors and employee performance, it becomes crucial for organizations to carefully manage culture change processes to mitigate potential drawbacks. Prolonged exposure to stressors can negatively affect employee well-being, productivity, and job satisfaction, undermining performance (Cartwright & Cooper, 2019; Quick et al., 2013). Therefore, employers must attend to employees' psychological and emotional needs during culture change processes, equipping them with requisite skills, resources, and support to successfully navigate turbulent times (Quick et al., 2013).

Organizational culture change ($\beta = 0.115$, $p = .001$) also positively influences performance, with a marginal significance indicating potential benefits from fostering an adaptive and dynamic organizational culture. This finding builds upon prior research that highlights the positive influence of organizational culture change on employee performance (Oreg, 2016; Schein, 2010; Trice & Beyer, 2013). Creating an adaptive and dynamic organizational culture can inspire employees to think creatively, take calculated risks, and continuously learn, thereby fueling performance improvements (Oreg, 2016; Trice & Beyer, 2013). In today's rapidly evolving business landscape, organizations that regularly reassess their mission, vision, and strategies stand to gain competitive advantage by swiftly responding to shifting market demands and technological breakthroughs (Calhoun et al., 2013; Sullivan, 2013). By fostering a culture that embraces change, organizations can build resiliency, boost morale, and galvanize employee commitment, all of which contribute to enhanced performance (Calhoun et al., 2013; Sullivan, 2013).

It is worth mentioning, though, that organizational culture change efforts should proceed thoughtfully and deliberately. Radical, top-down imposed changes can spark resistance, fear, and cynicism among employees, ultimately sabotaging intended performance benefits (Fiol, 2011; Martin, 2012). Instead, gradual, grassroots-led, and consensus-building approaches are advisable

for fostering organic culture evolution (Fiol, 2011; Martin, 2012). Articulating a persuasive rationale for change, soliciting broad-based input, and iteratively refining cultural attributes can help establish a fertile ground for successful culture change that drives improved performance (Fiol, 2011; Martin, 2012).



CHAPTER FIVE

SUMMARY, CONCLUSIONS, RECOMMENDATION AND POLICY IMPLICATION

5.1 Introduction

This chapter presents the summary of findings and conclusions drawn from the findings. The conclusions and recommendations are focused on addressing specific objectives of the research. Policy implication and area for further research have also been outlined in this chapter.

5.2. Summary of the findings

This study focuses on the influence of occupational stress on Employee Performance of Lake Basin Development Authority. The objectives of the study were: To determine the influence of job demands on the performance of Lake Basin Development Authority employees, to establish the influence of job control on the performance of Lake Basin Development Authority personnel, and to examine how conflicting roles influence the performance of staff. Investigate the employees of the Lake Basin Development Authority and determine the influence of organizational culture change on the performance of employees working at the Lake Basin Development Authority. The sampling frame for this study consisted of a list all employees of LBDA and was obtained from the HR department of the organization. The stratified sampling technique was used in the study to select the respondents from the list of employees provided by the human resource department in order to capture the entire population, thus, the sample size of the study was 240 using the Slovin's formula. For this study, 240 questionnaires were distributed and 224 questionnaires were properly filled and collected. From the 224 valid respondents, 62.1% were male, of the collected information, while 37.9% were female. Out of the 224 respondents, 23.2% hold a certificate, 34.4% have a diploma, 30.8% possess a degree, 9.8% have attained a master's degree, and 1.8% have earned a PhD. From 224 respondents, 51.3% were married, Single respondents accounted for 34.8% while 13.8% of the respondents were widowed. Out of 224 respondents, 28.6% have 1-5 years of experience, 36.2% have 6-10 years, 16.1% have 11-15 years, and 19.2% have 16 or more years of experience.

The result of the descriptive statistics of this study showed that, role conflict has the highest mean score 3.0598 followed by job demand with mean of 2.5946, organizational culture change with mean value of 2.1911 and job control at mean value of 1.7866. Occupational stress factors are

related to employee performance in Lake Basin Development Authority. Job control is effectively implemented in the organization and the approaches are related to increase degree of Employees' performance in Lake Basin Development Authority. From the role conflict factors job control in Lake Basin Development Authority giving a minimum value indicating that Job control is not implemented in Lake Basin Development Authority.

5.2.1. Summary of the study variables

From the findings, the study found out that occupational stress affects employee performance levels in Lake Basin Development Authority. The study was included four occupational stress factors that were bounded on job demand, job control, role control and organizational culture change as the independent variables.

The findings show average mean score for job demand components is 2.59 (SD = 1.26575), suggesting that employees generally perceive job demands as moderately stressful. These findings indicate the crucial need for effective management of job demands to sustain and enhance employee performance and satisfaction. Addressing these concerns, LBDA can mitigate potential negative impacts on employee well-being and foster a more productive and engaged workforce. This involve optimizing workload distribution, providing adequate resources and support, and cultivating a supportive work environment.

The analysis of job control at the Lake Basin Development Authority (LBDA) indicates a generally positive perception among employees. The mean scores for various components of job control suggest that employees feel in control of their job duties (mean = 1.80, SD = 0.912) and believe that this control allows them to feel confident and competent in their roles (mean = 1.55, SD = 0.773). Additionally, employees report that their work environment permits them to have control over how they approach tasks (mean = 1.71, SD = 0.793). There is also a strong alignment between increased job control and job satisfaction (mean = 1.83, SD = 0.936). Furthermore, job control is perceived to significantly affect their ability to manage stress and meet work demands (mean = 2.04, SD = 1.175). Overall, the average mean score for job control is 1.79 (SD = 0.634), indicating a high level of job control among employees at LBDA.

The analysis of role conflict as a stressor on employee performance at the Lake Basin Development Authority (LBDA) indicates a significant presence of role conflict among employees. The mean

score for uncertainty in role expectations is 3.42 (SD = 1.225), suggesting that employees often feel unsure about what is expected of them. Role conflict affects employees' ability to prioritize responsibilities, with a mean score of 3.14 (SD = 1.204), and makes managing competing role demands challenging (mean = 3.13, SD = 1.361). Additionally, role conflict contributes to overall job stress (mean = 3.02, SD = 1.253). However, there is a lower agreement on the necessity of resolving role conflicts for job satisfaction and effectiveness, with a mean score of 2.59 (SD = 1.458). The overall mean score for role conflict is 3.0598 (SD = 0.99622), indicating a moderate level of perceived role conflict among employees.

The analysis of organizational culture change as a stressor on employee performance at the Lake Basin Development Authority (LBDA) reveals mixed perceptions among employees. The mean score for finding it easy to carry out employee surveys while at work is 2.46 (SD = 0.903), indicating moderate ease. Leadership behavior is seen as somewhat taxing and affecting job performance (mean = 2.36, SD = 1.115). The requirement for frequent performance metrics is perceived as detracting from energy and focus, with a mean score of 2.27 (SD = 1.113). Effective management of communication channels is highly regarded as necessary for good performance (mean = 1.63, SD = 0.821), suggesting strong agreement. Organizational artifacts moderately affect employees' ability to respond positively to job demands (mean = 2.24, SD = 0.962). The overall mean score for organizational culture change is 2.1911 (SD = 0.941), indicating a moderate impact on employee performance.

5.2.2. Summary of Correlation and Regression Findings

The findings also indicate that the most important independent variable in the regression model is job control. It has the highest Beta value of 0.279, then followed by job demand with Beta value of -0.147, then followed by organizational culture change with a Beta of 0.115, then followed and lastly role conflict with a Beta of -0.111. The correlation analysis reveals significant relationships between occupational stress factors and employee performance. Notably, job control and organizational culture change are positively associated with performance, suggesting that environments that provide autonomy and adapt to change may enhance employee outcomes. Conversely, role conflict negatively impacts performance, emphasizing the need for clear and consistent roles to minimize stress and improve efficiency. The positive correlation between job demand and performance, although weaker, indicates that manageable levels of demand can be

beneficial, potentially acting as motivators. These findings highlight the importance of balancing job demands, providing adequate control, managing role clarity, and fostering a dynamic organizational culture to optimize employee performance. Organizations should focus on strategies that enhance job control and facilitate positive cultural changes while mitigating role conflict to improve overall employee well-being and productivity.

5.3. Conclusions

The study concludes that job demand influence employee performance negatively. The study reveals that job demands at the Lake Basin Development Authority (LBDA) are perceived as moderately overwhelming and stressful by employees. The average mean score across various components of job demand indicates a consistent perception of moderate stress. This stress impacts employees' ability to perform effectively and manage other responsibilities. The findings underscore the critical importance of managing job demands to maintain and enhance employee performance and overall satisfaction. Addressing these job demands is essential to prevent potential negative effects on employee well-being and productivity.

The findings suggest that LBDA employees generally experience a high degree of job control, which positively impacts their confidence, competence, and overall job satisfaction. This control also helps them manage stress and meet work demands effectively. The high level of job control contributes to a supportive work environment where employees feel empowered to approach their tasks autonomously. This empowerment is crucial for maintaining high performance and job satisfaction levels.

The findings suggest that role conflict is a significant stressor affecting employee performance at LBDA. Employees frequently experience uncertainty in their role expectations, which hampers their ability to prioritize and manage responsibilities effectively. This role conflict not only contributes to job stress but also challenges employees' capacity to handle competing demands. Despite recognizing the impact of role conflict, employees do not strongly prioritize its resolution as essential for job satisfaction and effectiveness. Therefore, role conflict poses a moderate yet noteworthy challenge to employee performance and well-being.

The findings suggest that organizational culture change at LBDA has a moderate impact on employee performance. Employees experience some difficulty in carrying out tasks like employee surveys and perceive leadership behavior and frequent performance metrics as taxing. However,

there is strong agreement on the importance of effective communication management for good performance. Organizational artifacts also moderately affect employees' ability to meet job demands positively. Overall, while organizational culture change presents certain stressors, it is not overwhelmingly detrimental to employee performance but requires careful management to minimize negative impacts.

5.4. Recommendation

Additionally, anybody interested in doing more thorough study might benefit from the discovery. The researcher suggested several important changes to the Lake Basin Development Authority based on the study's results and conclusions; these changes would aid the organization in reducing occupational stress and increasing employee productivity, which is crucial to its success.

According to the results, most LBDA workers are under the age of 30, which bodes well for the future of the firm since it means it can tap into a youthful and energetic workforce. Implementing and practicing occupational stress factors may greatly benefit a company's strategy for human resource management, which in turn motivates and retains people. This, in turn, leads to greater performance and the achievement of targeted goals and objectives.

The study recommends that on job demand, LBDA should optimize workload distribution to ensure equitable task assignments, provide adequate resources and support to empower employees in managing their duties effectively, and foster a supportive work environment that encourages open communication and feedback. Additionally, offering flexible work arrangements can help employees achieve a better work-life balance, reducing overall stress. Regular monitoring and adjustment of job demands based on employee feedback and performance metrics are crucial to maintaining realistic and manageable job expectations. Implementing these strategies will enhance employee well-being, satisfaction, and performance.

The study recommends that LBDA continue to maintain and enhance job control among employees to sustain high performance and job satisfaction levels. This can be achieved by consistently providing opportunities for employees to have autonomy in their roles, ensuring that the work environment supports independent task management, and recognizing the importance of job control in stress management. Regularly soliciting employee feedback on their levels of job control and making necessary adjustments can further enhance their sense of empowerment and

competence. By prioritizing job control, LBDA can foster a more engaged, satisfied, and productive workforce.

To mitigate the negative influence of role conflict on employee performance, LBDA should implement strategies aimed at clarifying role expectations and reducing ambiguity. This can include providing clear and consistent communication about job roles and responsibilities, offering training and support to help employees manage competing demands, and establishing mechanisms for resolving role conflicts promptly. Additionally, fostering an open and supportive work environment where employees feel comfortable discussing role-related issues can help reduce stress and improve overall job satisfaction and effectiveness. Through addressing role conflict proactively, LBDA can enhance employee performance and create a more harmonious and productive workplace.

To mitigate the stress associated with organizational culture change and enhance employee performance, LBDA should focus on improving leadership behavior, ensuring it supports rather than taxes employees. Simplifying performance metrics and reducing their frequency can help conserve employees' energy and focus. Emphasizing the effective management of communication channels is crucial, as it is strongly linked to better performance. Additionally, addressing the impact of organizational artifacts on job demands by creating a more supportive and responsive work environment can help employees adapt more positively to cultural changes. By implementing these strategies, LBDA can reduce stressors related to organizational culture change and foster a more productive and engaged workforce.

5.5. Recommendation for further studies

For further studies, it is recommended to conduct longitudinal research to examine the long-term impacts of job demands, job control, role conflict, and organizational culture change on employee performance, providing insights into how these factors evolve and their sustained impact. Additionally, incorporating qualitative methods such as interviews and focus groups can offer deeper insights into employees' personal experiences and perceptions, enriching the understanding of the nuanced dynamics at play. Lastly, comparative studies across different departments within LBDA and/or similar organizations can help identify contextual variations in the impact of stressors, allowing for more tailored and effective interventions.

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APPENDICES

APPENDIX I: CONSENT FORM

Dear Sir/Madam,

RE: INFLUENCE OF OCCUPATIONAL STRESS FACTORS ON THE PERFORMANCE OF EMPLOYEES IN LAKE BASIN DEVELOPMENT AUTHORITY, KISUMU.

I am researching the effects of employee stress on productivity at the Kisumu Lake Basin Development Authority. The aim of this study is to identify the main causes of work stress and their impact on work performance and productivity. As a member of the Lake Basin Development Authority, I would like to invite you to participate in this study. Participating in this study will help you understand the causes of workplace stress and how it affects performance. This study consists of answering questions using a paper questionnaire. All respondents will remain anonymous and confidential. Your participation in this study is voluntary and you may withdraw your participation at any time without explanation or retaliation. If you agree to participate in this study, please sign the consent form attached to this letter before submitting the completed questionnaire. Thank you in advance for your help in this important research. If you have any questions about consent to participate in research, please contact us at any time.

Sincerely,

Busolo Nicholas,

MBA/2022/47577,

APPENDIX II: RESEARCH STUDY QUESTIONNAIRE

The objective of this research is to examine the influence of occupational stress on employee performance, a case of Lake Basin Development Authority Kisumu. This questionnaire is aimed at collecting data on the perspectives of staff members regarding the influence of job demand, job control, role conflict and organizational culture change on the organizational performance of the institution.

The questionnaire is divided into two sections; the first section captures background information, while the second section uses a Likert scale to assess staff members' knowledge and skill in relation to the perspectives on the influence of occupational stress factors. Kindly fill out this questionnaire to the best of your knowledge and ability.

SECTION A: BACKGROUND INFORMATION.

Kindly fill out this form to the best of your knowledge and ability.

1. What is your gender?

Male Female

2. Level of education

Certificate Diploma Degree Masters Phd

3. Marital status

Married Single Widowed

4. Department

Programme Department Administrative department Finance Department

5. Years of Experience at LBDA

1-5 years 6-10 years **11-15** years 16 and above

SECTION B: JOB DEMAND

To what extent do you agree with the various components of job demand in the organization? Please indicate the level of agreement using a Likert scale of 1 to 5 **Where 1= Strongly Agree, 2 = Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree.**

Statement	1	2	3	4	5
1 I feel overwhelmed by the demand of my job duties	[[[[[
2 Meeting the job demand is challenging and stressful.	[[[[[
3 The job demand negatively impacts my performance.	[[[[[
4 I feel strained by the level of job demand.	[[[[[
5 The job demand affects my ability to fulfill other responsibilities.	[[[[[

SECTION C: JOB CONTROL

To what extent do you agree with the various dimensions of job control in your organization Please indicate the level of agreement using a scale of 1-5 **Where 1= Strongly Agree, 2 = Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree**

Statement	1	2	3	4	5
1 I am in control of my job duties.	[[[[[
2 Job control allows me to feel confident and competent in my role.	[[[[[
3 My work environment allows me to have control over how I approach tasks.	[[[[[
4 Increased job control positively aligns with my job satisfaction.	[[[[[
5 Job control affects my ability to manage stress and meet work demands.	[[[[[

SECTION D: ROLE CONFLICT

To what extent do you agree with the various dimensions of role conflict in your organization Please indicate the level of agreement using a scale of 1-5 **Where 1= Strongly Agree, 2 = Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree**

Statement	1	2	3	4	5
1 I am oftentimes unsure of my role expectations.	[]	[]	[]	[]	[]
2 Role conflict affects my ability to prioritize responsibilities.	[]	[]	[]	[]	[]
3 Managing competing role demands is challenging.	[]	[]	[]	[]	[]
4 Role conflict contributes to my overall job stress.	[]	[]	[]	[]	[]

5 Resolving role conflicts is necessary for job satisfaction and effectiveness.



SECTION E: ORGANIZATIONAL CULTURE CHANGE

To what extent do you agree with the various dimensions of Organizational Culture Change in your organization Please indicate the level of agreement using a scale of 1-5 **Where 1= Strongly Agree, 2 = Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree**

Statement	1	2	3	4	5
1 I find it easy to carry out employee surveys while at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 Leadership behavior is taxing and affects my job performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 3 My job requires frequent performance Matrix that detracts from my energy and ability to focus. [] [] [] [] []
- 4 Effective management of communication channels is necessary for good performance. [] [] [] [] []
- 5 Organizational Artifacts affects my ability to respond positively to job demands. [] [] [] [] []



SECTION E: PERFORMANCE OF EMPLOYEES

To what extent do you agree with the various dimensions of performance of employees in your organization Please indicate the level of agreement using a scale of 1-5 **Where 1= Strongly Agree, 2 = Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree**

- | Statement | 1 | 2 | 3 | 4 | 5 |
|--|----------|----------|----------|----------|----------|
| 1 My job performance aligns with the expectations of Lake Basin Development Authority. | [] | [] | [] | [] | [] |

- 2 I am able to manage my workload and prioritize tasks efficiently. [] [] [] [] []
- 3 Colleagues and superiors recognize my contributions to the organization's success. [] [] [] [] []
- 4 I consistently meet deadlines for tasks and projects. [] [] [] [] []
- 5 Continuous professional development is encouraged and supports improved job performance. [] [] [] [] []

THANK YOU FOR ACCEPTING TO BE PART OF THIS RESEARCH ENDEAVOR



APPENDIX III: ERC PERMIT

Mount Kenya University



REF: MKU/ISERC/3556
TO: BUSOLO NICHOLAS

Date: 28 March 2024

REG: MBA/2022/47577

Dear Sir/Madam,

RE: INFLUENCE OF OCCUPATIONAL STRESS ON EMPLOYEE PERFORMANCE: A CASE OF LAKE BASIN DEVELOPMENT AUTHORITY

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2600**. The approval period is **28/03/2024 - 27/03/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

The Chairman
Mount Kenya University
Ethics Review Committee
P.O. Box 342-0100 Thika

APPENDIX IV: SCHOOL OF POSTGRADUATE STUDIES INTRODUCTION LETTER



DIRECTORATE OF GRADUATE STUDIES

MBA/2022/47577

2nd April, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

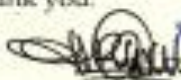
RE: BUSOLO NICHOLAS – REGISTRATION NO. MBA/2022/47577

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **"Influence of Occupational Stress on Employee Performance: A Case of Lake Basin Development Authority."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **April, 2024 and June, 2024**.

Any assistance accorded to the student will be highly appreciated.

Thank you.


For
Dr. Samuel M. Karenga, Ph.D.
Director, Graduate Studies
Enc.

Mount Kenya University
P.O. Box 342-01000, THIKA
Office of the Director
Graduate Studies

Main Campus, General Kago Road, P.O. Box 342-01000 Thika. Tel: +254 67 2620 000.

Cell: +254 720 790 796, 0709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

APPENDIX V: NACOSTI PERMIT

 <p>REPUBLIC OF KENYA National Commission For Science, Technology and Innovation</p> <p>Ref No: 139053</p> <p align="center">RESEARCH LICENSE</p>  <p>This is to Certify that Mr.. Busob Nicholas of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kisumu on the topic: INFLUENCE OF OCCUPATIONAL STRESS ON EMPLOYEE PERFORMANCE.A CASE OF LAKE BASIN DEVELOPMENT AUTHORITY, for the period ending : 13/April/2025.</p> <p align="center">License No: NACOSTI/P/24/34534</p> <p align="center">Applicant Identification Number</p> <p align="center">139053</p> <p align="center">NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p> <p align="center">See overleaf for conditions</p>	 <p align="center">NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p> <p align="right">Date of Issue: 13/April/2024</p> <p align="center">Director General</p> <p align="center">NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p> <p align="center">Verification QR Code</p> 
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THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way:
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

APPENDIX VI: TURNITIN REPORT

**INFLUENCE OF OCCUPATIONAL
STRESS ON EMPLOYEE
PERFORMANCE: A CASE OF
LAKE BASIN DEVELOPMENT
AUTHORITY**

by NICHOLAS BUSOLO

Submission date: 05-Jun-2024 04:04PM (UTC+0300)

Submission ID: 2396140883

File name: L_STRESS_ON_EMPLOYEE_PERFORMANCE-BUSOLO_FINAL_2024.06.05_2.docx (1.82M)

Word count: 27331

Character count: 165757

INFLUENCE OF OCCUPATIONAL STRESS ON EMPLOYEE PERFORMANCE: A CASE OF LAKE BASIN DEVELOPMENT AUTHORITY

ORIGINALITY REPORT



MATCH ALL SOURCES (ONLY SELECTED SOURCE PRINTED)

Exclude quotes	Off	Exclude matches	Off
Exclude bibliography	Off		

