

**RELATIONSHIP BETWEEN ORGANIZATIONAL STRESSORS AND
EMPLOYEE NEEDS FOR COUNSELING AT DIRECTORATE
OF IMMIGRATION AND REGISTRATION OF
PERSONS HEADQUARTERS, NAIROBI, KENYA**

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ABSTRACT

Role of employees in any organizations is important since they determine their successes in achieving their visions and missions. However, employees encounter dynamics which raise their stress levels in their workplaces yet little has been done to evaluate the effectiveness of counseling in mitigating the impact work-related stress. Thus, the purpose of the study was to examine the relationship between organizational stressors and employee needs for counseling in Directorate of Immigration and Registration of Persons Headquarters, Kenya. The objectives of this study were; organizational conflicts, structures, workload and role ambiguity in relation to employee need for counseling. The study was guided by P-E Fit Theory. Questionnaires were used to collect data from Technical Staff whereas interview schedules were used to collect data from Top and Senior Managers and Support Staff. Piloting of the questionnaire was conducted amongst six respondents to establish validity and reliability. Reliability coefficient of $r = 0.735$ was obtained using Pearson's Product Moment Correlation Coefficient. The study adopted mixed methods approach, that is, quantitative and qualitative methods since it involved collection and analysis of quantitative and qualitative data. This study employed a descriptive survey design to enable the researcher to study phenomena without manipulation of variables. The target population for this study comprised Top and Senior Managers (28), Technical Staff (200) and Support Staff (72) from the six departments in the Directorate of Immigration and Registration of Persons in Nairobi, County all totaling to 300. Using The Central Limit Theorem, the researcher sampled 90 respondents, that is, 30% of 300. The researcher applied stratified random sampling to create six strata based on the number of departments each consisting of 50 targeted respondents. From each department, 1 Top and Senior Manager and 10 Technical Staff were selected using purposive sampling. Simple random sampling was applied to select 4 support staff from each department. Analysis of data began by identifying common themes from the respondents' description of their experiences. The relevant information was broken into phrases or sentences, which reflected a single, specific thought. The responses to the close-ended items in the questionnaires were assigned codes and labels. Frequency counts of the responses were then obtained to generate descriptive information about the respondents and to illustrate the general trend of findings on the various variables that were under investigation. Qualitative data was analyzed thematically along the specific objectives and the basic quantitative data was analyzed descriptively using Statistical Packages for Social Sciences (SPSS version 21). The research findings were presented using tables. The study has established that there are several organizational stressors which include; organizational conflicts, structures, workload and role ambiguity which demands employee need for counseling. The study thus recommends that organizations develop new mechanisms of managing organizational conflicts at the workplaces, put in place structures which are not ambiguous, vague and complex for the employees, match the workload with time taken to undertake the task attached thereto and the Government formulate regulations to enforce implementation of Code of Conduct in every organization.