EFFECTS OF STRESS MANAGEMENT ON EMPLOYEE PERFORMANCE IN KENYAN COMPANIES: A CASE OF KENYA PIPELINE CORPORATION

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE WARD OF THE DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP OF THE MANAGEMENT UNIVERSITY OF AFRICA

JULY 2018
DECLARATION

This project is my original work and has not been presented for a degree in any other University

Priscilla Gitu
BML/12/00409/3/2015

…………………………………………………

Signature Date

This project has been submitted for examination with my approval as University Supervisor

Mr. David Kanyanjua

…………………………………………………

Signature Date
ACKNOWLEDGEMENTS

I thank the Almighty God for good health and for bringing me this far; His grace has been sufficient. I also give special gratitude to my supervisor, Mr David Kanyanjua for their guidance. I express my deepest appreciation for his patience, encouragement and guidance. I also wish to acknowledge my peers for their support and encouragement during this process. Further, I would like to acknowledge Management University of Africa for according me a chance to study here.
DEDICATION

I dedicate this work to my family for the continuous support that they have given me throughout the entire process.
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<td>American Academy of family Physicians</td>
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<td>Kenya Pipeline Company</td>
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ABSTRACT

As of now, an ever-increasing number of associations are starting to comprehend and being progressively worried about getting profits by execution of sound human asset administration with a specific end goal to expand execution of workers. Work is presently no longer only a method for fulfilling singular need yet in addition as an open door that add to moulding a positive mental self-portrait. In present work life, representatives are by and large working for longer hours, as the rising levels of duties expect them to strive much more strenuously to meet rising assumptions regarding work execution. Therefore, study purpose was establishing effects of stress management on employee performance in Kenyan companies. The objectives were to evaluate the effect of training and development, communication systems, remuneration system and employee welfare programs on employees’ performance in Kenya Pipeline Company Limited. The study focused on senior, middle and lower level management staff. Stratified random sampling technique was used to select a a sample of 55 respondents from the population of 183. The study primarily gathered data through questionnaires. Researcher employed a multiple regression model to study relationship between stress management strategies and employees’ performance. The study established that the stress management helps employees to meet and exceed the set performance targets. It was also established that career progression and training policy, communication systems, employee welfare programs and remuneration enhances employees performance. The study recommends that organization should ensure proper employee remuneration and training for the employee to ensure that they perform well in the organization. The study also recommended KPC should ensure efficiency of communication system and put in place employees programs in the company to allow employ air their grievances and fell appreciated.
## OPERATIONAL DEFINITION OF KEY TERMS

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<tr>
<td><strong>Employee Performance</strong></td>
<td>The job-related activities expected of a worker and how well those activities were executed</td>
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<td><strong>Employee Productivity</strong></td>
<td>An assessment of the efficiency of a worker or group of workers</td>
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<td><strong>Remuneration System</strong></td>
<td>The base compensation or pay in addition to rewards, commissions, and different instalments or advantages paid to a worker under employment contract.</td>
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<td><strong>Staff Development</strong></td>
<td>The improvement of the knowledge and skills of employees within an organization by providing them with training</td>
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<td><strong>Stress</strong></td>
<td>A state of mental or emotional strain or tension resulting from adverse or demanding circumstances.</td>
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<tr>
<td><strong>Stress Management</strong></td>
<td>A wide range of procedures and psychotherapies went for controlling a man's level of pressure, particularly ceaseless pressure, ordinarily to improve regular working.</td>
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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Extreme pressure is thought to be one of the fundamental components influencing representatives' execution and duty (Paul, Elam & Verhaut, 2014). Business related pressure is thought to be result of unevenness between ecological requests and individual abilities (Rees & Redfern, 2013). They show that word related pressure is the powerlessness to adapt to weights in a vocation in light of a poor fit between somebody's capacities and ones' work necessities and conditions. As per Schermerhorn, Hunt & Osborn (2008) push is a condition of pressure experienced by people confronting remarkable requests, imperatives, or openings. It is a psychological and physical condition which influences a person's profitability, adequacy, individual wellbeing and nature of work (Holmlund-Rytkönen & Strandvik, 2015). Stress may bring about high bit of nonappearance from work and loss of business (Meneze, 2015). Stress can be characterized as a physical, mental, or enthusiastic reaction to occasions that causes real or mental strain. Stress can be characterized as the response of people to requests (stressors) forced upon them. It alludes to circumstances where the prosperity of individual is inconveniently influenced by their inability to adapt to the requests of their condition (Erkutlu & Chafra, 2016).

Presently, stress occurs everywhere in different forms and it is a global phenomenon. Employees are tediously working for long hours as rise in responsibility makes them to meet certain expectations in performance of work. (Mark, 2012). Stress is a mind boggling and dynamic idea. Organization performance is affected by undesired stress levels. Stress levels should be managed so as to ensure work is done effectively. All factors influencing stress should be identified and measured so that this objective can be obtained. (Kamalakumati & Ambika, 2013). Occupation push has a fundamental significance and has turned into a key test for the associations due to its tying sway on the execution of a person and additionally the association. Representatives fill in as resources for an association, yet when they are focused on, unwanted conditions, for example, expanded truancy; low efficiency, low inspiration and normally legitimate
money related harms (which in the end impact the worker work conduct and leads him/her towards the counter-gainful work conduct) develop.

Employee performance influence by stress at workplace is an issue that organization should look into regardless of factors and conditions. Therefore, organizations consider employees very important assets to them. (Qureshi, Ramay & Marwat, 2006). Good employee performance equals good performance of organization hence organization becoming successful and vis a vi. Stress is an unavoidable outcome of present day living. Truth be told, low level workers experience stress more because they don’t have control of work situation. (Beheshtifar & Nazarian, 2013).

There is an alarming increase in negative impact of stress on productivity of employees in various organizations. The organizations are in United Kingdom, America and Central Africa, West Africa and various destinations around the globe. Stress related issues cover two thirds of visits to family physicians as per family physicians of the American Academy. (Henry & Evans, 2008). Individuals and organizations are both affected by stress. (e.g. expanded turnover rates). As indicated by Burke (2011), in spite of fact that we tend to consider pressure caused by outer occasions, occasions in themselves are not distressing. Or maybe, it is the manner by which we decipher and respond to occasions that makes them distressing. For instance, composing a report can be upsetting for a few people and unwinding for others. The term pressure is regularly used to depict everything from ordinary stresses to real life changes. It is a wear and tear that is expedited by genuine or seen dangers.

In Ghana, 58% of workforce have stress-related problems as per nationwide surveys, (The Weekly Mirror, 2006). This implies pressure can be an enemy of numerous associations in Ghana of which The Ports and Harbors Authority. Michac (2015) determined reasons for stress below: poor time administration, indistinct sets of expectations, sentiments of deficiency and uncertainty, powerlessness to complete things, absence of correspondence, awful individual connections, quality and multifaceted nature of errands. In a similar broadness, Dean (2012) saw workplace low levels of productivity were brought about by stress related issues. Number one factor causing illness is a lot of pressure at work. He additionally illustrated reasons for low productivity were; poor company training, preparing in organization, no motivation and planning, change, poor climate and condition, insufficient
correspondence at numerous levels, non-recognizable proof with organization objectives.

Work pressure, otherwise called risk in a customary workplace, is perceived worldwide as a noteworthy test to specialists' wellbeing and soundness of their association. Nigeria labour employers don't shield their laborers from stress emerging in and outside work place (Adetayo, Ajani & Olabisi, 2014). Associations and in addition their specialists have been confronting hardship for quite a while, considering that businesses of work are not clinging to universal work associations convention which set that businesses of work should start a pressure administration strategy that won't just improve the viability and profitability of their associations however will support their spirit at work and make them more beneficial (Bewell, Yakubu, Owotunse & Ojih, 2014).

As per Sayeed (2011), Organization health is continually being endangered by stress. Undesirable hierarchical atmospheres diminish representative contribution and adversely influence execution at individual and corporate level. Work and stress experience has been a norm in the country. Poor ecological conditions, political vulnerability, poor working conditions and high poverty levels bring about stress in Kenyans. Ngeno (2017) agrees Kenyan employees have to deal with heavy workload, poor salaries, non-participation in making decisions and minimal opportunities for promotion. Research by Munali (2015) uncovers that workers are revealing expanded levels of pressure which has prompted weakness and subsequently execution. Globalization has left Kenyan providers confronting solid rivalry and forceful cost cutting. Pressure in work place is developing daily, individuals confront changing monetary and business circumstances, changing client desires and changing desires from their own part and position in association.

Employee performance influence by stress at workplace is an issue that organization should look into regardless of factors and conditions. Therefore, organizations consider employees very important assets to them. (Qureshi & Ramay, 2016). Good employee performance equals good performance of organization hence organization becoming successful and vis a vi. Stress is an unavoidable outcome of present day living. It is a state of strain that has an immediate bearing on feelings, manner of thinking and physical states of a man (Jayashree, 2010). Truth be told, low level
workers experience stress more because they don’t have control of work situation (Beheshtifar & Nazarian, 2013).

Kathie and Lingle (2017) stresses that specialists rank worry as best reason they would leave their organization, yet just half of bosses offer pressure administration projects to workers basically in light of fact that they are seen to have low effect on representative fascination and maintenance. Organizations need to genuinely reevaluate their way to deal with work environment, it isn't just about treating side effects of worry with back rubs and yoga classes, yet really diving into organization's work procedures and culture to make sense of potential reasons for weight, for example, absence of chief and collaborator bolster, deficient criticism, workload or planning issues.

Recently, there is a dangerous increment in instances of word related pressure related issues among workers in general population area, which have prompted declining enthusiasm for their employments, less responsibility and developing anxiety among best directors (Pflanz & Ogle, 2016). This is fundamentally because of focused idea of activity condition, move in work requests and monetary hardship attributable to financial subsidence. This is perhaps the general trend which indicates declining performance/productivity. Individuals vary drastically in sort of occasions they translate as upsetting and manner by which they react to such pressure. Stress is likewise an inescapable part in human life. Some pressure is fundamental and advances self-improvement however interperate pressure or an unseemly method for adapting to pressure realizes negative outcomes subsequently burnout. Brynien (2006) place that pressure positively affects workers of any association however up to a specific degree which a representative can adapt to, by and large on the off chance that it surpasses as far as possible it brings about negative outcomes on representative's execution.

1.1.1 Stress Management

A large number of hierarchical stressors develop on account of defective authoritative procedures and practices. To an extremely incredible degree these can be controlled by making steady authoritative atmosphere. Strong hierarchical atmosphere relies on administrative initiative instead of the utilization of influence and cash to control authoritative conduct (Beheshtifar & Nazarian, 2013). Association can hold periodical
workshops for control and decrease of pressure. Such workshops may assist people with learning progression of stress and strategies for defeating their own and family issues.

An important wellspring of stress is dull and disinteresting occupations being performed by specialists in affiliation. Occupations can be progressed. Improving substance factors, for instance, obligation, affirmation, open entryway for achievement and movement, or upgrading focus business characteristics, such fitness arrangement, task character errand centrality, autonomy, and feedback may incite motivation, feeling familiarity with other's desires, and utilizing most outrageous capacity at the work (Aftab & Javeed, 2012). Such a wonder helps in overseeing and diminishing pressure. Such a circumstance can be overwhelmed by characterizing part more obviously. Part investigation procedure helps the two chiefs and workers to break down what the activity involves and what the desires are. Separating activity to its different parts clears up part of the activity occupant for whole framework. This disposes of forcing implausible desires on the person. Part uncertainty, part struggle and part over-burden can be limited, thus prompting decreased pressure (Griffith, Steptoe & Cropley, 2009).

1.1.2 Employee Performance

Employee performance influence by stress at workplace is an issue that organization should look into regardless of factors and conditions. Therefore, organizations consider employees very important assets to them. (Qureshi & Ramay, 2016). Good employee performance equals good performance of organization hence organization becoming successful and vis a vi. (Armstrong, 2009). Organization problem arise when they perceive they are performing better and are efficient hence not considering room for improvement. (Summers & Hyman, 2005).

Performance is negatively related to work stress. Meaning low performance, high stress. Moderate stress level was believed to energize and enhance employee performance. (Aftab & Javeed, 2012). Valid assumption is that low stress level will disrupt performance. Indeed, even generally mellow pressure diverts a worker. People encountering pressure tend to center around obnoxious sentiments and feelings as opposed to on job that needs to be done and accordingly their execution endures. Delayed or rehashed presentation even to mellow levels of pressure may affect
wellbeing and this may meddle with powerful execution. An extensive assemblage of research shows that as excitement builds, errand execution may at first ascent, yet sooner or later, starts to fall (Omolara, 2008).

1.1.3 Kenya Pipeline Company Limited Profile

(KPC) Limited is a State Corporation set up on sixth September, 1973 under Companies Act (CAP 486) of Kenyan Laws and began business activities in 1978. The Company is 100% owned by Government and conforms to arrangements of State Corporations Act (Cap 446) of 1986. The Company activities are likewise administered by applicable enactments and directions, for example, Finance Act, Public Procurement Regulations, and Performance Contracting.

Main goal of company setup was ensuring that petroleum products are transported safely, cheaply and efficiently from Mombasa to hinterland. In obtaining goal, pipeline system was built, storage, loading facilities and distribution pipes for petroleum. The Company's other command incorporates: building a pipeline for oil movement or oil based commodities from Mombasa to Nairobi; owning, overseeing or working such pipelines and some other pipelines and related subordinate offices and promoting, preparing, treating, managing in oil based goods and different items and products and to give transport and other distributive offices, outlets and administrations in association therewith.

Recently, organization has announced truancy because of stress-related issues requires authoritative utilization of spontaneous and costly substitution staff from offices, or compulsory additional time for staff medical attendants, which additionally contributes toward a domain of stress. Relational challenges usually coming from upsetting circumstances has traded off gathering attachment, in this manner affecting effective working of intricate work units inside association. The primary concern for KPC executives is that worker push and burnout cause noteworthy budgetary commitments. Individual employees have an effect from condition consequences also task accomplishment is affected. Job execution is affected by apathy, low levels of motivation, anxiety and no concentration hence leading to organization delivering service poorly to customers.

Kenya Pipeline Company runs a pipeline framework for transportation of refined oil based goods from Mombasa to Nairobi and western Kenya towns of Nakuru, Kisumu
and Eldoret. Working intimately with National Oil Corporation of Kenya, KPC works 5 stockpiling and dissemination stations for regular oil based commodities, situated in Eldoret, Kisumu, Mombasa, Nairobi and Nakuru. Warehouses are bolstered by residential made item from the Kenya Petroleum Refinery near Nairobi and transported in, refined oil based commodity from the Kipevu Oil Storage Facility close Mombasa. The organization runs two flying fuel stops at Jomo Kenyatta Airport, Nairobi, and Moi International Airport, Mombasa

1.2 Problem Statement

KPC has experienced persistent change in administration procedures and organization, and requests on representatives to perform have been expanding (KPC, 2015). For example, effective from 1st July 2004, the Kenyan government adopted performance contracting. The contract defines the relationship between the Government and the parastatals and articulate agreed targets against which the performance will be evaluated. This has expedited a ton of weight on workers, who are relied upon to convey a world class benefit without comparing increment assets and preparing, yet individuals who neglect to convey are undermined with expulsion and different types of discipline. An internal study at KPC indicated that employees experienced various level of stress which could be attributed to job dissatisfaction. According to the study, dissatisfaction stemmed from lack of WLB programs in the company, non-commensurate compensation, poor stress management strategies among other factors (KPC, 2015). In their view, employees at KPC pointed out that the level stress lowered their work morale and affected their performance. According to a study by Aftab and Javeed (2012), high level of stress without effective stress management strategies eventually leads to high employee turnover, high cost of training new staff, loss of production and subsequently a loss in performance. In view of this context, review seeks to establish effects of stress management on employee performance at KPC.

Most of empirical studies stress and employee performance of workers concentrate on other industries. Munali (2015) did a study on stress and individual performance of workers in hotels at the Kenyan coast. Ngeno (2017) did another research in Kericho municipality on burnout cause among primary school teachers. Salami, Ojokuku and Ilesanmi (2010) conducted a research that was focused on the impact of job stress on
managers performance. Therefore, despite the massive inquiry into areas of stress and employee performance of workers, none of these studies has been conducted to assess the effect of training and development, communication systems, remuneration system and employee welfare programs on employee performance at the Kenya Pipeline Company. Based on these, there was sufficient evidence that a knowledge gap exists that needs to be filled through research.

1.3 Objectives of the Study

Review objective is to establishing effects of stress management on employee performance in Kenyan companies (Specifically Kenya Pipeline Company Limited).

1.3.1 Specific Objectives

They specific objectives of the study were as follows;

i. To evaluate effect of training and development on employees’ performance in Kenya Pipeline Company Limited.

ii. To discover role of communication systems on employees’ performance in Kenya Pipeline Company Limited.

iii. To establish effect of reward system on employees’ performance in Kenya Pipeline Company Limited.

iv. To establish extent employee welfare programs affects employees’ performance in Kenya Pipeline Company Limited.

1.4 Research Questions

Following questions were to be answered by this research;

i. In what ways does staff training and development instituted as a stress management strategy affect employees’ performance?

ii. What ways does communication systems as a stress management strategy affect employees’ performance?

iii. In what ways does reward system instituted as a stress management strategy affect employees’ performance?

iv. How do employees’ welfare programs implemented as a stress management strategy affect employees’ performance?
1.5 Significance of the Study

The study findings would be critical to human resource faculty in organizations in settling on key choices identifying with definition of stress administration strategies. The management at KPC can use this in reviewing policies to avoid the loss of potential employees who have what it takes to the corporate world.

Review would benefit academician and scholars by being utilized as reference material as managing stress requires more study. Study would also be utilized in adding knowledge on stress management and its effect on employee performance and thus forming part of academic reference.

1.6 Scope of the Study

Research was conducted in Kenya Pipeline Company. Researcher targeted three cadres of employees; 21 employees in senior management, 56 employees in the middle management and 106 in the lower level management. The study covered the 4 stress management strategies that are specifically put to address stress in KPC as well as other strategies put in place and have direct linkage with stress management. These are training and development, communication systems, remuneration system and employee welfare programs. Therefore, the study was restricted in studying variables that represent methods of fighting stress in KPC. It took approximately 11 weeks to write the research proposal, data collection and analysis and final report writing.

1.7 Chapter Summary

The chapter is organized into 6 important parts. The background of the study shows understanding and problem genesis and talks about global, regional and local perspective perceptive of the problem. The problem statement indicates exactly what the problem is and why and how it is a problem. In addition, it gives information to support this problem existence. Review objective indicates the research objectives intended to be achieved by researcher. Justification of the study illustrates why the researcher is conducting the research and the organization and people it shall benefit.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Part shows empirical review in depth of other journals, text books and magazines conducted by various writers. It will enable analyst have a solid background understanding of relation between effects of stress management on employee performance in Kenyan companies.

2.1 Theoretical Literature Review

Theoretical review gives insights into the theory that the study will be guided by. Maslow’s Hierarchy of Needs theory and rational-emotive-behaviour-theory are the two theories that underpin this study. Theories of motivation that are developed to explain concept of employee motivation which is a drive that forces an individual to work in a certain way. Rational Emotive Behaviour Therapy (REBT) is a theory that explicates important framework for the understanding and enhancing motivation of employees at work place.

2.1.1 Maslow’s Hierarchy of Needs

In 1943 Abraham Maslow in his paper “A Theory of Human Motivation” proposed Maslow's hierarchy of needs theory (Maslow, 1943). It is a psychology. In his study, Maslow people such as Albert Einstein, Jane Addams, Eleanor Roosevelt, and Frederick Douglass who he considered exemplary (Maslow, 1954). Maslow fully described his theory in 1954 in his book “Motivation and Personality”.

Maslow and Herzberg, by clarifying individuals' needs, embarked to comprehend what individuals will and won't an incentive as work rewards. Maslow recommended that requirements advance in a progression of steps. The initial step is physiological. This is requirement for sustenance, drink, sanctuary, warmth, and alleviation from torment. The second step is wellbeing and security which is the need to feel sheltered and secure. Social and connection needs which is the requirement for kinship, a feeling of having a place and association with others. The fourth is regard. This is the need for self-esteem and regard of others while the fourth need is self-actualization, the need to satisfy oneself by amplifying utilization of one's capacities, learning,
abilities and potential (Hur, 2017). Maslow kept up that individuals are inspired to fulfill needs in a foreordained and intelligent request. He expected that when one arrangement of requirements is fulfilled, it quits being a rousing variable and a higher need emerges.

In the context of the study, in order for KPC to motivate its employees and limit level of stress, they would have to create opportunities for achievement, recognition, responsibility, interesting work, and career advancement. To achieve this form of satisfaction, the company needs to lay a good foundation in its training and development programs, communication channels, reward systems and invest in employees’ welfare programmes. This will motivate employees to reduce work related stress and therefore achieve a better level of performance to the benefit of the firm.

2.1.2 Rational-Emotive-Behavior-Theory (REBT)

REBT is one of the psychological conduct approaches which was established in 1955 by an American clinical analyst Albert Ellis (Scott, 1995). He was the first to pinpoint that individuals experience ill effects of pressure and different clashes since they conviction things which are false. Ellis kept up that passionate and conduct unsettling influence was essentially caused by inflexible and absolutistic convictions as requests we make on ourselves, others and the world. As it were, it is people who to a great extent agitate themselves as opposed to occasions, conditions or other individuals. With a specific end goal to limit passionate aggravation and deliver more objective orientated conduct, inflexible or unreasonable convictions are pinpointed, tested and changed to a judicious conviction framework, as per (Bishop & Fleming, 2015).

This sound reasoning views person as a frail individual (Capuzzi and Stauffer, 2016). In other words that individuals who immovably hold silly convictions will undoubtedly encounter passionate insecurity and stress since people are not great. Issues of an individual sort among cops can be managed by in-house advising administrations, representative help projects or referrals to outside offices (accepting that these offices are accessible). The pressure administration methodologies would for most part be committed to cathartic systems, unwinding, work out, adhering to a good diet, positive reasoning and 'chilling periods. These are recommended methodologies towards overseeing worry in my writing audit area. From REBT point
of view, these are basically here and now and palliative strategies; unless
demandingness is debated and changed to levelheaded thoughts through showing
people the ABC display, it is far-fetched that feelings of anxiety will fall.

Ellis does not disclose degree to which this point of view of reasons for pressure is
legitimate. In the event that doubtlessly stretch is more pervasive among individuals
who hold to unreasonable convictions, at that point inquiries emerge: who figures out
which convictions are sane or silly. Experts could abuse hypothesis and control
individuals they should help which might be equivalent to indoctrinating. Would
trusting in an unrivaled being who isn't experimentally discernible, objective or
nonsensical? However look into has demonstrated that religious slants enable
individuals to unwind consequently adapt to troublesome and damaging occasions
(David, 2014).

Review established pressure related issues among workers and it is fascinating to
perceive how responsive representatives would be towards testing their convictions
and thinking designs as a pressure intercession system. Enthusiastic responses are part
into two gatherings: undesirable and solid. By talking about enthusiastic results,
presumption is that, this would demonstrate to workers that reasoning and feeling are
similarly essential. To challenge their believes, especially the unhealthy ones, firms
(KPC) may train and counsel their employees to ensure that they have the right form
of information required at work. Further, ensuring an open communication system,
the employees will be able to access solution to their problem faster and therefore not
to blame the form for bureaucratic processes. Most employees feel as if the firm
employing them does not care about them, therefore engaging welfare programmes
for employees may make them feel appreciated and therefore help to destroy that
notion.

2.2 Empirical Literature Review

2.2.1 Training and development and Employee Performance

Asaju (2008) did a study to investigate manpower training and development as
essential tools for achieving organizational goals. The study determined that the
importance attached to employee training is because it is responsible for imparting
new information, skills and opportunities of development to employees. The need for
employee training is inspired by the dynamic nature of the business environment.
Right people are trained and profits realised when development programs and good training are practiced. Development programmes and training of employees is very vital as top talent battle becomes more competitive. When environment in which organizations operates changes, employees need to upgrade their skills and capabilities to cope with changes if the organization is to retain its competitive status in the industry. Training are also used as a tool to optimize an employee’s potential and thereby deriving maximum productivity from him or her. Training has also been attributed to increase commitment and motivation levels of employees since they appreciate investment of the organization to improve they capabilities.

In Nigeria, Falola, Osibanjo and Ojo (2014) examined viability of preparing and improvement on workers' execution and association intensity in banking industry in Nigeria. Expressive research strategy was received for this examination utilizing two hundred and twenty-three legitimate surveys which were finished by chosen banks in Lagos State, South-West Nigeria utilizing basic arbitrary inspecting system. Strong relation between execution of employees, upper hand and development and training exists as per findings. Discovery summary show relation between dependent and independent variable.

Burgard and Görlitz (2014), did a study on continuous training, job satisfaction and gender. The results revealed that activities adopted by an organization to train and develop employees has a correlation with the growth and performance of an organization. Moreover, investment made to train employees has been responsible for making employees become more productive and effective thereby increasing the turnover of the organization. Organization execution is dependent on quality of the employees; the more skilled and capable a pool of employees is the more successful an organization. Training is responsible for improving the quality of staff and consequently the performance of the organization. Organization appreciate the fact efficient personnel is a pre-requisite of favourable performance and thus they are willing to train their employees to equip them with specific abilities, knowledge and skills which are necessary and contribute to growth and performance of the organization.

Moen and Skaalvik (2009), assessed effect from executive coaching on performance psychology. The study determined that work request is a stressor that has been
appeared to tenaciously influence mental worry crosswise over hypothetical points of view. Moreover, work request is conceptualized for most part as apparent work overburden, which causes pressure, e.g., through steady time weight and due dates. The taking in results from preparing may influence subjective evaluation of employment request, and there is some experimental confirmation that backings a comparative relationship. For instance, it has been discovered that official preparing upgraded execution brain science factors, for example, self-adequacy and self-assurance and in long run enhances representatives’ dedication. Moreover, investigation revealed that supervisors felt ready to achieve things subsequent to instructing that they couldn't do previously, both because of expanded self-assurance, procurement of new abilities and reduction of stressors in their jobs.

Obisi (2011) did review on employee training and development in Nigerian organisations. Study determined that preparing and faculty advancement has for quite some time been viewed as a way to guarantee profoundly gifted workers as well as to expand confidence, duty and inspiration and reduces levels of worry among representatives. Preparing ought to be centered on helping representatives play out their assignments effortlessly and therefore avoid eventualities of stress in the work place. He notes that when workers are faced with hard tasks, their morale is decimated and their execution is brought down as most time results to pressure. preparing need exists when a worker does not have learning or expertise to play out an appointed assignment palatably. A survey of employee training needs should be conducted at least annually by organizations. This survey information should be used as a base document for training, planning, and program management purposes.

Sung and Choi (2014), did a study to assess the different measurements of human asset advancement and hierarchical execution. They highlighted that regardless of how robotized an association, high profitability depends on employees ability to drive organizational agenda. Stress is identified as an important factor that reduces staff commitment to organizational goals and therefore curtails the performance of an organization. Staff preparing is consequently an essential procedure for persuading laborers and lessening worry among the specialists. The association must have great preparing program. Suitable preparing can expand staff association in association, enhance correspondence amongst peers, and enhance person’s capacity to play out their undertakings.
2.2.2 Communication Systems and Employee Performance

Banihashemi (2011) did a study on the role of communication to improve organizational process. They pointed out that executives comprehend that powerful, clear correspondence amongst directors and workers is fundamental for progress. Consideration has been given to investigation of hierarchical correspondence in authoritative conduct examine because of importance of this variable to hierarchical adequacy. For example, it has been discovered that compelling correspondence enhances work fulfillment and which thusly enhances efficiency. Research has additionally demonstrated that correspondence enhances worker work execution, while poor correspondence results to low representative responsibility to association. Accomplishing of organizational goals is achieved by effective communication by mobilizing and directing labor.

Aftab and Javeed (2012) did a study on job stress impact on counter-productive work behaviour. They called attention to that exploration is deficient in looking at representative fulfilment with correspondence process. There is accordingly need to investigate connection between hierarchical correspondence and laborers execution since correspondence coordinates distinctive units and capacities in association. Investigation discovered that communication is the human movement that connections individuals together and make relationship. The essential elements of administration can’t be performed well without compelling correspondence. Distinctive units exist in an association and it is through correspondence that collaboration happens for accomplishment of hierarchical objectives by enhancing worker execution.

Karlan and Valdivia (2011), assessed impact of communication systems on microfinance clients and institutions. The study determined that setting and obviously imparting execution norms and desires, watching and giving input, and leading evaluations empower a worker to accomplish best outcomes through overseeing representative execution. Accordingly, correspondence stream can make recognizable proof with specialists disguising alluring qualities, as in regards to an associations objectives and target. When employees and managers relate equally and fairly best execution will be achieved. By endeavoring to enhance an association correspondence
forms, you can fabricate a more grounded organization that will have market resilience and better the performance of the employees.

Jayashree (2010) did study on bank employees in Chennai on stress management. The study found that communication keeps workers from feeling disengaged, constructs collaboration, and makes a more collegial air in workplace. The investigation found that correspondence gives better control of procedures, which thus enhances quality. Moreover, correspondence gives lucidity of parts and obligations of every worker. It enhances quality through consumer loyalty by giving better administration and snappier reaction to questions openings.

Henry and Evans (2008) did a study on occupational stress in organisations. People who abhorrence and ponder their administrator are less ready to convey or have inspiration to work where as people who like and think decidedly about their chief will probably impart and are happy with their activity and workplace. Relationship of a subordinate with their director is a vital perspective in work environment. Hence, a chief who utilizes nonverbal quickness, cordiality, and open correspondence lines is all the more ready to get positive input and high occupation fulfilment from a subordinate where as a boss who is reserved, antagonistic, and unwilling to convey will normally get negative criticism and low employment fulfilment from their subordinates in the working environment.

Nabi, Foysol and Adnan (2017), did a study to assess the part and effect of business correspondence on worker exhibitions and employment fulfilments. They contend that notwithstanding it is with great concern that lip service is paid by faculties to maintain systems of communication effectively despite organizational execution improving by utilizing effective communication roles. Compelling working environment execution is the specialists utilized will decide exactly how fruitful the association will be. Correspondence covers all exercises that administration does to upgrade laborers execution. Numerous modern questions begin because of disappointment in correspondence.

**2.2.3 Reward Systems and Employee Performance**

Detailing from consequences of her review on factors affecting worker turnover in most NGO managed community-based water resource projects in Gambia, Nilima
Griffith (2010) led an audit explore in model of component investigation on all papers on representatives’ volunteer turnover distributed in exemplary administration magazines, he depicts that related factors around disposition models achieved eleven sorts of statistic indicators; sixteen sorts of sub-structure factors identified with work fulfillment and association factors and workplace factors, for example, desires, pay fulfillment, distributive equity, supervisory fulfillment, pioneer part trade, work assemble attachment, collaborator fulfillment, part clear up; six sorts of factors identified with work substance and outside condition factors, for example, work scope, work contribution, elective openings for work, correlation with show work.; three sorts of other conduct indicators; nine sorts of modifying factors for pull back process (Rathnam & Neelima, 2014).

Molinah (2015) did a study focusing on employee reward (salary, wages, allowances) as pegged on some known terms of reference. She observes that workers tend to build execution up to a specific level they appear to be proportionate with normal pay. She exhorts that associations ought to build up an alluring pay framework that could help limit employees turnover. Absence of chance for progression or development can cause a high turnover rate for any organization. Organizational productivity is perceived as a direct consequence of employee productivity hence workers have to be given priority to boost performance of the organization. Andy (2006) reporting from a study conducted in Senegal noted that firms that offer superior salary to employees equally expect more from such workers. Such arrangements are normally understood in the context of what objectives employees have to meet to justify the salary offered.
Tonje (2010) on a study focusing on worker productivity in a rural District of Nigeria observed that attractive pay packagers for employees enhances the desire of such workers to meet their targets in job performance. He also noted that in the modern world in which competition defines being in business, workers tend to move from one organization to the other in search of better pay. While reporting from the results of her study conducted in Kilifi District focusing on worker productivity, Ambani (2011), emphasized that with better pay package, workers often try to impress the organization by doing more than could be done in ordinary circumstances. Organizations that shy from providing better salary and wages to workers risk losing a pool of competencies that would enrich job performance for ease of accomplishment of objectives. Such competent workers will instead be received by rival firms that are keen on retaining specific market segments (Molin, 2013).

2.2.4 Employee Welfare Programs and Employee Performance

Park, Mitsuhashi, Fey and Bjorkman (2013), sought to determine the impact of human asset administration rehearses on Japanese MNC backup execution. They established worker's execution is estimated against the execution measures set by the association. Execution is accomplishment of indicated assignment estimated against foreordained or recognized benchmarks of precision, culmination, cost and speed. Review supposed that coveted execution must be accomplished proficiently and adequately, if representative gets a feeling of common pick up of association and additionally of himself, with achievement of that characterized target or objective.

Hassan (2014) sought to establish the perception of employee welfare programs as a panacea towards enhancing work efficiency in administration division in Nigeria. Working conditions in society cannot be improved if productivity of workers is low and its reduced in workplace when conditions like poor health, housing and transportation, low living standards and low levels of education are in workplace. Legitimately, arrangement of welfare plans makes an effective, sound, faithful and fulfilled work compel for association. The reason for giving such offices is to improve their work life and furthermore to raise their way of life.

Ebert, Lehr, Smit, Zarski, Riper, Heber and Berking (2014), did a randomized control experiment to investigate the efficacy and cost-effectiveness of minimal guided and unguided internet-based mobile supported stress-management in employees with
occupational stress. The study revealed that employee stress is exceedingly predominant among representatives and is related with antagonistic psychological well-being outcomes. A sum of 264 representatives with hoisted side effects of pressure were enrolled from general working populace and haphazardly appointed to an (iSMI) or shortlist control gathering. Data findings revealed long-term stress in employee was effectively reduced by web- and mobile-based intervention.

Manzini and Gwandure (2011) did a study on the provision of employee assistance programmes in South Africa football clubs. They contend that the part of welfare exercises is to advance financial improvement by expanding effectiveness and efficiency with the hidden rule being influencing laborers to give their steadfast administrations ungrudgingly in honest to goodness soul of co-task and general prosperity of worker. Further, the study brings up that normally welfare administrations may not specifically identify with a worker's activity but rather nearness or non-appearance of administrations is eminent through representative execution, state of mind, high or low work turnover. Welfare administrations might be given by supplementing wage of specialists by giving administrations, for example, lodging, restorative help, bottles and diversion offices. Further, welfare offices help in raising representatives' ways of life.

Armstrong (2014), in his handbook of reward management practice sought to establish how to improve performance through reward. He expresses that worker welfare programs lay basically on unique ground of social obligation on associations for individuals who work for them. Study further states that high levels of motivation are maintained by giving employees welfare facilities by associations. A worker is a vital asset and should be stress free by providing welfare services and programmes.

2.3 Conceptual Framework

It is a point-by-point mental plan of thoughts that provide guidance to an investigation. It empowers cooperation amongst needy and free factors to be depicted (Kothari, 2004). For any phenomenon, the independent variable is the cause while the dependent variable is the outcome. Here, employees’ performance is dependent variable while stress management strategies that are thought to influence the realization of the dependent variable is independent variable.
Figure 2. Conceptual Framework

Independent Variables

- Training and Development
- Communication Systems
- Remuneration
- Employee Welfare Programs

Dependent Variable
- Employee Performance
2.4 Operationalization of Research Variables

**Independent Variables**

- **Training and Development**
  - Training
  - Seminars
  - Promotion
  - Exchange Programs

- **Communication Systems**
  - Strong relationships
  - Better decision making
  - Teamwork

- **Remuneration**
  - Entry Salary Scale
  - Scheme of service
  - Annual increment
  - Salary review

- **Employee Welfare Programs**
  - Retirement packages
  - Fringe Benefits
  - Insurance
  - Work Life Balance

**Dependent Variable**

- **Employee Performance**
  - Number of employees leaving
  - Number of employees joining
  - Innovativeness
  - Employee productivity

*Figure 2.2: Operationalization of Research Variables*
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Part shows collection blueprint and data analysis. Also included was target populace, design research, data sampling and analysis.

3.1 Research Design

It refers to method utilized in conducting research. Descriptive research design was utilized. As per Cooper and Schindler (2008), a descriptive study is concerned with phenomenon findings. Frequency of relation between variables is determined by descriptive study (Bryman & Bell, 2015). Descriptive research design was chosen because other similar previous study like Salami, Ojokuku and Ilesanmi (2010) and Ngeno (2017) used this design in their study. Therefore, it enabled the researcher to establish the relation between dependent and the independent variables.

3.2 Target Population

Target population in insights is particular populace about which data is wanted. As per Mugenda and Mugenda (2008) population refers to a group of people or items of interest with noticeable attributes, to which scientist expects to sum up consequences of examination. The target population for this study was employees in different management levels in KPC. Since the study is on stress management effect on employee performance in the KPC, the study focused on senior, middle and lower level management staff. The populace characteristics are below.

Table 3. 1: Target Population

<table>
<thead>
<tr>
<th>Sections</th>
<th>Population (Frequency)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior level management</td>
<td>21</td>
<td>10</td>
</tr>
<tr>
<td>Middle level management</td>
<td>56</td>
<td>32</td>
</tr>
<tr>
<td>Low level management</td>
<td>106</td>
<td>58</td>
</tr>
<tr>
<td>Total</td>
<td>183</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: KPC HR Department, 2013
3.3 Sample and Sampling Technique

Sampling plan shows review sampling frame, unit, procedures and size. All population units are described by sampling frame (Cooper & Schindler, 2014). From above populace of 183, a sample of 30% was taken. Stratified random sampling was utilized since population of interest is not homogeneous According to Kothari and Garg (2014), a representative sample is one which is at least 10% of population thus choice of 30% is considered as representative. This was as presented in the table below.

Table 3. 2: Sample Size

<table>
<thead>
<tr>
<th>Sections</th>
<th>Population (Frequency)</th>
<th>Sample Ratio</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior level management</td>
<td>21</td>
<td>0.3</td>
<td>6</td>
</tr>
<tr>
<td>Middle level management</td>
<td>56</td>
<td>0.3</td>
<td>17</td>
</tr>
<tr>
<td>Low level management</td>
<td>106</td>
<td>0.3</td>
<td>32</td>
</tr>
<tr>
<td>Total</td>
<td>183</td>
<td>0.3</td>
<td>55</td>
</tr>
</tbody>
</table>

3.4 Instruments

The study utilized primarily gathered data through questionnaires. Kothari and Garg (2014) term questionnaire as suitable instrument as it collects large data and saves time. Study considered questionnaires for they have an advantage over others as they are modest, easy to use, and information gathering is easy. The survey outlined in this investigation included two segments. The initial segment was including statistic and operational qualities intended to decide key issues including the statistic attributes of responders. The second part was dedicated to recognizable proof of how stress management strategies impacts on employee performance- by how much and why.

Questionnaire used had both structured and unstructured questions. Structured questions were utilized to save time and money and enabled easy analysis, while unstructured inquiries were utilized to ensure responders have given in-depth information. With unstructured inquiries, a respondent's reaction may give a knowledge to his emotions, foundation, shrouded inspiration, interests and choices and give however much data as could reasonably be expected without keeping down (Kothari & Garg, 2014). Copper and Schindler (2014), emphasize the value of open-
ended questions when they stated that it enables in depth and detailed information to be obtained. According to Bryman and Bell (2015), a self-administered questionnaire helps to conserve time and money since several can be administered concurrently and yield excellent results.

3.5 Pilot Study

Before administering questionnaires to responders, a pilot study to validate and establish its reliability was carried out. Researchers (e.g. Connelly, 2008; Treece & Treece, 1982) highlighted that 10% of study pilot ought to be the bigger parent contemplate. In any case, Hertzog (2008) alerts that this is not a basic or straightforward issue to determine on the grounds that these sorts of studies are impacted by numerous variables. By and by, Isaac and Michael (1995) and Hill (1998) proposed 10 to 30 members; recommended 10 to 30 members for pilots in review look into. The researcher selected a pilot group of 10 individuals from target populace to test reliability of research instrument. Selection of 10 individuals was adequate for pilot study since it meets the conditions described above. Conditions of statistics are not in pilot study hence responders were selected conveniently (Cooper & Schindler, 2014).

3.5.1 Validity

Validity refers to the extent to which data collection method used measures what it was intended for. Cooper and Schindler (2014) opine that it alludes to degree to which a test measures what we really wish to gauge. External and internal are two types of validity. Questionnaire structure was made as per expert sentiments on questions suitability and representatives to enhance its validity. The expert opinion was through consultations and discussions with the supervisor to enhance content validity. Based on their comments, changes were made to the questionnaire before administering it.

3.5.2 Reliability Test

According to Mackison, Wrieden and Anderson (2010), reliability measures questionnaire internal consistency and reliability by ensuring similar concept is measured by items within questionnaire. Measures of reliability include coefficients of stability, coefficients of equivalence, internal consistency, and split-half tests. In this study, the researcher was measuring internal consistency. Inward consistency
measures how well things of test relate with each other and how well extraordinary things on test measure a similar aptitude. If items are not sufficiently comparative, they won't be reliable in estimating goal; nonetheless, if they are excessively comparative inquiries might be repetitive. To measure internal consistency in questionnaires rated on a continuous scale, Cronbach \( \alpha \) can identify which questions are not grouped correctly (Rattray & Jones, 2011). To establish reliability of questionnaire used in this research, test-retest approach was used. Ten (10) employees from Kenya Pipeline Corporation were randomly selected to respond to questionnaire in a pilot data collection program. According to Mugenda and Mugenda (2008), reliability can be construed to refer to a measure of degree to which research instruments yield consistent results. Cronbach’s Alpha was used to determine internal consistency and instruments. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value. Coefficient of 0.6 to 0.7 is a commonly accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicates good reliability (Mugenda & Mugenda, 2008). After conducting the reliability analysis, the results are presented below.

Table 3.3 presents a summary of the reliability tests for training and development, communication systems, remuneration, employees’ welfare program and employee performance.

**Table 3.3: Cronbach's Alpha**

<table>
<thead>
<tr>
<th></th>
<th>Cronbach's Alpha</th>
<th>No. of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training and Development</td>
<td>.834</td>
<td>9</td>
</tr>
<tr>
<td>Communication Systems</td>
<td>.921</td>
<td>12</td>
</tr>
<tr>
<td>Remuneration</td>
<td>.895</td>
<td>8</td>
</tr>
<tr>
<td>Employees’ Welfare Program</td>
<td>.902</td>
<td>8</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>.850</td>
<td>11</td>
</tr>
</tbody>
</table>

Table 3.3 shows that all the measures were above the 0.7 threshold as recommended by Nunnaly (1978). The findings of the pilot test showed that ‘Training and Development’ scale had a Cronbach’s reliability alpha of 0.834, ‘Communication Systems’ scale had an Alpha value of 0.921, ‘Remuneration’ scale had an Alpha value of 0.895, ‘Employees’ Welfare Program’ scale had an Alpha value of 0.902 and
‘Employee Performance’ scale had a reliability value of 0.850. The pilot test showed that the scales measuring the objectives had a very high reliability and hence no amendments were required on the research instrument

3.6 Data Collection Procedure

Primary data for study was collected by way of self-administered questionnaires. Questionnaires shall be administered at respondent’s work place to ensure response objectivity and reduce non-response rate. The researcher booked appointments with the respondents, to ensure that they are available when they are not too busy with work. Incase respondents don’t complete questionnaires in time, were left to be collected later.

3.7 Data Processing and Analysis

Data cleaning was done questionnaires before response processing. Responses were grouped into various categories by coding data. SPSS or Microsoft Excel was utilized in coding data hence generate percentages and reports. Percentage use is important because it simplifies data hence explanation to tables and figure were then given in prose (Cooper and Schindler, 2014).

The researcher further employed a multivariate regression model to study relation between stress management strategies and employees’ performance. Independent and dependent variable nature influence is tested by regression model. Regression can assess coefficients of linear equation, including at least one autonomous factor, which best anticipated estimation of reliant variable. Analyst utilized a multivariate regression model to break down information. The regression model was as follows:

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon \]

Where: \( Y = \) Employee Performance; \( \beta_0 = \) Constant Term; \( \beta_1, \beta_2, \beta_3 \) and \( \beta_4 = \) Beta coefficients; \( X_1=\) Training and Development; \( X_2=\) Communication Systems; \( X_3=\) Remuneration; \( X_4 = \) Employees’ Welfare Program; \( \varepsilon = \) Error term

3.8 Ethical Consideration

Privacy, confidentiality, informed consent and anonymity were the major ethical issues. Disclosure of information may be viewed with suspicion. Adequate knowledge of the study was provided to each respondent. Procedures were communicated to
them. Purpose of the study, expected duration of participation, expected benefits from the study to the respondents were also explained to the respondents. They were assured of their privacy and confidentiality. Participation was also at free will to the respondent. Researcher entered into an agreement with each respondent for any information disclosed as confidential. Anonymity was assured and thus identity of the respondent was not a requirement.

3.9 Chapter Summary

This chapter presents research methodology. Descriptive research design was utilized. Target populace are employees in different management levels in KPC. 55 responders were selected using stratified random sampling. A pilot study to validate and establish its reliability was carried out. Questionnaires were administered utilizing drop and pick later method. Both qualitative and quantitative methods were used for analysis of data. Content analysis was used to analyze qualitative data while quantitative descriptive statistics were utilized to analyse qualitative data.
CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter presents analysis of the data on effects of stress management on employee performance in Kenyan companies taking a case of Kenya Pipeline Corporation.

4.1 Presentation of Research Findings

4.1.1 Response Rate

The researcher targeted a sample size of 55 respondents based on their functional categories. However only 43 questionnaires were returned duly filled in. This made a response rate of 78.18%. This response rate was excellent and representative and conforms to Mugenda and Mugenda (2008) stipulation that a response rate of 50% is adequate for analysis and reporting, a rate of 60% is good and a response rate of 70% and over is excellent.

4.1.2 General Information

Table 4.1: Gender of the respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>24</td>
<td>55.8</td>
</tr>
<tr>
<td>Female</td>
<td>19</td>
<td>44.2</td>
</tr>
<tr>
<td>Total</td>
<td>43</td>
<td>100</td>
</tr>
</tbody>
</table>

The findings in Table 4.1 show the gender of the respondents. From the findings, the study established that the majority of respondents were male as shown by 55.8% while females were 44.2% of the respondents. This depicts therefore that; there was gender equality among the employees in the three levels of management at Kenya Pipeline Corporation.
On the age of the respondents, the study found that the majority of the respondents were between 45-50 years (30.4%), 26.3% were aged between 35-40 years, 14.5% were aged between 41-44 years, 10.1% were aged over 51 years, those aged between 25-30 years and between 31-34 years were represented by a 7.2% while 4.3% of the respondents were aged between 18-24 years. It therefore follows that, majority of the respondents (81.3%) in this study were mature (aged 35 years and above) and therefore would give correct information as requested by the study.

Table 4.2: Respondents’ Highest Education Level

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary</td>
<td>2</td>
<td>4.7</td>
</tr>
<tr>
<td>Diploma</td>
<td>9</td>
<td>20.9</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>23</td>
<td>53.5</td>
</tr>
<tr>
<td>Others</td>
<td>9</td>
<td>20.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>43</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The study also sought to establish the respondents’ highest level of education. According to the findings, the majority of respondents had a university degree as shown by 53.5% of the respondents, 20.9% had a diploma either a diploma or other levels of education qualification, such as masters degree and higher diploma, 4.7% had a secondary certificate as their highest level of education. This implies that majority of the officers had at least a first degree and could give relevant information on the subject matter. These results show that a whooping majority of the respondents
(95.3%) had more than secondary education implying that, they were qualified for their jobs and that they were in a position to give information as sought by the study.

![Bar Chart: Respondents' Years of Service]

**Figure 4.2: Respondents’ Years of Service**

The respondents were also required to indicate their years of service/working period. From the study 34.9% of the respondents had been working for a period between 6-10 years, 25.6% had been working for 1-5 years, 23.3% had been working for a period between 11 and 15 years while 16.3% of the respondents had worked in KPC for more than 15 years. This shows that majority (74.4%) of the respondents had been working for long enough (more than 5 years) to understand the effects of stress management on performance at Kenya Pipeline Corporation and therefore were in a position to give relevant information as sought by the study.

### 4.1.3 Stress Management Strategies and Employee Performance

**Table 4.3: Stress Management Strategies and Performance**

<table>
<thead>
<tr>
<th>Stress Management Strategy</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timely of service</td>
<td>3.1884</td>
<td>1.30919</td>
</tr>
<tr>
<td>Reduced frequency of accidents</td>
<td>3.5672</td>
<td>0.98253</td>
</tr>
<tr>
<td>Reduced number of complaints</td>
<td>3.2319</td>
<td>1.40529</td>
</tr>
<tr>
<td>Availability when required on job</td>
<td>3.5507</td>
<td>1.31212</td>
</tr>
<tr>
<td>Meeting and exceeding your set performance targets</td>
<td>3.7391</td>
<td>1.30217</td>
</tr>
</tbody>
</table>

The study sought to investigate the extent to which stress management strategies employed by the company enable one to achieve various ends. From the study findings, majority of the respondents indicated that to a great extent, the stress management strategies employed by the company enable them meet and exceed the set performance targets as shown by a mean score of 3.7391, reduced frequency of
accidents as shown by a mean score of 3.5672 and enhance their availability when required on job as shown by a mean score of 3.5507. Further, the strategies to a moderate extent result in reduced number of complaints and enable the employees to offer timely services as shown by a mean score of 3.2319 and 3.1884 respectively.

These results are in line with others by Holmlund-Rytkönen and Strandvik (2015) who indicated that stress as a psychological and physical condition influences a person's profitability, adequacy, individual wellbeing and nature of work and therefore leads to poor performance, accidents at work and a result elevated level of complains from the co-workers and customers. Further, the study findings concur with others by Meneze (2015) who highlighted that stress brings about high bit of nonappearance from work and therefore this affects timeliness of service delivery. Also, on ability to meeting and exceeding the set performance targets, the results are in line with others by Erkutlu and Chafra (2016) who allege that with stress, prosperity of individual is inconveniently influenced since the inability to adapt and respond to requests at work is minimised.

4.1.4 Training and Development as a Stress Management Strategy

Table 4.4: Training and Development and Respondents Work

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training policy</td>
<td>3.5217</td>
<td>1.19569</td>
</tr>
<tr>
<td>Career progression</td>
<td>3.7971</td>
<td>1.15783</td>
</tr>
<tr>
<td>Induction and orientation</td>
<td>3.4348</td>
<td>1.36638</td>
</tr>
</tbody>
</table>

The study sought to investigate the extent to which facets of training and development enhance the respondents’ work. According to the study findings, career progression and training policy enhance the respondents work to a great extent as shown by a mean score of 3.7971 and 3.5217 respectively while induction and orientation enhance the respondents work to a moderate extent as shown by a mean score of 3.4348.

The results above are in line with others by Asaju (2008) who indicates that training policy is of paramount importance since it is responsible for imparting new information, skills and opportunities of development to employees. To support this, Asaju (2008) further highlights that the need for employee training is inspired by the
dynamic nature of the business environment. Further, the findings of this study are similar to others by Obisi (2011) who found out that training helps in preparing for faculty advancement and as a way to guarantee profoundly gifted workers as well as to expand confidence, duty and inspiration and reduces levels of worry among employees. Preparing ought to be centered on helping employees play out their assignments effortlessly and therefore avoid eventualities of stress in the work place.

Figure 4.3: Training and Development and Performance

The study also sought to investigate the respondents’ agreement with the statement that lack of training and development leads to poor performance. From the study findings, majority of the respondents (43.5%) strongly agreed that lack of training and development leads to poor performance, 31.9% agreed with this, 13% strongly disagreed, 8.7% were neutral while 2.9% disagreed with this. The results obtained here are in line with Falola, Osibanjo and Ojo (2014)’s findings that when environment in which organizations operates changes, employees need to upgrade their skills and capabilities to cope with changes if the organization is to retain its competitive status in the industry. Training is used as a tool to optimize an employee’s potential and thereby deriving maximum productivity from him or her. Falola, Osibanjo and Ojo (2014) also indicated that training has also been attributed to increase commitment and motivation levels of employees and therefore leads to enhanced performance.

Table 4.5: Effectiveness of the Managers in Various Areas

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Coaching and mentoring  2.6957  1.51759  
Taping   and developing talents  2.6522  1.4124  
Training needs analysis  2.9412  1.40256  
Improving self-knowledge and identity  2.6315  0.90272  
Creating distinctive capabilities  3.12726  1.18253  
Self-actualization  2.64265  1.07628  

The respondents were requested to indicate the effectiveness of the managers in various areas. Majority of the respondents indicated that the managers were slightly effective in creating distinctive capabilities as shown by a mean score of 3.12726, training needs analysis as shown by a mean score of 2.9412, coaching and mentoring as shown by a mean score of 2.6957 and taping   and developing talent as shown by a mean score of 2.6522. Further, the study shows that the managers were slightly effective in improving self-knowledge and identity as shown by a mean score of 2.6315 and self-actualization as shown by a mean score of 2.64265. The results indicated above indicates that managers at Kenya Pipeline Corporation are slightly effective in coaching and mentoring employees, taping and developing talents among employees, training needs analysis among employees, improving self-knowledge and identity among employees, creating distinctive capabilities and self-actualization among employees. This is despite the obvious importance of these aspects on improving employees’ performance. Moen and Skaalvik (2009), assessed effect from executive coaching on performance. Moen and Skaalvik (2009) results indicated that executive coaching helped to alleviate the notion that work request is work over-burden, which causes pressure, e.g., through steady time weight and due dates. They noted that, in case of such a notion and the workers are faced with hard tasks, their morale is decimated and their execution reduced as most time it results to pressure. In regard to the results, the need for the managers to be trained on coaching and mentoring employees, taping and developing talents among employees, training needs analysis among employees, improving self-knowledge and identity among employees, creating distinctive capabilities and self-actualization among employees.
4.1.5 Communication Systems as a Stress Management Strategy

![Communication systems and respondents’ work](image)

**Figure 4.4: Communication systems and respondents’ work**

On the extent that communication systems enhanced the respondents’ work, majority of the respondents (52.2%) said to a great extent, 18.8% said to a moderate extent, 13% said to a very great extent, 10.1% said to a little extent while 5.8% of the respondents said communication systems does not enhance the respondents’ work at all.

The results are similar to others by Banihashemi (2011) who highlighted that accomplishing of organizational goals is achieved by effective communication by mobilizing and directing labor. Further, the results resonate with others by Jayashree (2010) who indicated that communication keeps workers from feeling disengaged, constructs collaboration, and makes a more collegial air in workplace. They further found that correspondence gives better control of procedures, which thus enhances quality.

**Table 4.6: Communication and Respondents’ Work**

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet communication</td>
<td>3.5652</td>
<td>1.0358</td>
</tr>
<tr>
<td>Open door policy</td>
<td>3.6652</td>
<td>1.52892</td>
</tr>
<tr>
<td>Team spirit/capacity building</td>
<td>3.5449</td>
<td>1.51731</td>
</tr>
</tbody>
</table>

The study also required the respondent to indicate the extent that various facets of communication have enhanced their work. From the study, majority of the respondents indicated that open door policy, internet communication and team
spirit/capacity building have enhanced their work to a great extent as shown by a mean score of 3.6652, 3.5652 and 3.5449 respectively. Other aspects such as interdepartmental meetings also enhanced the respondents’ work.

On how communication has enhanced the respondents work, the study established that provision of computer has enhanced the employee network with fellow employees through emails, the employees are able to know what is expected of them as well as get prompt feedback on their performance, communication enhances better understanding of policies, it puts the teams at the same level of information, allows exchange of ideas on how best to deal with situations, enhance good flow of work and understanding, allow for consultation and economizes on the time factor as one can work from one sitting and fastens decision making. All these have a positive impact on productivity. They also indicated that there is need to improve on the efficiency of communication and interdepartmental communication within the company. These results are similar with others by Nabi, Foysol and Adnan (2017) who indicated that notwithstanding access to new communication technologies have made communication easier as employees receive feedback quickly. Further, Banihashemi (2011) established accomplishing of organizational goals is achieved by effective communication by mobilizing and directing labor.

4.1.6 Employee Welfare Programs as a Stress Management Strategy

Table 4.7: Employee Welfare Programs and Respondents Work

<table>
<thead>
<tr>
<th>Program</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guidance/ Counselling</td>
<td>2.7391</td>
<td>1.38958</td>
</tr>
<tr>
<td>Employees associations</td>
<td>2.942</td>
<td>1.29347</td>
</tr>
<tr>
<td>Availability of canteens</td>
<td>2.7246</td>
<td>1.38143</td>
</tr>
</tbody>
</table>

The respondents were requested to indicate the extent to which various employee welfare programs enhanced their work. Majority of the respondents indicated that employee’s associations, guidance and counselling and availability of canteens enhanced their work to a moderate extent as shown by a mean score of 2.942, 2.7391 and 2.7246 respectively. They also reported that departmental meetings and retreats further enhanced their work. These results are in line with others by Hassan (2014) who highlighted that arrangement of welfare plans makes an effective, sound, faithful
and fulfilled work compel for association. They are also in line with others by Armstrong (2014) that expresses that worker welfare programs lay basically on unique ground of social obligation on associations for individuals who work for them.

Table 4.8: Employee Welfare Programs

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>In the event of a loss of a loved one or sickness especially nuclear family the company gives you support</td>
<td>3.5217</td>
<td>1.62344</td>
</tr>
<tr>
<td>Employees are allowed to be accompanied by their partners during the end of the year parties</td>
<td>2.4928</td>
<td>1.69448</td>
</tr>
<tr>
<td>Flexi time contribute to increased work-life balance</td>
<td>3.5072</td>
<td>1.38928</td>
</tr>
</tbody>
</table>

On the level of agreement with statements on the effect of employee welfare programs, majority of the respondents were in agreement that in the event of a loss of a loved one or sickness especially nuclear family the company gives employees support and flexi time contribute to increased work-life balance as shown by a mean score of 3.5217 and 3.5072 respectively while they disagreed that employees are allowed to be accompanied by their partners during the end of the year parties as shown by a mean score of 2.4928. These finding are similar to others by Armstrong (2014) that indicates that high levels of motivation are maintained by giving employees welfare facilities by associations. A worker is a vital asset and should be stress free by providing welfare services and programmes.

4.1.7 Remuneration as a Stress Management Strategy

![Figure 4.5: Remuneration Received and Performance](image)

Great extent, 49.3%
Very great extent, 50.7%
On whether remuneration received enable the respondents to perform better, 50.7% indicated that remuneration received enable them to perform better to a very great extent while 49.3% of the respondents said that it affect them to a great extent.

The respondents explained that the remuneration they receive enable them to perform their job better as it improves motivation to work even extra hours while others said that it enhanced performance only at the point of promotion. Those who reported that the remuneration received does not enhance their performance indicated that the cost of living is very high and thus the remuneration is not sufficient to cater for their needs and thus have to think of other ways of supplementing their income. The respondents were also of the opinion that the remuneration does not compare favourably with their level of education and input (productivity) at work. The respondents recommended that some adjustment should be made in the key areas such as housing, transport and medical allowances and facilitation of additional assignments.

These findings resonate with others by Nilima (2014) who highlighted that pay is the biggest and the most effective motivator in the work place. Nilima (2014) further noted that, motivational prizes are regularly viewed as a noteworthy part of components that impact employees turnover, since it is a characteristic human instinct to be seen performing in best workplace. Similarly, Andy (2006) reporting from a study conducted in Senegal noted that firms that offer superior salary to employees equally expect more from such workers. Such arrangements are normally understood in the context of what objectives employees have to meet to justify the salary offered.

Table 4.9: Remuneration strategies and respondents’ work

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payment of salary on time</td>
<td>3.7246</td>
<td>1.49395</td>
</tr>
<tr>
<td>Non-committal of a third of basic salary</td>
<td>3.2174</td>
<td>1.32698</td>
</tr>
<tr>
<td>Payment of Allowances</td>
<td>3.5638</td>
<td>1.51055</td>
</tr>
</tbody>
</table>

The study sought to establish the extent that various remuneration strategies enhanced the respondents’ work. From the study, majority of the respondents indicated that payment of salary on time and payment of allowances enhanced the respondents work to a great extent as shown by a mean score of 3.7246 and 3.5638 respectively while
non-committal of a third of basic salary enhanced the respondents work to a moderate extent as shown by a mean score of 3.2174. These findings concur with others by Molín (2013) organizations that shy from providing better salary and wages to workers risk losing a pool of competencies that would enrich job performance for ease of accomplishment of objectives.
4.1.8 Regression Analysis

Regression analysis is a statistical process for estimating the relationships among variables. With this analysis, one is able to understand how the typical values of the dependent variable change when one of the independent variable is varied, while the other variables are held constant/fixed. For this study, a multiple regression model was applied to identify the impact of training and development, communication systems, remuneration, employees’ welfare program on employee performance. The study adopted the following regression equation to establish the relationship between variables $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$; where $Y =$ Employee Performance; $\beta_0 =$ Constant Term; $\beta_1, \beta_2, \beta_3$ and $\beta_4 =$ Beta coefficients; $X_1 =$ Training and Development; $X_2 =$ Communication Systems; $X_3 =$ Remuneration; $X_4 =$ Employees’ Welfare Program; $\varepsilon =$ Error term. All the four independent variables were measured using the responses on each of the variables obtained from the respondents. The collected data satisfied the assumptions for multiple linear regression.

Table 4.10: Regression Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.808a</td>
<td>.652</td>
<td>.648</td>
<td>8.21290</td>
<td>.652</td>
<td>132.357</td>
<td>4</td>
<td>282</td>
<td>.000</td>
<td>1.904</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Training and Development; Communication Systems; Remuneration; Employees’ Welfare Program  
   b. Dependent Variable: Employee Performance
The study used the R square. The R Square is called the coefficient of determination and tells us how the employee performance varied with training and development, communication systems, remuneration and employees’ welfare program. The four independent variables that were studied explain 65.2% of the stress management factors that influence employee performance as represented by R Squared (Coefficient of determinant). This therefore means that other factors not studied in this research contribute 34.8% of the stress management factors that influence employee performance.

In order to determine whether there were mean differences in perceptions among the different respondents, analysis of variance tests were conducted. Analysis of variance (ANOVA) is a data analytic technique which is performed in order to determine whether differences exist among the respondents. SPSS, Version 23.0, was used to conduct the ANOVA (one-way) tests on stress management and employee performance.

The interpretation of the results obtained in the test was based on the significance levels. If the P-value was found to be significant (< .005), the conclusion was drawn that the perceptions of stress management practices significantly varied. If the P-value was found not to be significant, the conclusion would be drawn that the perceptions of stress management practices did not vary.

Independence of error terms, which implies that observations are independent, was assessed through the Durbin-Watson test. Durbin Watson (DW) test check that the residuals of the models were not auto correlated since independence of the residuals is one of the basic hypotheses of regression analysis. Its statistic ranges from zero to four. Scores between 1.5 and 2.5 indicate independent observations (Garson, 2012). The results in table above shows that the DW statistics was close to the prescribed value of 2.0 as shown by DW=1.904. Thus, it can be concluded that there was no autocorrelation and the residuals were independent.
The ANOVA was generated to help evaluate whether the regression model was statistically significant in explaining the existing association between the dependent variable (Employee Performance) and independent variables (Training and Development; Communication Systems; Remuneration; Employees’ Welfare Program). The study used ANOVA results to establish the significance of the regression model from which an f-significance value of p less than 0.05 was established (p <0.001). The model is statistically significant in predicting how training and development; communication systems; remuneration; employees’ welfare program affect employee performance in Kenya Pipeline. This shows that the regression model has a less than 0.05 likelihood (probability) of giving a wrong prediction. This therefore means that the regression model has a confidence level of above 95% hence high reliability of the results. According to Kotter (1996), this is model can be used for estimating purposes.
Table 4.12: Regression Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I (Constant)</td>
<td>11.992</td>
<td>2.467</td>
<td>4.861</td>
<td>.000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Training and Development</td>
<td>.222</td>
<td>.080</td>
<td>.160</td>
<td>2.777</td>
<td>.006</td>
<td>.345</td>
</tr>
<tr>
<td>Communication Systems</td>
<td>.179</td>
<td>.071</td>
<td>.175</td>
<td>2.538</td>
<td>.012</td>
<td>.735</td>
</tr>
<tr>
<td>Remuneration</td>
<td>.478</td>
<td>.097</td>
<td>.318</td>
<td>4.939</td>
<td>.000</td>
<td>.193</td>
</tr>
<tr>
<td>Employees’ Welfare Program</td>
<td>.349</td>
<td>.085</td>
<td>.242</td>
<td>4.106</td>
<td>.000</td>
<td>.117</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee Performance

From table 4.13 above, it is evident that when we set the value of the coefficients of training and development, communication systems, remuneration and employees’ welfare program to zero employee performance in Kenya pipeline would be at 11.992 due to variation from factors other than training and development, communication systems, remuneration and employees’ welfare program. Also a unit change in training and development while setting the coefficient of other independent variables zero would lead to a change in employee performance in Kenya pipeline by a factor of 0.222; a unit change in communication systems setting the coefficient of other independent variables zero would lead to a change in employee performance in Kenya Pipeline by a factor of 0.179, a unit change in remuneration setting the coefficient of other independent variables zero would lead to a change in employee performance in Kenya Pipeline by a factor of 0.478; while a unit change in employees’ welfare program setting the coefficient of other independent variables zero would lead to a change in employee performance in Kenya Pipeline by a factor of 0.349. This implied that remuneration had the highest influence on employee performance in Kenya Pipeline followed by employees’ welfare program then training and development and finally communication systems. The results show that training and development, communication systems, remuneration and employees’ welfare program had a significant effect on employee performance in Kenya Pipeline since they all had a significant p value (p value <0.001).
The Variance Inflation Factor (VIF) quantifies the severity of multi-co linearity in an ordinary least-squares regression analysis. VIF’s greater than 10 are a sign of multi-co linearity; the higher the value of VIF’s, the more severe the problem. Results in table 4.13 show that all the variables had a variance inflation factors (VIF) of less than 10: Training and Development (2.897), Communication Systems (1.361), Remuneration (5.186) and Employees’ Welfare Program (8.572). This implies that there was no co linearity with the variables thus all the variables were maintained in the regression model.

4.2 Limitations of the Study

In the course of conducting this study, a few limitations were encountered. First, some of the respondents were unwilling to respond to all questions, thus making it difficult to get data. To counter this challenge, the researcher assured the respondents of confidentiality of information that they would give and also assure them that the information they would give would be used for academic purposes and where applicable may influence policies that would have positive implications on employees motivation and therefore better employees performance in KPC. The researcher also feared that the respondents may be biased in giving out information or giving guarded responses which would compromise the study’s objectivity and reliability. This limitation, was overcome by explaining to the sampled population the essence of the study and assuring that no one would be victimized on the basis of information that they would give. Another constraint was financial inadequacy and time constraints. However, to overcome this, the researcher did sampling to ensure that time and finances were conserved. The study selected an adequate sample that was scientific, conforms to law of large numbers and central limit theorem whereby a sample of 30 cases was considered normally distributed and thus adequate for this study. This allowed for generalisation of results.

4.3 Chapter Summary

This chapter presents the findings on effects of stress management on employee performance in Kenyan companies taking a case of Kenya Pipeline Corporation. The chapter also presents the response rate which shows that the response rate was at 78.18%. Further, the chapter presents findings on general information of the respondents; gender, age, education level, and years of service. Further, the chapter
presents stress management strategies and employee performance; training and
development as a stress management strategy, communication systems as a stress
management strategy, employee welfare programs as a stress management strategy
and remuneration as a stress management strategy. The chapter also presents a
multiple regression model to identify the impact of training and development,
communication systems, remuneration, employees’ welfare program on employee
performance.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents a summary of the results on the effects of stress management on employee performance in Kenyan companies taking a case of Kenya Pipeline Corporation. Based on the findings in chapter four, the study gives recommendations on what the company can do to improve their employees’ performance. The suggestion for further research is also presented. The recommendations are based on the objectives of the study.

5.2 Summary of Findings

On the extent to which stress management strategies employed by the company enable one to achieve various ends, the study established that stress management strategies employed by the company enable them meet and exceed the set performance targets to a great extent. The results are in line with others by Erkutlu and Chafra (2016) who allege that with stress, prosperity of individual is inconveniently influenced since the inability to adapt and respond to requests at work is minimised. Stress management strategies employed at KPC reduced frequency of accidents and enhance their availability when required on job to a great extent. The results are in line with findings concur with others by Meneze (2015) who highlighted that stress brings about high bit of nonappearance from work and therefore this affects timeliness of service delivery. Meneze (2015) also indicated that stress management strategies enhance employees ability to meeting and exceeding the set performance targets. Further, the study established that stress management strategies employed at KPC helped to reduced the number of complaints and enable the employees to offer timely services to a moderate extent. These results are in line with others by Holmlund-Rytkönen and Strandvik (2015) who indicated that stress as a psychological and physical condition influences a person's profitability, adequacy, individual wellbeing and nature of work and therefore leads to poor performance, accidents at work and a result elevated level of complains from the co-workers and customers.
The study further established that career progression, training policy and induction and orientation enhance the respondents work to a great extent. The results above are in line with others by Asaju (2008) who indicates that training policy is of paramount importance since it is responsible for imparting new information, skills and opportunities of development to employees. To support this, Asaju (2008) further highlights that the need for employee training is inspired by the dynamic nature of the business environment. Further, the findings of this study are similar to others by Obisi (2011) who found out that training helps in preparing for faculty advancement and as a way to guarantee profoundly gifted workers as well as to expand confidence, duty and inspiration and reduces levels of worry among employees. Preparing ought to be centered on helping employees play out their assignments effortlessly and therefore avoid eventualities of stress in the work place. Further, the study established that lack of employee training and development leads to poor performance. The results therefore concurs with others by Falola, Osibanjo and Ojo (2014) who indicated that training has also been attributed to increase commitment and motivation levels of employees and therefore leads to enhanced performance. The study also revealed that the managers at the company were slightly effective in training needs analysis, coaching and mentoring and taping and developing talent. This results is desirable in a sense supported by Moen and Skaalvik (2009) who indicated that executive coaching helped to alleviate the notion that work request is work over-burden, which causes pressure, e.g., through steady time weight and due dates.

The study revealed that communication systems enhanced the respondents’ work to a great extent. The results are similar to others by Banihashemi (2011) who highlighted that accomplishing of organizational goals is achieved by effective communication by mobilizing and directing labor. The study established that open door policy, internet communication and team spirit/capacity building have enhanced their work to a great extent. It was revealed that provision of computer has enhanced the employee network with fellow employees through emails, the employees are able to know what is expected of them as well as get prompt feedback on their performance, communication enhances better understanding of policies, it puts the teams at the same level of information, allow for exchange of ideas on how best to deal with situations, enhance good flow of work and understanding, allow for consultation and economizes on the time factor as one can work from one sitting and fastens decision
making. All these have a positive impact on productivity. These results are similar with others by Nabi, Foysol and Adnan (2017) who indicated that notwithstanding access to new communication technologies have made communication easier as employees receive feedback quickly. Further, Banihashemi (2011) established accomplishing of organizational goals is achieved by effective communication by mobilizing and direct labor.

On employee welfare programs as a stress management strategy, the study established that employee’s associations, guidance and counselling and availability of canteens enhanced employees work to a moderate extent. These results are in line with others by Hassan (2014) who highlighted that arrangement of welfare plans makes an effective, sound, faithful and fulfilled work compel for association. They are also in line with others by Armstrong (2014) that expresses that worker welfare programs lay basically on unique ground of social obligation on associations for individuals who work for them. From this study, it was clear that in the event of a loss of a loved one or sickness especially nuclear family the company gives one support and flexi time contributes to increased work-life balance. These finding are similar to others by Armstrong (2014) that indicates that high levels of motivation are maintained by giving employees welfare facilities by associations. A worker is a vital asset and should be stress free by providing welfare services and programmes.

On remuneration as a stress management strategy, the study revealed that remuneration received enable the employees to perform better. It was clear that the remuneration the employees receive enable them to perform their job better as it improves motivation to work even extra hours and enhanced performance only at the point of promotion. These findings resonate with others by Nilima (2014) who highlighted that pay is the biggest and the most effective motivator in the work place. Nilima (2014) further noted that, motivational prizes are regularly viewed as a noteworthy part of components that impact employees turnover, since it is a characteristic human instinct to be seen performing in best workplace. However, it was also found that the cost of living is very high and thus the remuneration received by the respondents is not sufficient to cater for their needs and thus have to think of other ways of supplementing their income. The study also revealed that payment of salary on time and payment of allowances enhanced the employees work to a great extent. These findings concur with others by Molin (2013) who indicated that
organizations that shy from providing better and timely salary and wages to workers risk losing a pool of competencies that would enrich job performance for ease of accomplishment of objectives.

5.3 Conclusions

Based on the findings, the study concludes that stress management strategies employed by KPC enable the employees to meet and exceed the set performance targets and enhance their availability when required on job. The study concludes that career progression and training policy enhance the employees’ performance at KPC and lack of employee growth and development leads to poor performance.

The study further concludes that communication system enhanced the performance of the employees at the company mainly through open door policy, internet communication and team spirit/capacity building. Though communication, the employees are able to know what is expected of them as well as get prompt feedback on their performance, understand policies, allow for exchange of ideas on how best to deal with situations and fastens decision making. These go a long way in enhancing the employees’ performance.

The study further concludes that employees’ associations, guidance and counselling and availability of canteens enhanced their work. It was clear that flexi time contributes to increased work-life balance and the company gives one support in the event of a loss of a loved one or sickness. It was clear from the study that remuneration offered at KPC enables the employees to perform better as it improves motivation.

5.4 Recommendations

It was established that lack of employee growth and development leads to poor performance. The study therefore recommends that the administration at the company should enhance the effectiveness of the training needs analysis, self actualization, coaching and mentoring, creating distinctive capabilities and taping and developing talent. The study further recommends that there is need to improve on the efficiency of communication between the company and interdepartmental communication within the company. This will enhance the performance at the company as communication enhances better understanding of policies and fastens decision making.
From the study findings, the study recommends that there is need to relook at the remuneration strategies at the company to ensure that they compare well with those in other organizations to reduce employees’ turnover. The study further recommended that some adjustment should be made in the key areas of remuneration such as housing, transport and medical allowances and facilitation of additional assignments. The company should also adopt competency based pay for its employees. The study further recommends that there should be better employees programs in the company to enable the employees perform better. This could take the form of holding frequent interdepartmental meetings and allowing employees to be accompanied by their partners during the end of the year parties.
REFERENCES


APPENDICES

Appendix I: Letter of Introduction

Dear Respondent,

RE: DATA COLLECTION

My name is Priscilla Gitu, a Bachelors student at Management University of Africa (MUA). As a requirement, I am undertaking a study on ‘Effects of Stress Management on Employee Performance in Kenyan Companies: A Case of Kenya Pipeline Corporation Limited.’

I hereby request you to support me by filling this questionnaire to enable me obtain study data. Information gathered shall be confidential and for academic purposes.

Your cooperation will be highly appreciated.

Yours truly,
Priscilla Gitu
Appendix II: Questionnaire

Questionnaire has two parts and all questions are to be answered by ticking inside correct box.

SECTION A: GENERAL INFORMATION

1) Gender: Male [ ] Female [ ]

2) Your age bracket (Tick whichever appropriate)

- 18 - 24 Years [ ] 25 - 30 Years [ ]
- 31 - 34 years [ ] 35 - 40 years [ ]
- 41 - 44 years [ ] 45 - 50 years [ ]
- Over 51 years [ ]

3) What is your highest education level? (Tick as applicable)

- Primary [ ] Secondary [ ]
- Diploma/certificate [ ] Bachelors’ degree [ ]

Others-specify………………………………………………………………………………

4) Years of service/working period (Tick as applicable)

- 1-5 years [ ] 6-10 years [ ]
- 11-15 years [ ] Over 15 years [ ]
SECTION B: STRESS MANAGEMENT STRATEGIES AND EMPLOYEE PERFORMANCE

5) To what extent does the stress management strategies employed by the company enable you to achieve the following? Use a scale of 1-5 where 1= not at all and 5= very great extent

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timely Service Delivery</td>
<td></td>
<td></td>
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<tr>
<td>Reduced frequency of accidents</td>
<td></td>
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<tr>
<td>Reduced number of complaints</td>
<td></td>
<td></td>
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<tr>
<td>Availability when required on job</td>
<td></td>
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<tr>
<td>Meeting your set performance targets.</td>
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<tr>
<td>Any others please specify</td>
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</tbody>
</table>

TRAINING AND DEVELOPMENT

6) To what degree do the following affect your work?

<table>
<thead>
<tr>
<th></th>
<th>Not at all</th>
<th>Little extent</th>
<th>Moderate extent</th>
<th>Great extent</th>
<th>Very great extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training policy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Career progression</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Induction and orientation</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Others please specify</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

7) What is your level of agreement with this statement? Lack of training and development leads to poor performance.

   Strongly disagree [ ] Disagree [ ]
   Neutral [ ] Agree [ ]
   Strongly agree [ ]
8) How effective are the managers in the following? Use a scale of 1-5 where 1= ineffective and 5= very effective

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaching and mentoring</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Taping and developing talents</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training needs analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improvement self-knowledge and identity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Creating distinctive capabilities</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Self-actualization</td>
<td></td>
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<tr>
<td>Others please specify</td>
<td></td>
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</tr>
</tbody>
</table>

**COMMUNICATION SYSTEMS**

9) To what extent do communication systems affect your work?

- Not at all [ ]
- Little extent [ ]
- Moderate extent [ ]
- Great extent [ ]
- Very great extent [ ]

10) To which degree has your work being affected by the following? Use a scale of 1-5 where 1= strongly disagree and 5= strongly agree

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet communication</td>
<td></td>
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<tr>
<td>Open door policy</td>
<td></td>
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<td></td>
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<tr>
<td>Team spirit/capacity building</td>
<td></td>
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<tr>
<td>Others please specify</td>
<td></td>
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</tr>
</tbody>
</table>

11) In your opinion, how has communication enhanced your work?

..................................................................................................................................................
EMPLOYEE WELFARE PROGRAMS

12) To what extent do the following affect your work?

<table>
<thead>
<tr>
<th></th>
<th>Not at all</th>
<th>Little extent</th>
<th>Moderate extent</th>
<th>Great extent</th>
<th>Very great extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guidance and Counselling</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees associations</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Availability of canteens</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others please specify</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

13) What is your agreement level with following statements? Use a scale of 1-5 where 1= Strongly disagree and 5= strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>In the event of a loss of a loved one or sickness especially nuclear</td>
<td></td>
<td></td>
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<tr>
<td>family the company gives you support</td>
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<td></td>
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<tr>
<td>Employees are allowed to be accompanied by their partners during the</td>
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<tr>
<td>end of the year parties</td>
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<tr>
<td>Flexi time contribute to increased work-life balance</td>
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<tr>
<td>Others please specify</td>
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</tr>
</tbody>
</table>

REMUNERATION

14) To what extent does remuneration you receive affect your job performance?

<table>
<thead>
<tr>
<th>Degree of Remuneration</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all</td>
<td>[ ]</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Little extent</td>
<td></td>
<td>[ ]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moderate extent</td>
<td></td>
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<tr>
<td>Great extent</td>
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<tr>
<td>Very great extent</td>
<td></td>
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<td>[ ]</td>
<td></td>
</tr>
</tbody>
</table>
In what ways?

________________________________________________________________________________________________________
________________________________________________________________________________________________________

15) To what extent do the following affect your work? Use a scale of 1-5 where 1= not at all and 5= very great extent

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payment of salary on time</td>
<td></td>
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<tr>
<td>Non-committal of a third of basic salary</td>
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</tr>
<tr>
<td>Payment of Allowances</td>
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<tr>
<td>Any others please specify………………………</td>
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</tbody>
</table>

16) Suggest ways of reducing stress among employees in your organization.

________________________________________________________________________________________________________
________________________________________________________________________________________________________
________________________________________________________________________________________________________