EFFECT OF JOB STRESS ON EMPLOYEE JOB PERFORMANCE: IN CASE OF CIVIL SERVICE OFFICES WEST GOJJAM ZONE JABI TEHNAN WEREDA



DEBRE MARKOS UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION (MBA)

A THESIS SUBMITTED TO DEBREMARKOS UNIVERSITY FOR THE DEPARTMENT OF MANAGEMENT IN PARTIAL FULFILLMENT OF MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAM

BY-

MELESSE ASCHALE

ADVISER-

GOJJAM ADEME (PHD)

MAY,2018

DEBRE MARKOS, ETHIOPIA

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CERTIFICATION

DEBREMARKOS UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

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MBA PROGRAM

This is to certify that the thesis conducted by MELESSE ASCHALE, entitled "EFFECT OF JOB STRESS ON EMPLOYEE JOB PERFORMANCE: IN CASE OF CIVIL SERVICE OFFICES WEST GOJJAM ZONE JABI TEHNAN WEREDA
". In partial fulfillment of the requirements for the Degree of Master of Business Administration complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Examiners

Name of Examiner: ---------- Signature ---------- Date ----------

Name of Examiner: ---------- Signature ---------- Date----------

Name of Head of Department---------- Signature ---------- Date----------

DECLARATION

I, undersigned, declare that this thesis entitled “effect of job stress on employee job performance in case of civil service offices west gojjam zone jabi tehnan wereda” is my original work, prepared with the guidance of Dr. Gojjam Ademe. All sources used for this have been duly acknowledged. I confirm that the thesis has not been submitted either in the part or in full to any other higher learning institutions for the purpose of any degree.

Declared by

Melesse Aschale: Advisor: Gojjam Ademe (PhD)

Signature: _____ Signature: _____

Date: May 2018 Date: May 2018

-

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ACRONYM

EJO……..…….employee job performance

WO……..….Work Overload

RC……...……Role Conflict

RA……..….Role Conflict

PE……..…….Physical Environment

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ABSTRACT

An important relationship between job stress and employees job performance is well documented in many management literature in general and human resources management in particular. The lesser the stress is and the more job performance of an employee. The main purpose of this study was to examine the effect of stress on employee job performances. Exploratory survey was conducted to this research .The participants of this research were employees who were currently working in jabi tehnan wereda civil service offices. From the total employees, 205 were selected using proportional stratified random sampling method and used as source of data. Slightly adapted structured closed-ended questionnaires were used to collect the data. Both descriptive (frequency, percent, mean and standard deviation) and inferential statistics (correlation and multiple regressions) were used to analyze the data. The findings indicated that high work over load, role conflict, role ambiguity and poor physical environment ,the result also indicated that significant negative correlation were observed among an above stressors and job performances. Specifically, the result showed the regression analysis of this research investigated the effects of each job stressor components on employee job performance .When we see of coefficient of work overload was -0.105 which had a negative significance effect on employee job performance at a value of 0.064 ($p < 0.01$), the coefficient of role conflict was -0.097 which had a negative significance effect on employee job performance at value of 0.089 ($p < 0.01$),, the coefficient for role ambiguity was -0.475 which had a negative significance effect on employee job performance at a value of 0.000 ($p < 0.01$), contribution the coefficient for physical environment was 0.381 which had a positive significance effect on employee job performance at a value of 0.000 ($p < 0.01$).Generally the finding indicated that job stressors had an effect on employee job performance :work overload ,role conflict and role ambiguity had a significant and strong negative effect on employee job performance and physical environment had a significant and positive effect on employee job performance.

Key terms: *Job Stress, Work Overload, Role Conflict, Role Ambiguity, Physical Environment, Employee Job Performance.*

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

Employees are the vital components to the success of any organization. The employees are under a great deal of stress related to a variety of occupational stressors. Job stress is a commonly acknowledge to be a critical issues for the managers of organizations as occupational stressors tend to contribute to organizational inefficiency. In this modern world, it is necessary to know the employees views toward their job and to measure the level of performance with diverse stressors.

Stress is dynamic state in which a person is confronted with an opportunity, demand related to what the individual wishes and for which the conclusion is perceived to be both unclear and essential. Hans selye was one of the founding fathers of stress research. Selye, 1936 first introduced the idea of stress in to the life of science. Undesirable level of stress influences the overall performance of an organization. To make an organization successful manager should effectively control the level of stress. To achieve this organizational objective all the factors which influence stress should be properly identified and measured. Scientifically stress can be defined as the force, pressure, or tension subjected up on an individual who resists these forces and attempt to uphold its true state as pointed out by Hans Selye(1936).

Stress may have both positive and negative result. As different researcher explored that good stress have positive result that creates motivation in people who in turn rise above challenges that they may face to succeed in life. However, stress can only be managed up to a certain extent after which, it becomes negative and negatively affects the performance of employees, Bloona (2007) concurs that such kind of stress can affect the physical and mental health of the employee.

In this fast growing industrial era, the service sector is the most important as susceptible sector of our country. The service sector is of great importance as it generates a lot of employment opportunities offering a variety of services to the general public and hence is responsible for reducing poverty from the country. This service sector is considered as the strength of the

country and due to this reason; federal government pays a significant attention to this sector. Dr Khalid khan,Amber Imtiaz (1987)

The study will conducted in jabi tehnan wereda civil service office. JabiTehenan woreda is one of 18th weredas in West Gojjam Zone,amhara region and covers a total area of 11169 S/KM, at about 378 km east of Addis Ababa. The wereda is sub divided into 39 kebeles. According to regional CSA (2005) report, the population of the woreda was 194810 of which women accounts for 50.2% and men account 49.8 % of the population. Altitude of the woreda ranges from 1500-2300 mails. The altitude at Finotselam, which is the woreda headquarter, is 1560mails.

Therefore jabi tehnan civil service offices are governmental service sectors and this study will investigate the relationship between job stress and employee performance among civil service offices in jabi tehnan wereda.

1.2. STATEMENT OF THE PROBLEM

Any organization can survive only when they accomplish the predetermined goal of the company through strong performance. An organization performance is highly depending on its employee performance. The performance of employee is affected by level of occupational stress. According to Nixon (1979) there is the inverse correlation between job stress and job performance. It means that when the stress level increases among the employees it will decrease job performance.

The relationship between job stress and employee job performance has been revealed by different researchers. Imtiaz and Ahmed (2009) show wherever there existed stress at job lower would be the performance of the employees. He proved it by correlation analysis and fond that there a significant negative relationship between occupational stress and job performance. Carson,Butcher, coleman(1988)

According to Babin and Boles (1996), there exist a significant negative relationship between role ambiguity and job performance of the employees. Work place stress has significant effects over the employee's job performance. R. Anderson (2003)

As we have seen above there are many researches related to my topic. But there is a gap that to what extent stress affects the employee's performance in case of jabi tehnan wereda civil service offices.

Since I am an employees in these offices, I have observed that; high work overload, role ambiguity, role conflict, high supervision from respective managers, physical environment, and relation at work as source of stress.

There is no clear implication that can show the real effect of job stress on employee job performance caused by occupational stressors: role conflict, physical environment, role ambiguity, work overload and relationship at work as source of stress. Therefore, this research will to fill the existence knowledge gap by examine the cause effects relationship between job stress and employee performance and tries to answer the question what are the effects of job stress on employee performance in case of jabi tehnan wereda civil service offices.

1.3 Objective of the study

1.3.1 General objective

The main objective of the present research is to study the influence of job stress on employee job performance in case of jabi tehnan wereda civil service offices.

1.3.2 Specific objectives

For the purpose of realizing the general objective, the study will try to deal with the following specific objectives are:

- To see if there is relationship between job stress and employee job performance in jabi tehnan wereda civil service offices.
- To assess how stressors influence job performance of in jabi tehnan wereda civil service offices.
- To show the status of employees stress and employee job performance in jabi tehnan wereda civil service offices.

1.4 Research questions

This research intended to address the following questions:

- Is there any relationship between job stress and employee job performance in jabi tehnan wereda civil service offices?
- How stressors influence job performance of employees' jabi tehnan wereda civil service offices?
- What is the status of employee's stress and employee job performance in this wereda?

1.5 significance of the study

The research will mainly examine the effect of occupational stressors on employee job performance. The importance of this study can be viewed from two dimensions: theoretical contributions and practical implications. On the theoretical side, the study fills an important gap in the literature that is, exploring that job stress integrates with employee's job performance in jabi tehnan wereda civil service office. Therefore, the findings of this study can add to the existing body of the literature and can serve as a starting point on which future studies can be built.

Practically, this study can help to the selected civil service offices to understand the state job stress and its effect on employee job performance and to take corrective measure. Based on the analysis the researcher will recommend set of alternative courses of actions to consider enhancing the moderate level of job stress in order to increase employee's job performance.

1.6 Scope of the study

This research focuses on a specific service sector of employee and thus the results do not represent the general public. The survey will be conducted only in jabi tehnan wereda and participants will be merely from some civil service offices due to limited time and budget so it is difficult to generalize as a country or to other parts of Ethiopia. It is limited only to employees of civil service office in jabi tehnan wereda.

1.7. Research Hypothesis

The Hypothesis proposed and that will be tested after data collection and data analysis are:

H1**:** high work overload that given by civil service offices has positive effect on employee job Performance

H2: high role conflict that created in civil service offices has negative effect on employee job

Performance

H3**:** high role ambiguity that is live in civil service offices has negative effect on employee job

Performance

H4**:** high physical environment that installed in civil service offices has positive effect on employee job performance

1.8. Organization of Paper

The research paper will be organized in the following way. Chapter one deals with introduction part. The second chapter deals with review of related literature. The third chapter deals with research methodology.

CHAPTER TWO

2. REVEIW OF RELATED LITERATURE

2.1 definitions of civil service

Civil servant means a person employed permanently by a government office; this includes the women civil servants; provided, however, that it shall not include the following:

Government officials with the rank of Deputy Heads of Bureau and with other equivalent ranks and above;

Leading members of the councils of the region, the nationality zone and wereda;

Regional courts, judges and prosecutors;

Members of the regional police and other employees governed by the regulation of the regional police;

Appointees and employees excluded from the coverage of this proclamation by other appropriate Law.

Civil service office is an office that manage the human resources of governmental office with excluding an offices that governed by board of director of its own sector

Civil service offices are a governmental office that administered by civil service office and a place that employees of civil servant are rendering service for the public. Council of the amhara, (2010)

2.2 Concept and Definition of Stress and job stress

It is our common observation that every person, every organization and even every country around the globe is confronting a serious issue which is termed as stress. Stress in general is a problem which is responsible for creating a tensed and stiffed environment for the workers that not only generates tension, nervousness and physical disorders but also leads to diminished

levels of their commitment, satisfaction, motivation as well as their work performance. In the words of Selye (1955), stress can be defined as "the force, pressure, or tension subjected upon an individual who resists these forces and attempt to uphold its true state."It is necessary to explore those factors at work settings that are held responsible for mental as well as physical distress for the employees. It is said that globalization, technological advancement and unhealthy competition in the world is the main issue responsible for work stress (Usman, Ahmed, Ahmed, & Akbar, 2011). The most commonly accepted definition of stress (mainly attributed to Richard S Lazarus) is that stress is a condition or feeling experienced when a person perceives that "demands exceed the personal and social resources the individual is able to mobilize."

This competitive approach compel the workforce to perform their tasks more efficiently and sometimes it may causes the reduction in numbers of employees in the organization i.e. downsizing in present day life style. The downsizing also occurs in response to cost-reduction strategies adopted by senior management. Due to some of these reasons, the layoff survivals at organizations experience work stress and as an ultimate consequence, lowering the satisfaction level of the employees and therefore in such situation, the workers are not capable to perform their assigned tasks well. According to Munir (2011), 80% job related grievances and 40% turnover intentions of the employees are due to this stress. Usually workers at organization feel stress when they have to maintain good relations with their coworkers, sub ordinates and other supervisors, sometimes too much work overload, surplus activities created due to inter role conflicts, unachievable deadlines, lack of promotion opportunities, lack of certainty in roles and creativity and also long working hours. Even sometimes job rotation of the employees by senior management is responsible for generating stress at workplace.

Arnold and Feldman (2000) define stress as "the reactions of individuals to new or threatening factors in their work environment". Since our work environments often contain new situations, this definition suggests that stress is inevitable. This definition also highlights the fact that reactions to stressful situations are individualized and can result in emotional, perceptual, behavioral and physiological changes.

The Canadian Centre for Occupational Health and Safety (2000) has defined workplace stress as the harmful physical and emotional responses that can result from conflicts between job demands on the employee and the amount of control an employee has over meeting these demands.

Experiencing lower levels of stress at work can actually be a motivator and serve to increase productivity in employees. However, it becomes problematic when stress occurs in amounts that individuals can no longer manage. Job stress can also defined as an employee's awareness or feeling of personal dysfunction as a result of perceived conditions or happenings in the workplace, and the employee's psychological and physiological reactions caused by these uncomfortable, undesirable, or threats in the employee's immediate workplace environment (Montgomery et al., 1996).

2.3 FORMS OF STRESS

There are two major forms of stress: **Eustress** (Good stress) and **Distress** (Bad stress) Proposed by Dr. Hans Selye and Sheraz, 2014:

Eustress: Positive stress is a pleasant form of stress caused by desirable stimuli. Positive stresses enhance a person performance**.**

The workers who feel eustress will be capable to fulfill job demands and this may support them to enhance the quality of their work life.

Distress: Negative stress which causes mental agitation. Prolonged exposure to negative stress can have many harmful effects on individuals.

The workers who feel distress will not capable to satisfy job demands and this may stimulate them to reduce the quality of the work life.

2.4 SYMPTOM OF OCCUPATIONAL (JOB) STRESS

There are two main symptom of occupational stress, one is physiological stress and the other is psychological stress. (Regina, 2003)

Physiological responses: Physiological responses of your body like migraine, headache, fatigue, chest pain etc. are called physiological stress.

Psychological response: Psychological and emotional response can be group together. These are emotional and cognitive Problems that occur under conditions of job stress. They include job dissatisfaction, frustration, depression, and resentment, lack of commitment, angry, Outbursts, hostility, jealousy and lack of interest.

2.5 Theories OF Occupational Stress

2.5.1 The Transactional Stress Model;

One the most prominent models which on stress process is the transactional model by Lazarus, 1966; Lazarus &Folkman, 1984. Lazarus and Folkman define psychological stress as "a particular relationship between the person and the environment that is appraised by the person as work exceeding his or her potential and endangering his or her well-being". Thus, Lazarus and Folkman assume that cognitive appraisals play a crucial role in the stress process. Appraisal processes refer to an individual's categorization and evaluation of an encounter with respect to this individual's well-being.

Specifically, primary and secondary appraisal can be differentiated.

Primary appraisal, encounters are categorized as irrelevant, benign-positive or stressful. Stress appraisals comprise harm/loss, threat, and challenge.

Secondary appraisals, individuals evaluate what can be done in the face of the stressful encounter, they tax their coping options. On the basis of primary and secondary appraisals, individuals start their coping processes which can stimulate reappraisal processes. To arrive at a better understanding of the stress process and how it develops over time, Lazarus (1991) suggested putting more emphasis on an intra-individual analysis of the stress phenomenon, for example by studying the same persons in different contexts over time. A few studies followed such an approach (Folkman,Lazarus, Dunkel-Schetter, DeLongis, &Gruen, 1986), the majority of empirical studies in the area of organizational stress however, did not adopt such a process perspective but treated stressful situations and individuals' reactions to them as stable. Moreover, it has been questioned whether a focus on individual processes offers much to the understanding of workplace stress (Brief & George, 1995).

2.5.2 Demand-Control Theory

According to the demand theory, demand is subdivided into workload, work hazards, physical and emotional demands and role conflict. For stress to exist, the demand from the environment (the job) versus the capability of the individual (the employee) will typically be considerably out of balance (Jovica et al., 2006)

This emphasizes the work environment. It argues that strain (seen as a consequence of stress) results from the joint effects of high job demand and low job control. Social support has been added to the model; more recently, strain effects are exacerbated in conditions of low support. (Mansoret al.,2003).

2.5.3 Person-Environment (PE) Fit Theory

The basic premise of the person environment (PE) fit theory is that stress arises from a misfit between person and environment – not from the two components separately, but as the factors of each relate to one another. When individuals perceive that their work environments are not good, or do not fit well with the needs, wants, and desires that they personally would like fulfilled from work, the discrepancies create diverse strains, which are then hypothesized to affect workers' health and wellbeing. (Melanie,2005).

Environmental demands here include job requirements, role expectations, and group and organizational norms. Countering these demands are the individual's abilities represented through aptitudes, skills, training, time and energy the person uses to meet the demands. The idea is that the larger the discrepancy between person and environment, the greater the likelihood that strain, and a need for coping, will arise (Maureen Dollard, 2002).

2.6 Occupational (Job) Stressors

Beehr and Newman (1978) define occupational stress as "A condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning". The factors that are responsible for creating stress at workplace are known as occupational stressors. These may consist of personal circumstances, societal and cultural pressures. Larson (2004) stated that "any characteristics that possess a threat to workplace" is a job stressor.

The cause of job stress is referred to job stressor, and there are a variety of sources of job stress (Azizollah et al., 2013) identifies stressors: role ambiguity, role conflict, role overload, unrealistic expectations, difficult decisions, managerial failure, and subordinate failure. (Schultz and Schultz, 2006) also presents stressors: work overload, work under load, organizational change, physical environment, role conflict, and role ambiguity.

2.6.1 Work overload

Word overload is an interaction between actual work demands and physiological strain that comes from the meeting that demands. This psychological strain comes when the actual demand is perceived to exceed the capacity of the employees (Beehr et al., 2001). The rate of globalization has increased the escalation of the consequences of the work overload like mental distress, absenteeism, reduced productivity and commitment and the most vital lowering the employee performance at their workplaces (Armstrong, 2003; Kristensen, Borritz, Villadsen, & Christensen, 2005).

2.6.2 Role conflict

Role conflict directly concerns with incompatible role expectations. Such conflicts are just conceptual differences among the subordinates and supervisors about the required work place tasks and activities. This creates conflict between the commitment to a number of supervisors and the individual's requirements (Kahn and Byosier, 1992).

Role conflict refers to a type of role demand, occurs when two or more sets of role pressures exist in an individual's workplace, and fulfillment with one role would make fulfillment with another difficult (Jawaharet al., 2007). when there are contradictory demands between two persons which is the major cause of incompetent decisions, then role conflict occurs.at this time he is clear about his role at his / her workplace but sometimes, there exists two or more supervisors for giving orders and to be satisfied, so here in this situation an employee becomes perplexed to whom he has to obey and therefore conflict occurs between the administrators.(Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964; Katz & Kahn, 1978; Turnley& Feldman, 2000).

2.6.3 Role Ambiguity

Role ambiguity means lacking of knowledge regarding employee's responsibilities and duties at his own workplace. According to Rizzo et al. (1970), it is observed as "the situation where an individual does not have a clear direction about the expectations of his/her role in the job or organization".

Role ambiguity indicates uncertainty that arises when individuals have inadequate information concerning their roles. Employees experience role ambiguity not only when they do complex

task, but also when they do not know expectations for performance and consequences of their job behavior. (Lee and Young, 2011) Role ambiguity arises when roles for a particular position are unclear, uncertain and poorly defined. Role Ambiguity is also defined as the absence of satisfactory information which is required in order for persons to accomplish their role in a satisfactory manner (Zhao and Rashid, 2010).

2.6.4 Physical environment

In this competitive environment the organizations are striving to attain their objectives in accordance with the day to day changing requirements of the new technological world by introducing new innovative ideas, hiring new human resource management, policies in order to increase the Profitability and productivity of the organizations.

Physical working conditions that can cause job stress are temperature extremes, poor lighting, shift work, and indoor pollution (Schultz and Shultz, 2006). When individuals work in unfavorable environment, they tend to get job stress. For example, when employees work in perilous conditions or uncomfortable positions, they will experience job stress. (Lee and Yong, 2011).

2.7. Conceptual frame work

Conceptual framework is a framework that shows a structure within which a research should be conducted (Kothari, 2004). The conceptual framework of this study is shown below in

Figure 1.The conceptual frame work will be as:

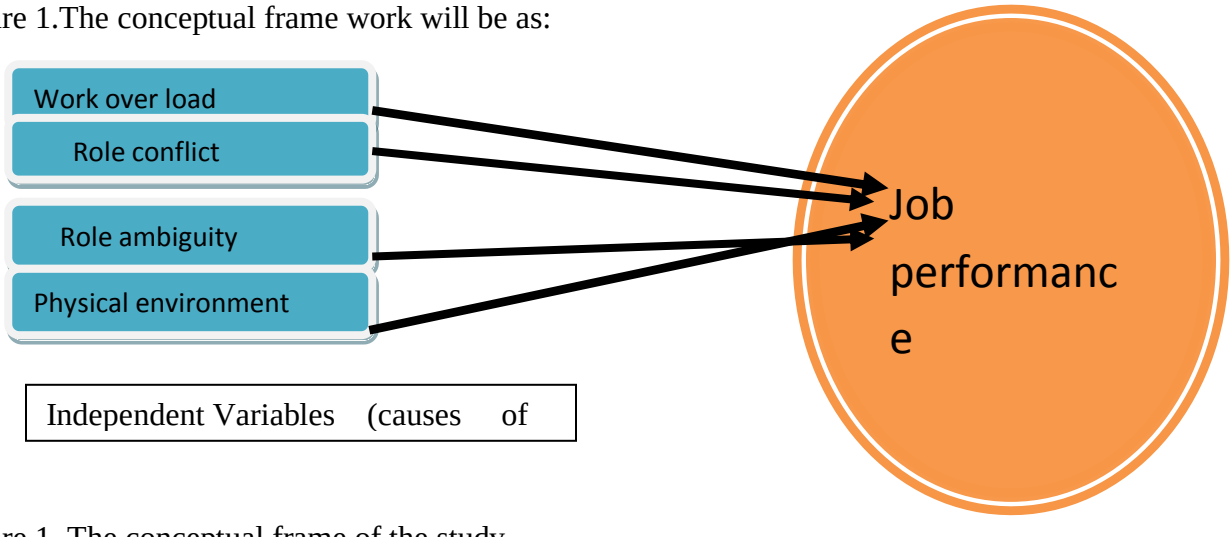


Figure 1. The conceptual frame of the study

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Research Design

The purpose of this study is particularly intended to examine the effect of occupational stressors (the independent variables) on employee job performance (the dependent Variable). Thus primary data will be collected though cross sectional survey method by using self constructed questionnaires from employees of civil service offices of the wereda. Secondary data will be collected from websites like Google scholars, books, journals, etc.

The research approach used for this study was Quantitative in Nature. Creswell (2005) asserted, quantitative research is a type of research in which the researcher decides what to study, asks specific narrow questions, collects numeric (numbered) data from participants and analyzes these numbers using statistics, and conducts the inquiry in an unbiased, objective manner and it is explanatory because the study investigates the cause effect relationship among dependent and independent variables and the study may also deductive research which means theory testing .

3.2 Sampling Design

3.2.1 Population and target population

The total population of the study is all the employees of civil service offices which are doing in the selected wereda. The target populations of the study are employees of the selected civil service offices which have worked currently during the data collection time of the research within the offices of the wereda.

3.2.2 Sample size

The researcher takes the permanent employees as a target population of the study**.** The data obtained from jabi tehnan wereda civil service office. The target population of this study will be 205 employees. The sample size of the study is determined based on the following simplified formula proposed by Yamane 1997 (as cited in Israel, 2003) by considering the above size of target population:

$$n = \frac{N}{1 + N(e)^2}$$

When, n is sample size, N is the population size and e is the level of precision. A 95% confidence level and e = 0.05, assumed for determining sample size for this study. Accordingly, the sample size for the study calculated as follows.

$n = \frac{419}{1+419(0.05)^2}$ n = 205

To conduct the research 205 employee's proportionally selected as a sample.

3.2.3 Sampling Frame and Sampling Technique

The sampling frame is a list of population that serves as a source materials from which the sample selected. In this research, the participants of the study will permanent employees of jabi tehnan wereda civil service offices. The sampling frames from which participants selected are the total list of permanent employees in the wereda. The respondents proportionally selected from this offices to minimize respondent's selection bias, proportional stratified random sampling method which classifies employees in department(branch office) the random sampling will be used to give equal chance of being selected to all department or branch office(non –zero chance of being selected).

Table 1.Number of employees and proportion of sample taken from civil service offices.

No	Department(branch office)	Number of employees	Proportional sample select
1	Employee affairs office	7	3
2	Communication office	22	11
3	Sport and youth office	12	6
4	Agriculture office	48	23
5	Council office	5	2
6	Water and energy office	19	10
7	Justice office	8	4
8	Culture and tourism office	7	3
9	Trade and industry office	32	16
10	Finance office	55	27
11	Education office	24	12
12	Land administration office	18	9
13	Female affairs office	11	5
14	Technique enterprise office	28	14
15	Administration security office	8	4

16	Health office	15	8
17	Administration office	26	13
18	Road and transport office	17	9
19	Animal affairs office	11	5
20	Cooperatives affairs office	13	6
21	Civil service office	30	15
Total		419	205

SOURCE: civil service office semiannual report, 2010 E.C

3.3 Data Collection

3.3.1 Types and sources of data

The study mainly depends up on primary source of data, and this Primary data will be collected from employees of the selected civil service offices through self constructed structured questionnaires while secondary data are also used and will be collected from websites like Google scholars, books, journals, etc.

3.3.2 Methods of data collection, instruments and procedures

The data will be collected through self constructed and structured questionnaire through cross sectional survey method to generate primary data of the study. So, structured questionnaire will be used as a tool of data collection process of the study. A 5 - point likert scale questionnaire (1-not important at all, 2-less important, 3-neutral, 4-important and 5-for very important) will be distributed and collected by the researcher. The questionnaire consist all of these point that helps to assure customers' response, which will keep confidential by the researcher. But if it is distributed by the researcher and collected by another person the respondents will get confused and it is difficult to get real information. So, to protect this confusion the questionnaires will be distributed and collected by the researcher. Secondary data will be collected from websites like Google scholars, books, journals, etc.

3.4 Data processing and analysis techniques

After the data will collect it will be coded, cleaned edited and lastly analyzed using quantitative data analysis techniques. The quantitative or numerical data will be analyzed using SPSS (statistical packages for social science 20.1 version) software.

The research uses one-way ANOVA test to measure the difference among group mean and Pearson correlation coefficient analysis is to measures of the direction and degree of relationship between two variables by using SPSS (statistical packages for social science 20.1 version) software.

The research hypotheses will be tested by multiple regression method and one sample T-test. Regression analysis demonstrates the relation of one dependent variable and several independent variables through a mathematic formula; further, changing of one variable (dependent variable) is a function of changing the other variable (independent variable). Multiple regressions investigate changing of dependent variable per changing of independent variables. The T-statistic test applied to examine the relationship between the studies‟ dependent variable (job performance) and independent variable (job stress) by using SPSS (statistical packages for social science 20.1 version) software.

3.5 Measurement of Variables and operational definition

3.5.1Type of variable; Measurement of variables, and model mathematical

For the purpose of measuring, the relationships between variables (dependent and independent) multiple regression analysis will be applied. Descriptively the data will also be both tabulated and analyzed. Then the equation of multiple regressions will be built on independent variables job stress (work overload, role conflict, role ambiguity and physical environment) and dependent variables (employee job performance).

Regression functions: Employee job performance on stressors

$$\mathbf{EJP=\beta_0+\beta_1 WO+\beta_2 RC+\beta_3 RA+\beta_4 PE+ \varepsilon}$$

Where:

EJP= Employee Job Performance ……. Dependent Variable

Job stressors: WO (work overload), RC (role conflict), RA (role ambiguity), PE (physical environment) **…….** Independent variables

ε =Error term

β_0 is the intercept - constant, which would be equal to the mean if all slope coefficients are 0. β_1, β_2, β_3, and β_4 are the coefficients associated with each independent variable which measures the change in the mean value of EJP, per unit change in their respective independent variables. With the help of the above given equation, the effects of independent variables on the dependent variable of will be measured by questionnaire.

3.5.2Operational Definition of Variables

Employee Job Performance: defined as the ability of individuals to accomplish their respective work goals, meet their expectations, achieve benchmarks or attain their organizational goals (Ismail, Suh, Ajis, Dollah, 2009**).**

Job stress: The Canadian Centre for Occupational Health and Safety (2000) has defined workplace stress as the harmful physical and emotional responses that can result from conflicts between job demands on the employee and the amount of control an employee has over meeting these demands

Occupational stress is defined as the perception of a discrepancy between environmental demands (stressors) and individual capacities to fill these demands (Topper, 2007; Vermut and Steensma, 2005; Ornels and Kleiner, 2003; Varca, 1999).

Work overload: Word overload is an interaction between actual work demands and physiological strain that comes from the meeting that demands. This psychological strain comes when the actual demand is perceived to exceed the capacity of the employees (Beehr et al., 2001).

Role ambiguity: According to Rizzo et al. (1970), it is observed as "the situation where an individual does not have a clear direction about the expectations of his/her role in the job or organization".

Role conflict: Role conflict refers to a type of role demand, occurs when two or more sets of role pressures exist in an individual's workplace, and fulfillment with one role would make fulfillment with another difficult (Jawaharet al., 2007).

Physical environment: Physical working conditions that can cause job stress are temperature extremes, poor lighting, shift work, and indoor pollution (Schultz and Shultz, 2006).

CHAPTER FOUR:
DATA ANALYSES AND INTERPRETATION

4.1 Introduction

In this chapter, the data collected from respondents through questionnaire is presented. To remember that the readers before starting the analysis part of this research the data from the questionnaire was properly coded and entered into computer and analyzed by using statistical tool i.e. Statistical Package for Social Science (SPSS) version 20.1.The result of the analysis, interpretation and discussion is presented below.

This research intended to examine the relationship between job stressor and employee job performance and the effect of job stressor on employee job performance. The findings of the study were carefully presented and analyzed. Since the study was conducted through quantitative approach of collecting data from respondents, the data were also presented accordingly. The quantitative data were collected through five point likert scale having value from one up to five (1=strongly disagree,2=disagree, 3=neutral,4=agree and 5 stands for strongly agree) for the measurement of job stressor.

After transferring to SPSS, the raw data concerning the respondents' demographic information and variables were depicted using different tables. As it was mentioned in the third chapter the study used both descriptive (mean, percent, standard deviation and frequency) and inferential correlation analysis to test and answer the hypothesis and the research objectives.

4.2. Response rate

As it was already mentioned in the research methodology part questionnaire was used as primary data collection method. Out of the total distributed 205 sets of questionnaires, 100% of the questionnaires were properly filled and collected & used for analysis purpose. Since this was good opportunity to make the analysis, all the discussions below were made based on the data collected from these groups of respondents.

4.3 Demographical information of respondents

The respondent's demographic information was presented in this section as follows.

Table 2: Background of Respondents.

Variable and categories		Frequency	Percent
Gender of respondents	Male	133	64.9%
	Female	72	35.1%
Age of respondents	18-30	58	28.3%
	31-45	118	57.6%
	46-55	22	10.7%
	56 and above	7	3.4%
Marital status of respondents	Married	132	64.4%
	Unmarried	70	34.1%
	Divorced	3	1.5%
Educational status of respondents	8^{th}-10	1	0.5%
	11-12	0	0%
	Diploma	67	32.7%
	Degree	136	66.3%
	Masters and above	1	0.5%
Work experience in terms of years	Below 5	30	14.6%
	6-10	102	49.8%
	11-15	44	21.5%
	16-20	15	7.3%
	Beyond 20	14	6.8%

Source:- SPSS output survey data 2018

Descriptive analysis was applied using a total of 205 fully completed questionnaires. Table two presents a of detail demographic characteristics of the research sample Participants of all parts of the present study contained both females and males employees were working in jabi tehnan wereda civil service offices. Out of these, Males covers the majority of the sample. 133(64.9%), while females make up the remaining 72(35.1%)

As the above table showed the majority 118(57.6%) were middle adults ageing between 31 and 45 years of the research participants. 58(28.3%) of the participants were young adults ageing

between 18 and 30 years. 22(10.7%) of participants were ageing between 46-55 years and the remaining 7(3.4%) were emerging old ageing above 56 years. The mean and standard deviation of age of employee were (M=1.79, SD=0.72). The marital status of respondents, more than half of the research samples 132(64.4%), were married, 70(34.1%) and 3(1.5%) were unmarried and divorced respectively.

Regarding an educational level of the respondents found that 136(66.3%) of the total research participants achieved degree and cover a highest proportional level. Specifically, the second proportions of research participants were 67(32.7%) graduated diploma level, the remaining, 2(1%) of respondents were achieved grade 8-10 and masters or above.

It also found the working experience of the research participants concerned, near half of the respondents 102(49.8%) were worked 6-10 years in the office., some of 44(21.5%) and 30(14.6%) of the workers were found to be experienced from 11-15 years and below 5 years respectively. whereas the rest 15(7.3%) and 14(6.8%) were having a total working experience of more than 16 years in the office. The largest group of respondents (n=102, 49.8%) indicated that they had been experienced with in civil service office between 6 up to 10 years in their position. The mean and standard deviation of work experience of employee were (M=2.42, SD 1.05).

4.4 Reliability and validity of measuring instrument

Reliability and validity is necessary to make sure whether the items measure what they intend to be. According to Kothari (2008) validity is the degree to which an instrument measures what it is supposed to measure accordingly reliable measuring instrument does contribute to validity, but a reliable instrument need not be a valid instrument Cronbach's alpha is a commonly used test of internal reliability. Fraenkel and Wallen (2008) define reliability as the consistency of scores or answers from one administration of an instrument to another and from one set of items to another imply that reliable instrument provides consistent result. According the above researchers validity refers to the appropriateness, meaningfulness, correctness, and usefulness of any inferences a researcher draws based on data obtained through the use of an instrument.

Even if the items were standardized the researcher performed a pilot study to check the

reliability and confirm with previous studies, thus data was collected by the developed survey questionnaire and calculated through SPSS version 20.1 software and gave results 0.869 for the Work overload of 5 items ,0.785 for Role conflict of 5 items ,0.981 for Role ambiguity of 6 items ,0.992 for Physical environment of 6 item and 0.791 for employee job performance which all are above the acceptable region(0.70 value).

Table 3. Reliability test of variables

	Variables		
		Cronbach's Alpha	N of Items
1	Work overload	.869	5
2	Role conflict	.785	5
3	Role ambiguity	.981	6
4	Physical environment	.992	6
5	Job performance	.791	8

Source : SPSS output data ,2018

Before going to the descriptive analysis the researcher tried to ensure the validity of the data collected from the target population by checking whether questionnaires were interpreted well and commonly understood by the sample employee taken through exploring effect of job stress on employee job performance by conducting pilot study of the jabi tehnan wereda civil service offices employees and cross checking the answer given by the respondents and the fact currently practiced by target population sample taken. The validity of this study included language validity of the questionnaire items and for construct validity also the researcher gave the questionnaires to those who are well acquainted on English language and construct validity was improved by the researcher by conducting pretest of the questionnaire by taking 20 respondents in the study area and necessary adjustments were implemented.

4.5; descriptive analysis of the variables (mean, standard deviation and frequency of the research question)

Table 4.work overload questions of Respondents.

	Work overload question	Strongly disagreed		Disagreed		Neutral		Agreed		Strongly agreed		Mean	Std. Deviation
		#	%	#	%	#	%	#	%	#	%		
1	I am working long and difficult working hours and days	40	19.5%	64	31.5%			61	29.8%	40	19.5%	2.99	1.48
2	I am unable to meet the dead line to finish my work	56	27.3%	34	16.6%			61	29.8%	54	26.3%	3.11	1.62
3	I feel there is work over load on the place where I am working.	15	7.3%	58	28.3%			58	28.3%	74	36.1%	3.58	1.41
4	I feel tired by the task given to do .	55	26.8%	17	8.3%			33	16.1%	100	48.8%	3.52	1.74
5	I am unable to take sufficient break time due to my work.	58	7.3%	45	22.0%			73	35.6%	72	35.1%	3.15	1.64
	Aggregated mean and standard deviation of work over load											3.27	1.58

Source:-survey data, 2018

Table four indicated that , 40(19.5%), 54(26.3%), 74(36.1%), 100(48.8%) and 72(35.1%) of the participants were found to report their strong agreement for the five items ,I am working long and difficult working hours and days, I am unable to meet the dead line to finish my work, I feel there is work over load on the place where I am working, I feel tired by the task given to do and I am unable to take sufficient break time due to my work respectively. Similarly speaking 61(29.8%), 61(29.8%), 58(28.3%), 33(16.1%), 73(35.6%) of the participants were found to report their agreement for the five items ,I am working long and difficult working hours and days, I am unable to meet the dead line to finish my work, I feel there is work over load on the place where I am working, I feel tired by the task given to do and I am unable to take sufficient break time due to my work. The mean and Standard deviations of the five items were M= 2.99,

SD=1.48, M=3.11, SD=1.62, M=3.58, SD=1.41, M=3.52, SD= 1.74 and M=3.15, SD=1.64 respectively which were largely higher than and nearly closed the expected mean value that of 3 points as a cutting point. As shown in that cutting point one sample T-test analysis was used and the mean was three and above values which showed that the questionnaire was critical for this research.

Table 4 the aggregated mean and standard deviation of the work overload showed that M=3.27 and SD=1.58 which was much greater than the expected mean value. Out of those who scored high for agreement level, comparatively speaking, a relatively higher number of reported higher levels of work overload stress dimensions implying that these individuals had difficulty of high working hours and work over load. Table four shows the level of work overload among employees of civil service offices. The researcher found that the mean value of overall work was 3.27 and SD was 1.58.

Table 5. Role conflict questions of Respondents.

	Role conflict question	**Strongly disagreed**		**Disagreed**		**Neutral**		**Agreed**		**Strongly agreed**		**Mean**	**Std. Deviation**
		#	%	#	%	#	%	#	%	#	%		
1	I do not have adequate resources and materials to perform my required duties.	15	7.3%	45	22.0%			73	35.6%	72	35.1%	3.69	1.34
2	I receive incompatible requests from two or more people.	18	8.8%	111	54.1%			63	30.7%	13	6.3%	2.72	1.17
3	I do things that are accepted by some individual and not acceptable by others			101	49.3%			92	44.9%	12	5.8%	3.07	1.08
4	I have been forced to do things that should be done differently			60	29.3%			43	21.0%	102	49.8%	3.91	1.29
5	There is a mismatch between my ability and requirement of my job			60	29.3%			30	14.6%	115	56.1%	3.98	1.32
	Aggregated mean and standard deviation of role conflict											3.47	1.24

Source:-survey data, 2018

As indicated the above table 72(35.1%), 73(35.6) M=3.69, SD=1.34) of the participants were found to report they do not have adequate resources and materials to perform their required duties. Very low amount of respondents 13(6.3%), 63(30.7%) M=2.72, SD=1.17 115(56.1%) said as they receive incompatible requests from two or more people. 30(14.6%) M=3.98, SD=1.24) also suggesting that there is a mismatch between their ability and requirement of job. 102 (49.8%), 43(21.0%) M=3.91, SD=1.29) shows that employee have been forced to do things that should be done differently. The tables further displayed that 12(5.8%), 92(44.9%) strong agreement and agreed in variation of job acceptance. As shown in that cutting point one sample T-test analysis was used and the mean was three and above values were high level and below three indicated low level which showed that the questionnaire was more than the expected mean value.

The means and standard deviations of each of the items were above the expected value, i.e., three points. As shown in the table five, the highest for mismatch between employee ability and requirement of job (M=3.98, SD=1.32) and lowest was M=2.72, SD=1.17) for incompatible requests from two or more people. The data showed that the score of participants for each means were higher and developed high role conflicts. They did not know what was expected and were forced to do things.

Role conflict were raised from that respondent's inability of understanding their roles and over expectation from more than two managers and improper line of management for the difficulty of the tasks were reported as source of employees' views.

Table five revealed that their high feeling of role conflict. The attributions were resulted from the assertion of employees towards the complexity and role confusion of the participants of the research.

Table 6. Role Ambiguity questions of Respondents.

	Role ambiguity	Strongly disagreed		Disagreed		Neutral		Agreed		Strongly agreed		Mean	Std. Deviation
		#	%	#	%	#	%	#	%	#	%		
1	I am not well clear about my task to do	73	35.6%	29	14.1%			60	29.3%	43	21.0%	2.86	1.64
2	I am not clear my duties and responsibility	87	42.4%	15	7.3%			45	22.0%	58	28.3%	2.87	1.77
3	The goals and objectives of my department is not clearly outlined for me.	15	7.3%	87	42.4%			30	14.4%	73	35.6%	3.29	1.49
4	I am not sure of how much authority I have	29	14.1%	59	28.8%			74	36.1%	43	21.0%	3.21	1.42
5	I am not certain about how much my job is linked to other jobs.	73	35.6%	29	14.1%			15	7.3%	88	42.9%	3.08	1.83
6	I am not sure what performance target I am supposed to achieve	29	14.1%	59	28.8%			59	28.8%	58	28.3%	3.29	1.48
	Aggregated mean and standard deviation of role ambiguity											3.09	1.61

Source:-survey data, 2018

Table six was tested using six closely related items .The level of employees strong agreement ranged from 88(42.9%) for not certain about how much their job is linked to other jobs, 58(28.3%) for knowing the performance standard, 43(21.0%) for not clearing about the tasks, 58

(28.3%) not clearing with their duties, 58 (28.3%) of reported that the goals and objectives are not clear stated. Though there appears slight variation in frequency and percent for each items, it was evident from the table that participants felt ambiguity about their works' tasks, objectives, linkage of activities, not feeling responsible and knowing the performances target. The mean and standard deviation for each of the items in for table five were (M=2.86,SD=1.64) ,(M=2.86,SD=1.76), (M=3.29,SD=1.49) (M=3.21,SD=1.42),(M=3.08,SD=1.83) and M=3.28,SD=1.48.The cumulative mean and standard deviation were M=3.096 and SD=1.60.The mean and standard deviation for each items were far beyond the expected mean value except the first two items that are clarity task and clarity of duties and responsibility. From both percent and mean values, it was clear that the respondents of the research showed that the job is ambiguous to understand and behave according. As shown in that cutting point one sample T-test analysis was used and the mean was three and above values were high level and below three indicated low level, which showed that the questionnaire was more than the expected mean for this study.

Table 7. Physical Environment questions of Respondents.

	Physical Environment Question	**Strongly disagreed**		**Disagreed**		**Neutral**		**Agreed**		**Strongly agreed**		**Mean**	**Std. Deviation**
		#	%	#	%	#	%	#	%	#	%		
1	The working condition is comfortable to my task.	117	57.1%					88	42.9%			2.29	1.49
2	The place where I performing my task is cleaned	89	43.4%	28	13.7%			44	21.5%	44	21.5%	2.63	1.68
3	The temperature where I am conducting my work is moderate	117	57.1%					29	14.1%	59	28.8%	2.58	1.85

4	The physical surrounding where I am working is suitable and convenient to perform my job	102	49.8%	15	7.3%			74	36.1%	14	6.8%	2.43	1.54
5	The working condition like space, seating arrangement, ventilation, refrigerator, lighting etc helped me to do my duties in better way	117	57.1%					88	42.9%			2.29	1.49
6	All in all I am satisfied with the working condition of the organization.	102	49.8%	15	7.3%			88	42.9%			2.36	1.45
	Aggregated mean and standard deviation of physical environment											2.43	1.58

Source:-survey data, 2018

Physical environment contained six items which were designed respondents level agreed me on the physical location of the work place which was assumed to be contributing factor for stress and stressful conditions. As indicated in the above table, among the six items , 44(21.5%) strongly agreed that 'The place where I conduct my work is clean' and 88(42.9%) agreed that 'All in all I am satisfied with the working condition of the factory .' and 88(42.9%) viewed that 'The physical surrounding where I am working is comfortable and convenient to perform my job'.' However, large proportion of the research participants 117(57.1%) showed their strong disagreements on 'The working condition like space, seating arrangement, ventilation, refrigerator, lighting etc. helped me to do my duties in better way' , similarly 117(57.1%) of the respondents strongly disagreed with that 'The temperature where I am conducting my work is moderate'

The mean of all items were less than the expected value that is the mean of all six item are below three (M=2.29, SD=1.49, M=2.64, SD=1.68, M=2.58, SD=1.85, M=2.43, SD=1.54, M=2.29, SD=1.49, M=36, SD=1.45 respectively. Nonetheless, the aggregated mean (M=2.43, SD=1.58) As shown in that cutting point one sample T-test analysis was used and the mean was three and above values were high level and below three indicated low level which showed that the questionnaire was more than the expected mean for this thesis.

Table 8.Employee job performance questions of Respondents.

	Employee Job performance Question	Strongly disagreed		Disagreed		Neutral		Agreed		Strongly agreed		Mean	Std. Deviation
		#	%	#	%	#	%	#	%	#	%		
1	I am always striving to use my full potential.	33	16.1%	101	49.3%			57	27.8%	14	6.8%	2.60	1.24
2	I am always using my full time.	20	9.8%	107	52.2%			60	29.3%	18	8.8%	2.75	1.23
3	I am always working my job by keeping its quality	11	5.4%	98	47.8%	1	0.5%	91	44.4%	4	2.0	2.89	1.10
4	I am always taking my responsibility given to me to do so.	11	5.4%	118	57.6%			65	31.7%	11	5.4%	2.74	1.12
5	I am always trying my best for the betterment of the organization to achieve its target.	15	7.3%	131	63.9%			54	26.3%	5	2.4%	2.53	1.04
6	I am always finishing my task on time.	10	4.9%	109	53.2%	1	0.5%	81	39.5%	4	2.0%	2.80	1.08
7	I am always arriving at work place on time	17	8.3%	112	54.6%			65	31.7%	11	5.4%	2.71	1.15
8	I am always arriving on time for meeting.			101	49.3%			93	45.4%	11	5.4%	3.07	1.08
	Aggregated mean and standard deviation of Employee Job performance											2.76	1.13

Source:-survey data, 2018

Employee job performance were used eight items to measure employee's performances and frequency, percent, mean and standard deviation were iterated. As indicated in table seven the aggregated observed mean (M=2.76 and SD= 1.13) score was less than the expected mean score (three). As depicted in the table 14(6.8%), 18(8.8%), 4(2.0%), 11(5.4%), 5(2.4%), 4(2.0%), 11(5.4%) and 11(5.4%) of the respondents showed their strong agreement for items I am always striving to use my full potential. 'I am always using my full time', 'I am always working my job by keeping its quality', 'I am always taking my responsibility given to me to do so, 'I am always trying my best for the betterment of the organization to achieve its target', 'I am always finishing my task on time', 'I am always arriving at work place on time', 'I am always arriving on time for meeting respectively.' In sharp contraction, 33(16.1%), 20(9.8%), 11(5.4%), 11(5.4%), 15(7.3%), 10(4.9%), 17(8.3%) and 101(49.3%) of the respondents showed their strong disagreement for items I am always striving to use my full potential. 'I am always using my full time', 'I am always working my job by keeping its quality', 'I am always taking my responsibility given to me to do so, 'I am always trying my best for the betterment of the organization to achieve its target', 'I am always finishing my task on time', 'I am always arriving at work place on time' and agreed on the issue of I am always arriving on time for meeting respectively.

4.5.1 One sample T-test

Table 9. One sample T-test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
work over load	205	3.2683	1.28017	.08941
role conflict	205	3.4741	.82911	.05791
role ambiguity	205	3.0967	1.54331	.10779
physical environment	205	2.4301	1.55963	.10893
employee job performance	205	2.7628	.72099	.05036

One-Sample Test

	Test Value = 0					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
work over load	36.554	204	.000	3.26829	3.0920	3.4446
role conflict	59.995	204	.000	3.47415	3.3600	3.5883
role ambiguity	28.730	204	.000	3.09675	2.8842	3.3093
physical environment	22.309	204	.000	2.43008	2.2153	2.6449
employee job performance	54.865	204	.000	2.76280	2.6635	2.8621

Source : SPSS output data, 2018

The above table showed that cutting point one sample T-test analysis was used and the mean was three and above values were high level and below three indicated low level, table nine showed that the stressors of work overload were above cutting point in the reverse dependent variable mean was less than the cutting-point of this research; this shows that as work overload are high job performance becomes low. , secondly it showed that the stressors of role conflict were above cutting point(3) in the reverse dependent variable mean was less than the cutting-point of this research; this shows that as role conflicts are high job performance becomes low. Thirdly the it showed that the stressors of role ambiguity were above cutting point in the reverse dependent variable mean was less than the cutting-point(3) of this research; this shows that as role ambiguities are high job performance becomes low. In contradiction of the above fourthly it showed that the stressors of physical environment were below cutting point (3) in similar dependent variable mean was less than the cutting-point of this research; this shows that as physical environment is conducive or high job performance becomes high.

4.6 inferential statistics analysis

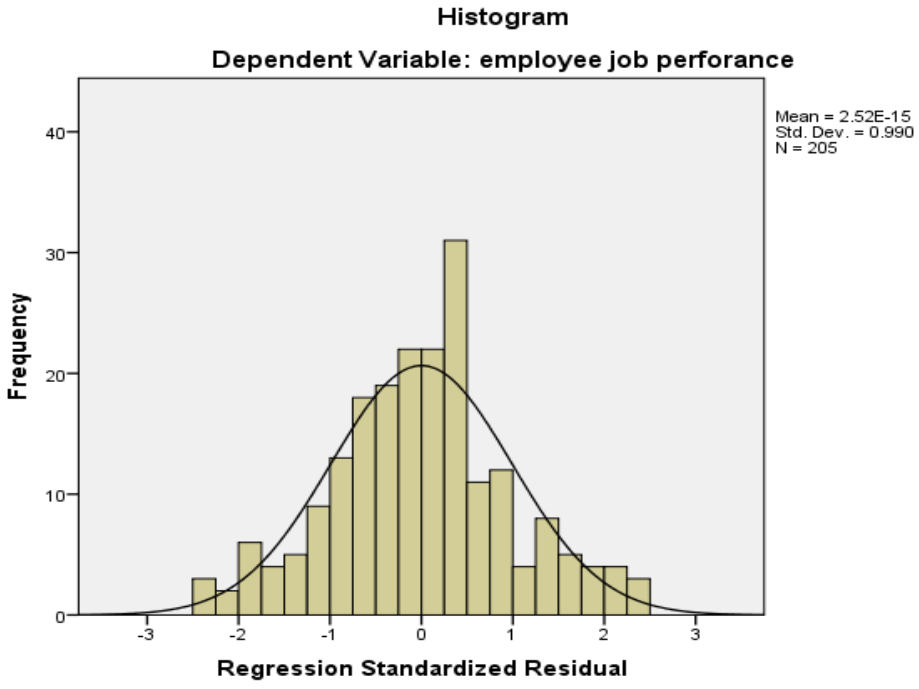
4.6.1 Assumption test

Test of data against assumption of parametric test:

4.6.1.1 Normality test

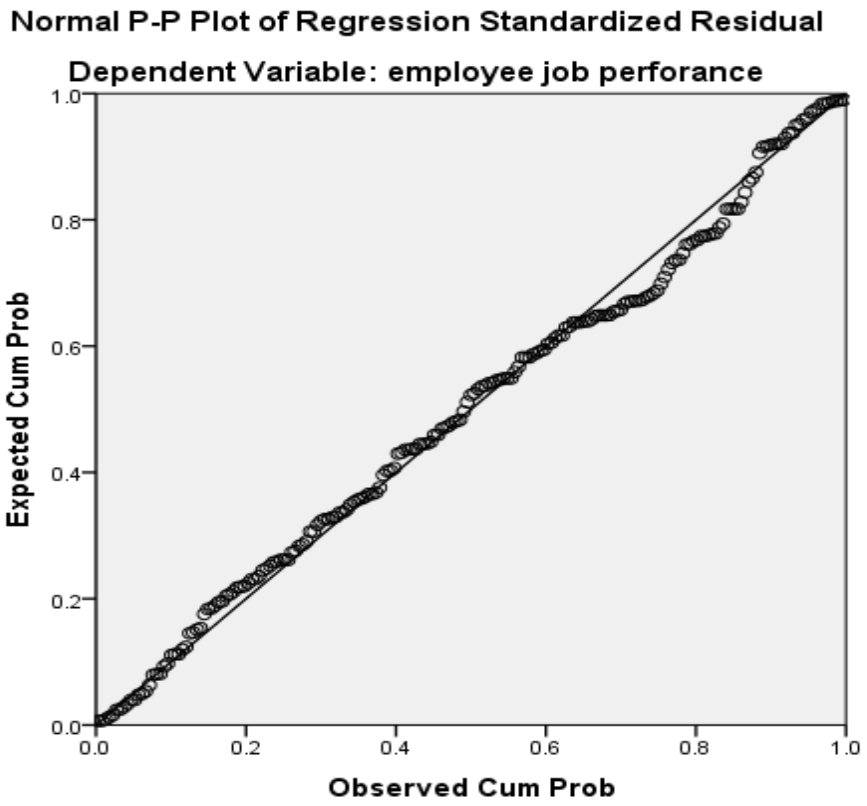
From the assumption of regression analysis normality test is a great that was the dependent variable should be tested for normal distribution. Normality is used to describe a symmetrical, bell-shaped curve, which has the greatest frequency of scores around in the middle combined with smaller frequencies towards the extremes (Pallant, 2005). The dependent variable in this case is employee job performance. If the dependent variable is not normally distributed, there is little point in performing regression analysis because a major assumption of the model is violated. Therefore normality test computed for the dependent variable in this case in figure 2 histogram shows a normal distribution curve.

Figure 2. Test of Normality through Histogram



Source : SPSS output data,2018

Figure 3. Test of Normality through normal P-P plot



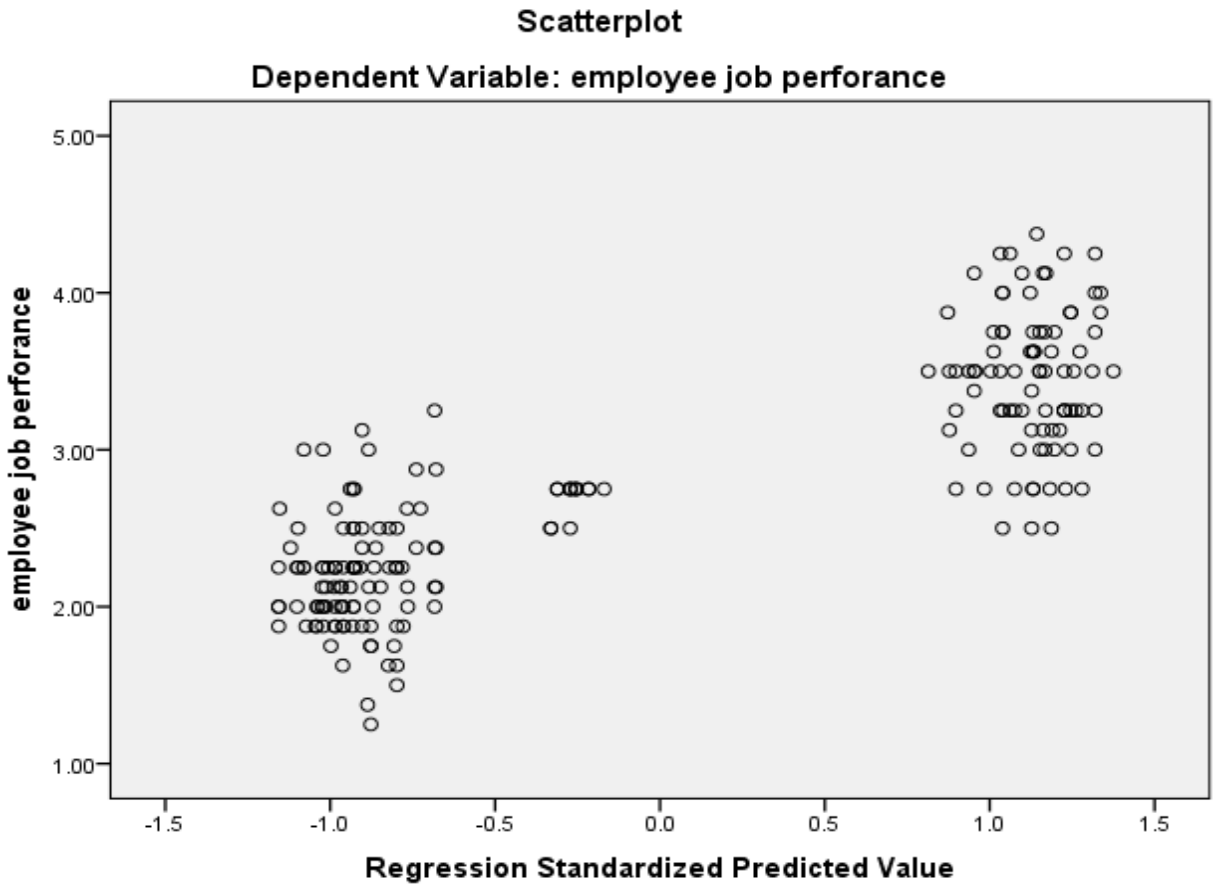
Source : SPSS output data,2018

As the normal P-P plot of standardized residuals, which showed points that were not completely on the line, but too close. This brings us to the scatter plot, which can tell for us our data meets the assumptions of normality have been respected.

4.6.1.2 Linearity test

Linearity assumption of multiple regressions was tested using scatter plot test and it was found that there is linear relationship between independent and dependent variables. The linearity result depicted the distribution of residuals near to the mean zero.

Figure .4: test of linearity through scatter plot



Source: SPSS output data,2018

The above graphs were sketched to test whether the data meeting the assumptions of linearity and normality of the scatter plot and histogram of standardized residuals indicated that the data contained approximately normally distributed errors, as did the normal P-P plot of standardized residuals, which showed points that were not completely on the line, but close. This brings us to the scatter plot, which can tell for us our data meets the assumptions of Homoscedasticity and Linearity. The scatter plot of standardized predicted values showed that the data met the assumptions of homogeneity of variance and linearity.

4.6.1.3: Test of multi co linearity

The researcher was also checked the co linearity problem with the assumption of tolerance and variance inflation factor (VIF) statistics. Liu, 2010 suggests that a VIF value greater than 10 have an issue of collinearity problem.

an issue of co linearity problem.

Table10: Test of multi co linearity

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.	Co linearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.507	.372		9.422	.000		
	work over load	-.059	.032	-.105	-1.863	.064	.469	2.131
	role conflict	-.084	.049	-.097	-1.711	.089	.466	2.144
	role ambiguity	-.222	.050	-.475	-4.476	.000	.132	7.563
	physical environment	.176	.050	.381	3.543	.000	.129	7.759

Source: SPSS output data, 2018

Table ten showed that the value to determine if the data meets the assumption of co linearity need must be met to locate the Coefficients table in the results. The Co linearity Statistics, under which are two subheadings, Tolerance and VIF were referenced for checking the assumptions. If the VIF value is greater than 10, or the Tolerance is less than 0.1, little concerns or problems were met about multi co linearity. Otherwise, the data has met the assumption of co linearity and can be written up something like this:

Tests to see if the data met the assumption of co linearity indicated that multi co linearity was not a concern (work load, Tolerance = .469, *VIF* = 2.131; role conflict, Tolerance = .466, *VIF* = 2.144, role ambiguity, Tolerance = .132, *VIF* = 7.56, and physical environment, Tolerance = .129, *VIF* = 7.759)

4.6.1.4 Auto correlation

Table 11: Auto correlation (Durbin-Watson values)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	Durbin-Watson
					Sig. F Change	
1	.838[a]	.702	.696	.39735	.000	1.753

a. Predictors: (Constant), physical environment , work over load, role conflict, role ambiguity

b. Dependent Variable: employee job performance

Source : SPSS output data,2018

Auto correlation table showed that to check if our residual terms were uncorrelated ,the Durbin-Watson value was located in the Model Summary table and, Durbin-Watson values can be anywhere between 0 and 4, however it is mandatory what to look for is a value as close to 2 to get in order to meet the assumption of independent errors. As a rule of thumb if the Durbin-Watson value is less than 1 or over 3 then it is counted as being significantly different from 2, and thus the assumption has not been met. Form the assumption test it was showed that the data met the assumption of independent errors (Durbin-Watson value = 1.753).

Generally the above assumptions linearity and normality of histogram and scatter plot were good, and then it was good to do the correlation and regression. Therefore; the assumptions were satisfied.

4.6.2 Correlation analysis (association)

The formulated research variables relationship was statistically tested and interpreted using different statistical techniques. To test whether there were relationship between variables, it is better to use correlation, which is bi-vitiate measure of association (strength) of the relationship between two variables, the Pearson's moment-product ‘r’ being the most common measure was adopted. It varies from 0 ‘random relationship’ to 1 ‘perfect positive linear relationship’ or -1 ‘perfect negative linear relationship’. The significance of each correlation coefficient is also displayed in the correlation table. The significance level or p-value is the probability of obtaining results as extreme as the one observed. If the significance level is very small (less than 0.05) then the correlation is significant. According to Yalew (2017) who stated guidelines for interpreting the correlation value indicated in the next table.

Table 12: Guidelines for interpreting correlation

Range	**Interpretation of the values**
0-0.19	Very weak, negligible
0.2-0.39	Weak, low
0.4-0.59	Moderate
0.6-0.79	Strong high
0.8-1.0	Very strong, very high

Source: - Yalew (2017,p -340)

Table 13: correlation between variables, significance level and Valid N

Correlations

		work over load	role conflict	role ambiguity	physical environment	employee job performance
work over load	Pearson Correlation	1	-.523**	-.727**	.679**	.550**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	205	205	205	205	205
role conflict	Pearson Correlation	-.523**	1	.671**	-.729**	-.638**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	205	205	205	205	205
role ambiguity	Pearson Correlation	-.727**	.671**	1	-.921**	-.814**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	205	205	205	205	205
physical environment	Pearson Correlation	.679**	-.729**	-.921**	1	.818**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	205	205	205	205	205
employee job performance	Pearson Correlation	.550**	-.638**	-.814**	.818**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	205	205	205	205	205

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS output data,2018

As shown in the above table, the correlation value (r) indicates the relationship (association) between variables, when r value becomes squared it shows the magnitude relationship between variables in both directions (Yalew, 2017).

Having the above correlation result the researcher tested associations which were about relationship between job stressors with employee job performance as follows.

The relationship between work overload and employee job performance had significant and moderate relationship (r=.550**, when p<or =0.01). The relationship between role conflict and employee job performance a significant and strong relationship (r=.638** when p<or =0.01). The relationship between role ambiguity and employee job performance a significant and very strong relationship (r=-.814** when p<or =0.01). The relationship between physical environment and employee job performance is very strong relationship and it is significant (r=.818 when p<or = 0.01).

All independent variables work over load, role conflict, role ambiguity and physical environment were significance and associated with employee job performance**.** Role conflict and role ambiguity had strong and very strong relationship with job performance, whereas work overload and physical environment had moderate and very strong relationship with employee job performance.

4.6.3 Regression analysis

All an above tests confirms that the assumptions were almost satisfied to use multiple linear regression of analysis. This means that the derived model is likely to be unchanged due to the conformity of variables. The researcher also checked the linearity and normality tests before using the multiple regressions to test the job stressors on employee job performance.

All independent variables regression analysis was done, because the correlation result of independent variables was significance and there were strong association with employee job performance.

Table 14: Model summery of multiple regressions

Model Summery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	Durbin-Watson
					Sig. F Change	
1	.838[a]	.702	.696	.39735	.000	1.753

a. Predictors: (Constant), physical environment , work over load, role conflict, role ambiguity

b. Dependent Variable: employee job performance

Source: SPSS output data,2018

Table 15: Analysis of variance for variables (model fit)

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	74.467	4	18.617	117.909	.000[b]
	Residual	31.578	200	.158		
	Total	106.045	204			

a. Dependent Variable: employee job performance

b. Predictors: (Constant), physical environment , work over load, role conflict, role ambiguity

Source: SPSS output data, 2018

Table 16: Regression Coefficient

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.507	.372		9.422	.000
	Work over load	-.059	.032	-.105	-1.863	.064
	role conflict	-.084	.049	-.097	-1.711	.089
	role ambiguity	-.222	.050	-.475	-4.476	.000
	physical environment	.176	.050	.381	3.543	.000

a. Dependent Variable: employee job performance

Source: SPSS output data,2018

4.6.3.1 HYPOTHESIS TEST

Tables 14 &15 showed the regression analysis that job stressor has an influence on employee job performance. It is considered with the adjusted R square, which is value at 0.696, or 69.6%. Employee job performance is explained by the job stressors at significance level ($p < 0.05$) and F value at 117.909. So the employee job performance has been influenced by job stressor.

As shown in table 16, the Unstandardized Coefficients of constant (Beta) value for the regression was 3.507 with a significance value of 0.000 ($p < 0.01$) and the contribution coefficient for work overload was -0.059 which had a negative significance effect on employee job performance at a value of 0.064, contribution coefficient of role conflict was -0.084 which had a negative significance effect on employee job performance at value of 0.089,, contribution coefficient for role ambiguity was -0.222 which had a negative significance effect on employee job performance at a value of 0.000 ($p < 0.01$), contribution coefficient for physical environment was 0.176 which had a positive significance effect on employee job performance at a value of 0.000 ($p < 0.01$).

In the light of objective articulated above table, based on Standardized Coefficients value of beta, the following hypotheses were tested:

- **Hypothesis 1:** There is a significant and positive effect between work overload and employee job performance.

An above table 16 indicated that the effect between work overload and employee job performance was also tested through regression analysis. The result shows work overload and employee job performance has a standardized Coefficients beta value -.105 at a significance level of 0.064. This value indicates that work overload had a significant and negative effect on employee job performance. As a result the first hypothesis which state there is positive significant effect between work overload and employee job performance was rejected.

- **Hypothesis 2**: There is a significant negative effect between role conflict and employee job performance

An above table 16 indicated that the effect between role conflict and employee job performance was also tested through regression analysis. The result shows role conflict and employee job

performance has a standardized Coefficients beta value -.097 at a significance level of 0.089. This value indicated that role conflict had a negative effect on employee job performance. As a result the second hypothesis which state there is negative and significant effect between role conflict and employee job performance was accepted.

- **Hypothesis 3:** There is a significant negative effect between role ambiguity and employee job performance.

An above table 16 indicated that the effect between role ambiguity and employee job performance was also tested through regression analysis. The result shows role ambiguity and employee job performance has a standardized Coefficients beta value -.475at a significance level of 0.000. This value indicates that role ambiguity had a negative effect on employee job performance. As a result the third hypothesis which state there is negative significant effect between role ambiguity and employee job performance was accepted.

- **Hypothesis 4:** There is a significant positive effect between physical environment and employee Job performance.

An above table 16 indicated that the effect between physical environment and employee job performance was also tested through regression analysis. The result shows physical environment and employee job performance has a standardized Coefficients beta value .381+ at a significance level of 0.000. This value indicates that physical environment had a positive effect on employee job performance. As a result the fourth hypothesis which state there is positive significant effect between physical environment and employee job performance was accepted.

Table 17： summary of hypothesis

No.	Hypothesis	Accept/Reject Decision
1	There is a significant and positive effect between work overload and employee job performance	Rejected
2	There is a significant negative effect between role conflict and employee job performance	Accepted
3	There is a significant negative effect between role ambiguity and employee job performance.	Accepted
4	There is a significant positive effect between physical environment and employee Job performance.	Accepted

Source: survey data 2018

The developed regression model which shows the effect/ influence of job stressors on employee job performance would be as follows:-

$$\mathbf{EJP=\beta_0+\beta_1 WO+\beta_2 RC+\beta_3 RA+\beta_4 PE+\varepsilon}$$

Regression functions: Employee job performance on stressors, relative important based on standardized beta value:

EMPLOYEE JOB PERFORMANCE = 3.507-0.105(WO)-0.097(RC)-0.475(RA) +0.381(PE)

4.6.4 DISCUSSION OF RESUALT

The research was made to see if there is a positive or negative relationship between job stress and employee job performance in jabi tehnan wereda civil service offices. According to Yalew (2017) the relationship between variables can be checked through Pearson-product moment correlation(r) and the value of the correlation analysis (r) should be made squared to show the (association) magnitude of relationship between Variables. Pearson's correlations indicated that the association between work overload and employees job performances were moderately and positively correlated r=.550**, when p<0.01); the association between role conflict and employees job performances were negatively and strongly correlated (r=-.638**.when p<0.01); the association between role ambiguity and employees job performances were negatively and

very strong correlated at (r=-.814** when p<0.01)); the association between physical environment and employees job performances were very strong correlated at (r=818**).

The first hypothesis (H1) which stated that there is a significant and positive effect between work overload and employee job performance was not confirmed. The study indicated that employees who perceived that the high work overload affected (influenced) employee job performance which caused to reduce their performance that is inverse relationship among them. When there is work over load, then the performance employee become decrease, As a result hypothesis which state there is positive significant effect between work overload and employee job performance is rejected. Previous studies support this finding (Tahir, Yusoff, Azam, Khan, &Kaleem, 2012), (Rod, Ashill, & Carruthers, 2008) and (Revenio Jalagat,2016).

The second hypothesis (H2) which stated that there is a significant and negative effect between role conflict and employee job performance was confirmed. The study confirmed that employees who perceived that the role conflict affected (influenced) employee job performance which caused to reduce their performance that is inverse relationship. When there is role conflict the employee job performance decreases. As a result hypothesis which state there is negative significant effect between role conflict and employee job performance. Previous studies support this finding (Rizzo et al., 1970), (Jackson & Schuler, 1985), Babin and Boles (1996) and (Revenio Jalagat,2016).

The third hypothesis (H3) which stated that there is a significant and negative effect between role ambiguity and employee job performance was confirmed. The study confirmed that employees who perceived that the role ambiguity affected (influenced) employee job performance which caused to reduce their performance that is inverse relationship. When there is role ambiguity, then employee performance decreases. As a result hypothesis which state there is negative significant effect between role ambiguity and employee job performance. Previous studies support this finding Ashforth and Saks (1996) and Afzal, Khan, and Ali (2009)

The fourth hypothesis (H4) which stated that there is a significant and positive effect between physical environment and employee job performance was confirmed. The study confirmed that

employees who installed that the physical environment affected (influenced) employee job performance. As a result hypothesis which state there is positive significant effect between physical environment and employee job performance. Previous studies support this finding (Saragih, 2011). (Cohrs et al., 2006), (Decarlo and Agarwal, 1999) and (Cuyper and Witte, 2005).

Generally the result of the research showed that the formulated research hypotheses were accepted except one hypothesis that was work over load negatively affected employee job performance.

CHAPTER FIVE:
FINDINGS, SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Result of the research.

Objective 1: assessing the status of stress and employee job performances

The result of the study showed that the majority of the sample 133(64.9%) were male, adults ageing between 31 and 45 years 118(57.6%), 58(28.3% were emerging young adult between 18 and 30 years. The mean and standard deviation of age of employee were (M=1.79, SD=0.72) Almost more than half of 132(64.4%) of an employee were married. The majority 136(66.3%) of the workers were certified in first degree of educational level.102 (49.8%) of an employee found to be experienced and highly experienced in their position and have between six and ten years working experiences, whereas the rest 44(21.5%) of workers have total experience of between 11-15 years following the former.

Objective one described the status of employees stress and their job performances.

The former research question was to assess the level of stress and job performances in civil service office. The result of the research indicated that level of employees job stress and job performances were around nearly above the cutting point or the average value.

The findings showed that 101(49.26%),115(56%),132(64.39%),133(64.87%) and 145(70.73%) of the participants were found to report their level agreement for the five items ,I am working long and difficult working hours and days, I am unable to meet the dead line to finish my work, I feel there is work over load on the place where I am working, I feel tired by the task given to do and I am unable to take sufficient break. Five items were used to measure employees' role conflict and large proportion of research participants showed their disagreement for items under role conflict stress subscales.

As shown in table five 145(70.73%) of the participants agreed about they do not have adequate resources and materials to perform their required duties, and 129(62.92%) of research respondents showed their disagreement on employee receive incompatible requests from two or more people, 104(50.73%) of the participants also showed their level of agreement on workers doing things that are accepted by some individual and not acceptable by others , 145(70.73%) reported that they agreed with they have been forced to do things that should be done differently and similarly 145(70.73%) reported that they agreed with there is a mismatch between employee ability and requirement of their job.

Role ambiguity was tested using six closely related items .The level of employees agreement ranged from 117(57.07%) for not having confidence about their authority in similar frequency and percent for knowing the performance standard, The all four items have equal weight 103(50.24%) for not clearing about the tasks, not clearing with their duties, for not knowing the linkage of works, and of reported that the goals and objectives are not clear stated.

physical environment of the work place was tested using six items .from the result, it was appeared that, 117(57.07%) disagreed that 'The place where I conduct my work is clean' and 88(42.9%) agreed that 'All in all I am satisfied with the working condition of the office .' and small number of the respondents 88(42.9%) viewed that 'The physical surrounding where I am working is comfortable and convenient to perform my job'. In addition to this, 117(57.1%) of the research respondents showed that their strong disagreements on 'The working condition like space, seating arrangement, ventilation, refrigerator, lighting etc , very small number of employee 59(28.8%) of the respondents agreed with that 'The temperature where I am conducting my work is moderate.

Employee's performance was measured by eight items and frequency, percent, mean and standard deviation were iterated. As indicated in table seven the aggregated observed mean (M=2.76 and SD= 1.13) score was less than the expected mean score (three). As depicted in the table 14(6.8%), 18(8.8%), 4(2.0%), 11(5.4%), 5(2.4%), 4(2.0%), 11(5.4%) and 11(5.4%) of the respondents showed their strong agreement for items I am always striving to use my full

potential. ‘I am always using my full time’, ‘I am always working my job by keeping its quality’, ‘I am always taking my responsibility given to me to do so, ‘I am always trying my best for the betterment of the organization to achieve its target’, ‘I am always finishing my task on time’, ‘I am always arriving at work place on time’, ‘I am always arriving on time for meeting respectively.’ In sharp contraction, 33(16.1%), 20(9.8%), 11(5.4%), 11(5.4%), 15(7.3%), 10(4.9%), 17(8.3%) and 101(49.3%) of the respondents showed their strong disagreement for items I am always striving to use my full potential. ‘I am always using my full time’, ‘I am always working my job by keeping its quality’, ‘I am always taking my responsibility given to me to do so, ‘I am always trying my best for the betterment of the organization to achieve its target’, ‘I am always finishing my task on time’, ‘I am always arriving at work place on time’ and agreed on the issue of I am always arriving on time for meeting respectively.

Pearson’s correlations showed the relationship between work overload and employee job performance had significant and moderate positive relationship ($r=.550^{**}$, when p<or =0.01). The relationship between role conflict and employee job performance a significant and strong negative relationship (r=-.638** when p<or =0.01). The relationship between role ambiguity and employee job performance a significant and very strong negative relationship ($r=-.814^{**}$ when p<or =0.01). The relationship between physical environment and employee job performance is very strong positive relationship and it is significant (r=.818 when p<or = 0.01).

All independent variables work over load, role conflict, role ambiguity and physical environment were significance and associated with employee job performance**.** Role conflict and role ambiguity had strong and very strong negative relationship with job performance, whereas work overload and physical environment had moderate and very strong relationship with employee job performance.

A very important question was asked to dictate the magnitude and direction the relationship between stressors and job performance .the research was made to see if there is a positive or negative relationship between job stress and employee job performance in civil service office. The regression analysis result of the research showed that the formulated three research hypotheses were accepted and one hypothesis was rejected.

The regression analysis result indicated that

The result shows work overload and employee job performance has a standardized Coefficients beta value -.105 at a significance level of 0.064. This value indicates that work overload had a significant and negative effect on employee job performance. As a result the first hypothesis which state there is positive significant effect between work overload and employee job performance was rejected.

The result also shows that role conflict and employee job performance has a standardized Coefficients beta value -.097 at a significance level of 0.089. This value indicated that role conflict had a negative effect on employee job performance. As a result the second hypothesis which state there is negative and significant effect between role conflict and employee job performance was accepted.

The result shows role ambiguity and employee job performance has a standardized Coefficients beta value -.475at a significance level of 0.000. This value indicates that role ambiguity had a negative effect on employee job performance. As a result the third hypothesis which state there is negative significant effect between role ambiguity and employee job performance was accepted

The result shows physical environment and employee job performance has a standardized Coefficients beta value .381+ at a significance level of 0.000. This value indicates that physical environment had a positive effect on employee job performance. As a result the fourth hypothesis which state there is positive significant effect between physical environment and employee job performance was accepted.

Research questions: the effects of independent variables on dependent variables

Four set of questions were raised to examine the effects of independent variables on dependent variables .the questions were:

- To see if there is relationship between job stress and employee job performance in jabi tehnan wereda civil service offices.
- To assess how stressors influence job performance of in jabi tehnan wereda civil service offices.
- To show the status of employees stress and employee job performance in jabi tehnan wereda civil service offices.

The result indicated that the value of beta is 0.696 that shows means that for every one percent increase in job stress will have an effect of 69.6% effect on job performance which is negatively correlated to job stress. In other words 69.6% of job performance is being affected by job stress and the remaining by other factors. Regression analysis shows that relationship between job stress and job performance is proved the value of R square .702 it shows that the impact of job stress on job performance is 70.2% is explained.

The findings of this research have confirmed that employees' job performances were affected by both by components and aggregated value of job stressors .The reported value showed that employees performance were affected by stressors.

5.2. Summary of the research

The general objective of this research was to examine the effect of job stress on employee job performance. In light of the research problem, the following basic research questions were addressed:

- What is the status of employees stress and job performance
- Is there any a positive or negative relationship between job stress and employee job performance in jabi tehnan wereda civil service offices?
- To what extent job stress effect on employees job performance in jabi tehnan wereda civil service offices?
- What is the level of effect job stressor on performance of employees in jabi tehnan wereda civil service offices?
- Does stress has significant effect on employee's job performance in civil service offices?
- What is the relative importance of stressors to influence employees job performance in civil service offices?

In order to answer the above questions, the following research objectives were formulated.

- To assess the status of employees' stress and job performances
- To see if there is a positive or negative relationship between job stress and employee job performance in civil service offices

- To show the extent of job stress effect on employees job performance in civil service offices
- To show the level of job stressor effect on performance of employees in civil service offices
- To see if stress has significant effect on employees job performance in civil service offices
- To examine the relative importance of stressors to influence employees job performance in civil service offices

The target population of the research was employees currently working in jabi tehnan wereda civil service offices. Non-experimental descriptive survey (correlation design) was used as design of the current research. The overall participants of the research were 205.The respondents were made to answer research questions only close ended types. Both the descriptive and inferential statistics yielded similar findings. The result showed that the level of agreement on each stressors were above the expected value. The correlation result showed that employees agreed that work over load, role conflict, role ambiguity and physical environment were associated with that employee performance. The result of regression analysis showed except one hypothesis the other were accepted, generally the finding indicated that job stressors had an effect on employee job performance. Work over load, role conflict and role ambiguity had a significant and negative effect on employee job performance and physical environment had a significant and positive effect on employee job performance.

5.3. Conclusions

The general objective of the current study was to examine the effects of stress on employees' performances. Job stressors and employees' job performance were found to be interdependent. Both the descriptive and inferential statistics showed the more employees were stressed, the less they were effective in their job conditions.

The aggregated score of all stressors had negative correlation with job performances and the regression model showed that more that 69.6% of job performances were explaining job stressor specifically, high work overload affect employees' performance and the high work overload also significantly and negatively affect employee job performance. Role conflict, work overload, and

role ambiguity were found to be significant and negatively correlate with job performances and physical environment was significantly positively correlated.

That means all independent variables highly affected employee job performance

All the stressors were found to be important contributor of employee job performances.

5.4 Recommendations

Basic recommendations were made for practical and conceptual aspects. The organization should to develop stress reduction devices. The research suggested the following specific strategies which should be adapted by the offices.

Work overload, role conflict and role ambiguity were negatively related with employees performances.

- ✓ There fore; the organization should provide due attention to minimize job stressors specifically (work overload, role conflict and role ambiguity) negative effect on employee job performance.
- ✓ An organization should create fair and comfortable work environment that positively affect on employees job performance.
- ❖ The offices should put job descriptions clearly to its employees
- ❖ An organization should make daily or weekly to do list for its employees.
- ❖ The management and human resource management an organization should be assigned workers in specific clearly sated job. Letting employees having sound set of activities that should be covered with in the time interval may help the organization to reduce work over load.

- ❖ The human resource department need to develop clear set of activities and goals to provide employees the chance to agreed set of roles in order to reduce role conflict.

- ❖ An organization should reduce role ambiguity through revision of line of command and unity of command to make worker effective. If the workers are made to have clear job description, no role ambiguity will be raised.

- ❖ All offices should maintain better physical environment that increases an employee job performance in order to achieve the predetermined goal of an organization.
- ❖ The research further showed that job performance was affected by stressors .the organization should develop special interventions by taking the aggregated stress and stressors conditions separately to render a good service to the overall customer.

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APPENDIX 1

DEBRE MARKOS UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

MASTERS OF BUSINESS ADMINISTERATION (MBA)

Questionnaire

This study focus on the effects of job stress on employee job performance in jabi tehnan wereda civil service office. there is no need of filling your name or address. The outcome of this study is highly based on your response therefore, for the success of the study; please give trustful and confidential answer for the following questions. Your response will be kept confidential and it is only for academic purpose**.**

Thank you for your cooperation!

I .Your personal information

1. **Gender** A. Male □ B. Female□
2. **Age** A.18-30 □ B.31-45□ C.46-55□ D. 56 and above□
3. **Marital status** A. Married □ B. Unmarried□ C .Divorced□
4. **Educational status** A. Grade 8-10th□ B. Grade 11- 12□ C. Diploma□ D. Degree□ E. Masters and above□
5. **Experience in terms of years** A. below 5□ B. 5-10□ C. 11-15□ D. 16-20□ E. beyond 20□

II. With respect to your own feelings about the job stressors, please indicate the degree to which you agree or disagree with each of the following statements by ticking (√) under the number which is most applicable to you.

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

No	**Questions**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
		1	**2**	**3**	**4**	**5**
	Work Overload Questions					
1	I am working long and difficult workinghours and days					
2	I am unable to meet the dead line to finish my work					
3	I feel there is work over load on the place where I am working					
4	I feel tired by given the task to do					
5	I am unable to take sufficient break					
	Role conflict questions					
1	I do not have adequate resources and materials to perform my work.					
2	I receive incompatible orders from two or more people.					
3	I do things that are accepted by some individuals but not acceptable by others					
4	I have been forced to do things that should be done differently					

5	There is a mismatch between my ability and requirement of the job					

Role ambiguity Questions

1	I am not well clear about my task to do					
2	I am not clear my duties and responsibility					
3	The goals and objectives of my department is not clearly outlined for me.					
4	I am not sure of how much authority I have					
5	I am not certain about how much my job is linked to other jobs.					
6	I am not sure what performance target I am supposed to achieve					

Physical Environment Questions

1	The working condition is comfortable to my task.					
2	The place where I performing my task is cleaned					
3	The temperature where I am conducting my work is moderate					
4	The physical surrounding where I am working is suitable and convenient to perform my job					
5	The working condition like space, seating arrangement, ventilation, refrigerator, lighting etc helped me to do my duties in better way					

6	All in all I am satisfied with the working condition of the organization.					

Employee Job performance Questionnaire

1	I am always striving to use my full potential.					
2	I am always using my full time.					
3	I am always working my job by keeping its quality					
4	I am always taking my responsibility given to me					
5	I am always trying my best for the better achievement of the organization to its target.					
6	I am always finishing my task on time.					
7	I am always arriving at work place on time					
8	I am always arriving on time for meeting.					

ደብረ ማርቆስ ዩኒቨርሲቲ

ቢዝነስና ኢኮኖሚክስ ኮሌጅ

ማኔጅመንት ትምህርት ክፍል

የሁለተኛ ዲግሪ ቢዝነስ አድሚኒስትሬሽን ትምህርት

እኔ በደብረ ማርቆስ ዩኒቨርሲቲ የሁለተኛ ዲግሪ ቢዝነስ አድሚኒስትሬሽን ተማሪ ስሆን በአሁኑ ሰዓት የመመረቂያ ጥናት የማደርገው ጃቢ ጠህናን ወረዳ ውስጥ በሚገኙ ሲቭል ሰርቪስ ቢሮዎች የስራ ጭንቀት በሰራተኞች የስራ አፈጻጸም ላይ ያለውን ተፅእኖ ለማጥናት ያተኮረ ነው:: የጥናቱ ስኬታማነት እናንተ በምትሞሉት መጠይቅ ላይ የተመሰረተነው:: ስለዚህ ትክክለኛና እርግጠኛ መልስዎትን ይስጡን:: እርስዎ የሚሰጡት መረጃ በሚስጢር እንሚያዝና ለጥናቱ ብቻ የሚያገለግል መሆኑን ለማረጋገጥ እወዳለሁ::

ስለትብብረዎ አመሰግናለሁ!

I. የግል መረጃን የሚመለከት መጠይቅ

1. **ጾታ** ሀ. ወንድ □ ለ. ሴት□
2. **የእርስዎ እድሜ** ሀ.18-30 □ ለ.31-45□ ሐ.46-55□ መ. 56 እና በላይ□
3. **የጋብቻሁኔታ** ሀ. ያገባ(ች)□ ለ. ያላገባ(ች)□ ሐ. የፈታ(ች)□
4. **የትምህርትደረጃ** ሀ. ከ8-10ኛክፍል□ ለ.12ኛክፍልያጠናቀቀ/ች/□ ሐ. ዲፕሎማ□

መ. የመጀመሪያ ዲግሪ□ ሠ. ሁለተኛ ዲግሪና በላይ□

5. እስከ አሁን በስራ ላይ ያለዎት አገልግሎት ጊዜ ወይም ዓመት ሀ. ከ5 ዓመት በታች□
   ለ. ከ5-10□ ሐ. ከ11-15□ መ.ከ16-20□ ሠ.ከ20ዓመት በላይ□

II. የስራጭንቀትን (ውጥረትን) የሚመለከቱጥያቄዎች

ለሚከተሉት የስራ ጭንቀትን በተመለከተ ባሉት ጥያቄዎች እርስዎ በሚሰማሙበት የውክል ሳጥን ላይ የራይት ምልክት ያድርጉ

1. በጣምአልስማማም 2. አልስማማም 3. ምንምአይመስለኝም 4. እስማማለሁ 5. በጣምእስማማለሁ

ተ.ቁ	ጥያቄዎች	በጣምአልስማማም	አልስማማም	ምንምአይመስለኝም	እስማማለሁ	በጣምእስማማለሁ
		1	2	3	4	5
	የስራ ጫናን የሚመለከት ጥያቄ					
1	ረዥምና አስቸጋሪ ሰዓታት /ቀናት/ እሰራለሁ					
2	ስራዬን በተሰጠኝ የጊዜ ገደብ አልጨርስም/አላከናውንም					
3	በሚሰጠኝ ስራ የስራ ጫና ይሰማኛል					
4	በሚሰጠኝ ስራ ድካም ይሰማኛል					
5	በምሰራው ስራ ምክንያት ተገቢውን እረፍት አልወስድም					
	የስራ ሂደት ግጭት የሚመለከት ጥያቄ					
1	ስራዬንበተገቢውመልኩእንድሰራአስፈላጊግብዓቶችናእቃዎችአልተሟሉ					

	ልኝም					
2	የማይስማሙየስራጥያቄዎችንእንድፈፅምከሁለትናከዚያበላይሰዎችእጠየቃለሁ					
3	የምሰራውስራበአንዳንድሰዎችተቀባይነትሲያገኝበሌላውደግሞውድቅይሆናል					
4	በተለየመልኩመሰራትየነበረባቸውንስራዎችመስራትበሌለበትመንገድእንድሰራእገደዳለሁ					
5	በእኔየመሰራትአቅም/ችሎታእናስራውበሚጠይቀው መካከልልዩነትአለ					
	የስራ አሻሚነት የሚመለከት ጥያቄ					
1	በስራ ቦታዬ ላይ ምን መስራት እንዳለብኝ ለይቸ አላውቅም					
2	ግዴታና ሀላፊነቴን በግልፅ አላውቅም					
3	የስራ ክፍሌን አላማና ግብ በግልፅ አልተቀመጠም					
4	ምን ያህል ስልጣን እንዳለኝ በትክክል አላውቅም					
5	የምሰራው ስራ ሌሎች ሰዎች ከሚሰሩት ስራ ጋር ስላለው ግንኙነት ግልፅ አይደለሁም					
6	ምን እንደምሰራ እርግጠኛ አይደለሁም					

ተ.ቁ	ጥያቄዎች	በጣምአልስማማም	አልስማማም	ምንምአይመስለኝም	እስማማለሁ	በጣምእስማማለሁ
		1	2	3	4	5
	የስራ ቦታ ሁኔታ የሚመለከትጥያቄ					

1	ስራዬን የማከናውንበት ቦታ ለስራ ምቹ ነው					
2	ስራዬን የማከናውንበት ቦታ ንፅህናው የተጠበቀ ነው					
3	ስራዬን የማከናውንበት ቦታ የሙቀት መጠኑ ጥሩ ነው					
4	የምሰራበት አካባቢ ስራዬን ለመስራት ተስማሚ ነው					
5	በስራ ቦታዬ ስራዬን ለመስራት የሚያሥችሉን ግብዓቶች የተሟሉ ናቸው					
6	በምሰራበት ቦታ በመስራቴ ደስተኛ ነኝ					
	የሥራ አፈጻጸም የሚመለከት ጥያቄ					
1	ሁልጊዜ ያለኝን አቅም በሙሉ ለስራዬ እጠቀማለሁ					
2	ሁልጊዜ ያለኝን ጊዜ በሙሉ ለስራዬ እጠቀማለሁ					
3	ሁልጊዜ ስራዬን በምሰራበት ጊዜ ጥራቱን እጠብቃለሁ					
4	ሁልጊዜ የሚሰጠኝን ኃላፊነት በአግባቡ እጠቀማለሁ					
5	ሁልጊዜ ለተቋሙ አላማ መሳካት እጥራለሁ					
6	የሚሰጠኝን ስራ ሁልጊዜ በተቀመጠው ጊዜ እጨርሳለሁ					
7	ሁልጊዜ ስራ ቦታዬ በሰዓቱ እደርሳለሁ					
8	ሁልጊዜ ለስብሰባ በሰዓቱ እደርሳለሁ					