SOCIAL SUPPORT PRACTICES ON WORK PRESSURE AMONG EMPLOYEES IN BANKING SECTOR, KAKAMEGA TOWN; KENYA

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ABSTRACT

Employee engagement is paramount in business circles because it brings about positive outcomes for organizations. Relationship of employees to their organizations materialized through withdrawal behavior or commitment to the organization. Engaged workers appear less stressed and more satisfied in a personal setting. Work Pressure has been identified as a significant hindrance to professional's performance. Unfortunately, Work Pressure cannot be eliminated in organizations, but it can only be managed with different coping practices. Hence, the objective of the study was to examine the effect of Social Support Practices on Work Pressure among employees of banking sector, Kakamega Town; County of Kakamega; Kenya. This study used descriptive survey research design and the target population were the respondents from the banks within Kakamega County; Kenya. The study employed the use of structured questionnaire on collection of primary data from employees of financial institutions in the banking sector, Kakamega Town, County of Kakamega; Kenya. Pilot study was done on financial institutions, banking sector, in the County of Vihiga; Kenya in order to test the reliability and validity of the research instruments. The study descriptive and inferential statistics was analyzed by use of SPSS software version 24, further; a linear regression equation model was developed to test the relationships between the variables. The results of the findings indicated, Social-Support Practice had a significant influence on Work Pressure, The study recommended for the banking sector to embrace the use of Social Support Practices since when applied correctly it improves the understanding of work pressure on employees that results into austerity measures. The study recommended for further studies on the same considering same variables but different methodologies.

Key words: Electronic Procurement Practices, Electronic Tendering Practices, Supply Chain Performance

INTRODUCTION

Globally, employee's performance has received wide attention in literature and research due to its importance on consideration that every organization aims to achieve high performance (Kristie, 2017). In the study by Woods (2014) on employee performance, performance is influenced by a number of internal and external factors which include personal issues, job suitability, motivation to succeed, working conditions, job training and performance feedback. Poor performance can result from unfulfilled external or internal factors. In the study by Yildirim (2015) on work pressure, multiple aspects of working life contribute to work pressure. Aspects of the work itself can be stressful, namely work overload, Overwork is noted to be one of the causes of occupational work pressure in most studies. According Anwar (2019), work overload is a major source of exhaustion that in turn, is at the root of burnout. In combination with work overload, pressures on the job such as too much supervision, hierarchical behaviors, and strict rules can also add to burnout. Obeitat (2018) stipulates, burnout can contribute to occupational stress by its overwhelming sense of exhaustion, feelings of cynics, and detachment and lack of accomplishment.

In the study by Lawson (2019) on work pressure, employee engagement is paramount in business circles because it brings positive outcomes for organizations; hence it indicates the relationship of employees to their organizations materialized through withdrawal behavior or commitment to the organization. Joo and Lee (2017) asserted, engaged workers appeared less stressed and more satisfied in a personal setting as supported by workers behavior on less health care, taking fewer sick days, improved productivity and staying longer with their organizations than their less engaged counterparts. According to Lavoie (2019), dissatisfied employees cost a lot to many organizations in terms of non-productivity. In the study by Shafferet (2016) on employee performance in association with work pressure at work place, expected transformation of the economic atmosphere cutting across borders, advances in technology, and the ensuing intense competitive markets have created enormous pressure on organizational leaders to rethink how they manage their workforce.

Leung *et al.*, (2017) and Enshassi *et al.*, (2018) classified the practices for coping into a problem focused coping behavior and emotion-focused behavior. A problem-focused coping strategy is like the strategies utilized for solving a problem. Therefore, it is concerned with problem-focused efforts channeled at understanding the problem, providing alternative solutions and considering the solutions regarding its cost and benefits.

Shah (2014) contemplates; overlapping of different cultures has developed a new class of people, comprehensive citizens with comprehensive attitudes, tastes, and networks that have effects on working conditions. Guthrie (2018) found the profound differences in ideologies were an issue, especially when companies often considered engagements as a management issue rather than a relationship. Helmle (2019) embraced; organizational leaders should move from far-reaching notions of conserving nature and fascinations with splendor to a rational structure provided by the concept of human sustainability and ease the work pressure on employees. Greenhaus and Allen (2017), embraced successful leaders should engage, motivate, and retain outstanding employees while simultaneously controlling costs. Compared to conventional benefits options, innovative benefits such as flexible schedules or insurance benefits can provide increased value to workers at smaller costs to the employer.

According to Lee, Elke and Dobison (2019), the management of organizations should develop coping mechanisms to assist the employees manage the work pressure with ease. More so, the scholar also noted, providing employees with training and

resources to perform a job increases employee morale and motivation. Employee involvement has optimistic outcomes for both employees and organizations because these practices motivate workers; hence, reinforced practices build workers' skills and provide authority to make decisions. Anwar (2019) stated the relation between creativity and implementation regulates individuals' motivation to put their ideas into practice and their ability to achieve strong relationships within an organization; hence among the coping practices that the management might use include; social support, self care, confrontive and re-appraisal practices.

In the study by Agrawal (2012) on innovation within the organizations, innovation is a significant driver of the growth, success, and profitability of organizations and nations, however, the human management element is core in terms of handling the employees for the best production of such organizations, innovation is but, part of the drivers for organization growth, hence, leaders should commit to the recruitment, retention, and strategic support of employees to minimize the work pressure. Ahmed (2015) opines culture in organizations has become a common perception that sets the tone within an organization; hence such a factor affects the performance of workers interfering with management's strategy within an organization; hence, encouraging the work pressure. According to Nielsen (2019), the way organizational leaders treat the employees and the respect shown to employees may set the atmosphere for an entire shift; hence managers with poor attitudes may reduce the employees' performance, and retention could become a problem for organizations when employees feel disconnected and leave because of work pressure.

In the study by Kelly and Moen (2017) on work pressure, corporate culture is one of the strongest drivers of innovation globally, though employees want to belong to an organizational culture where managers and workers understand assigned goals and they have an incentive to achieve the goals;

hence leaders should retain qualified talent to sustain in a competitive market by maintaining high productivity or goal achievement, more so, normal hiring procedures will not be sufficient to keep employees, if organizational leaders have limited opportunities for advancement. Au and Ahmed (2018) opine attitudes, behaviors, and communication issues produce cultural dissimilarities that eventually result into work pressure and at the end, less productivity from the employees towards the functions of the organizations. In the study by Helmleet (2018) on work pressure management, leaders might develop retention challenges if they do not have good retention strategies to have the employees settled; hence, such strategies allow managers to reduce turnover and retention costs but few organizational leaders have strategies in place. According to (Hon and Chan,2019), without comprehensive strategies in place, misunderstandings continue to occur among people susceptible to change in organizations due to different values, beliefs, and backgrounds; hence, creating destructive acts reflecting spoken behavioral indignities that employees experience from other employees.

Greenhaus and Allen (2017) asserted, people with negative behaviors can embarrass other employees and affect Kristie (2017) states, there have been a large number of studies on global culture. Globalization and offshore outsourcing have led today's business leaders to internationalize activities; therefore, skilled performance has become a serious issue in managing the current workplaces. In the study by Mullen and Kalloway (2018) on employee performance, organizations using profit as a performance indicator, might not value work pressure as an effect on an employee since social welfare does not matter, for the reason being their objective is profit. Joo and Lee (2019) embrace, it is important for managers to consider this issue by utilizing the potential capabilities of a multicultural workforce to achieve organizational success as revealed, since globalization has affected and changed functions of organizations.

In the study by Masango (2013) on employee job satisfaction, "The influence of institutional reforms on employee job satisfaction of Kenya Prison Service" he found that prison officers had a heavy workload which caused the officers to be demoralized, hence the work pressure was very high. The same survey revealed that the staff shortage caused the prison staff to feel insecure should a prisoners' riot occur. The terms of service of prison officers were noted to be poor, as the annual leave days were few considering the heavy workload the officers had to contend with. Promotions in the prison service were reported to be rare and delayed for long periods. The study also revealed that there was also poor quality supervision of offenders by prison officers who were demoralized. Working at the low level is an inherently stressful profession with long working hours, heavy workloads, difficult employees and different strains that leads to working pressure.

According to Mbugua (2014) physical and consciousness demands of workers at the low level in the economy make them more susceptible to extraordinary levels of tension. The effect of stress from work pressure is demonstrated in increased lateness to work, low productivity and increased sick leaves. In the study by Kiprop and Yego (2014),despite the extremely adverse effects of occupational stress on the human body and job performance, many organizations, with Kenya prisons not being an exception has not considered putting in place tangible methods to discourse these stress-related conditions that tend to affect productivity in a negative way. Furthermore, there has not been a conscious establishment of a linkage between occupational stress and its adverse effect on productivity. According to Kinyita (2015), on his study of factors that are critical to the performance of uniformed officers in Kenya , found out the efficient fulfillment of uniformed civil servants in Kenya planning and establishment of activity time and scheduling is critical in determining the overall performance of uniformed employees.

Statement of the problem

Workplace pressure come at high cost to organizations as increasing work pressure greatly affect employee's productivity as well as the organizations overall performance. Mostly staff turnover increases the recruitment costs and loss of skills by the organization when the employees are overwhelmed by work pressure. Kinyita (2015) asserts Social Support Practices leads to stress which is the cause of all the problems of the modern world; hence affects both the organization and the economy as a whole. Kilungu (2015) contemplates prolonged or intense work pressure can have a negative impact on an individual's mental and physical health. It is for such reasons that the experience of work pressure has been subject to a large amount of research for the reason of finding out the coping measures that could be employed by organizations for ease of working among employees.

Juma (2015) opines the ultimate performance of organizations depends on the performance of its employees, which in turn depends on numerous factors. These factors can be related to work or family or both. Omolo (2015) asserts work pressure enhances inefficiency and thus, the productivity of an employee decreases. The satisfaction or dissatisfaction of the workers affects the performance of the organization. According to Kiruja and Mukuru (2018), there is growing evidence that current trends in Social Support Practices may be eroding levels of job satisfaction and directly damaging the physical and mental health of employees; hence supported by radical changes in the world of business, like factors such as globalization, information technology, world business competitiveness, and scarcity of natural resources change employee's outlook of how a good company is defined. Most of the scholars among them; Kirija and Mukuru (2018) carried out studies on how stress impacts on employees' performance and more so, recommended for further studies, however little studies have been carried out, specifically zeroing on how work

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pressure can be managed by Social Support Practices among the employees within the organization. Basing on these scholars findings, it gives to a rise of a research gap that necessitates for the study to be carried out.

Objective of the Study

The study examined the effect of Social Support practices on Work Pressure among employees of banking sector, County of Kakamega; Kenya

The study was guided by the following research hypothesis;

- **H_{01}:** Social Support practices do not significantly affect Work Pressure among employees of banking sector, County of Kakamega; Kenya.

LITERATURE REVIEW

Theoretical review;

Michigan Model

Michigan Model is based on a framework established by French and Kahn at the University of Michigan in 1962, and is sometimes known as the ISR model (Institute of Social Research) the Social Environment Model, or the Role Stress Approach. In the study by Caplan, Cobb, French, Harrison and Pinneau (1975) on stress management, Michigan Model places much emphasis on the individual's own subjective perceptions of stressors. According to Moeno-Jimenez *et al*., 2009), environmental stressors, such as role ambiguity, conflict, lack of participation, job security, workload, lack of challenge and work pressure are subjectively perceived and personality variables, demographics, and social support moderate these perceptions to lead to health outcomes. Alkubaisi (2015) asserts the Role issues, such as role conflict, role ambiguity and role expectations are particularly central stressors, also known as the Role Stress Approach. The model was refined by Hurrell and McLaney (1988) from the U.S. National Institute of Occupational Safety and Health to result in what is known as the NIOSH model. Huang, Feurstein, and Sauter (2002) contemplated individual differences, acute reactions, and illness outcomes reflect the

work pressure that at the end affects the employees adversely in that without coping mechanisms the individual performance of employees decrease affecting the overall performance of the organization

In the field of management, workplace stress might result from work pressure which can be exhibited through work load, work place conflict, work ambiguity which are the core of research as the costs to organizations and employees (Arshadi and Damiri, 2013; Webster *et al*., 2010). Farler and Broady-Preston (2012) suggested that a work-place is a community of its own; hence employees derive their sense of identity and belongingness from it. Work pressure in the workplace would therefore affect employees significantly and ultimately the performance of the entire organization would also be at stake. It is on this premise the current study will adopt Michigan Model to expound the relationship between work pressure and coping mechanisms among the employees of the organizations.

Abraham Maslow's Hierarchy of Needs

Theory Maslow's hierarchy of needs theory states that people have a pyramid hierarchy of needs that they will satisfy from bottom to top. He proposed that motivation is the result of a person's attempt at fulfilling five (5) basic needs; physiological, safety, social, esteem and self-actualization. Maslow's hierarchy of needs theory remains relevant in every sector of our business today as its best analyzes needs, where the lower order needs (physiological and safety needs) may be linked to employee performance. Every new organization passes through this lower order stage in which they struggle with their basic survival needs.

At the third level of the Maslow's hierarchy, social needs would correspond to the formation of organized roles within the organization into distinct units, depicting the human resource management function which resonates according to the tone set by organizational culture. This study finds this theory relevant in studying the influence of coping mechanisms and work pressure in Kenya.

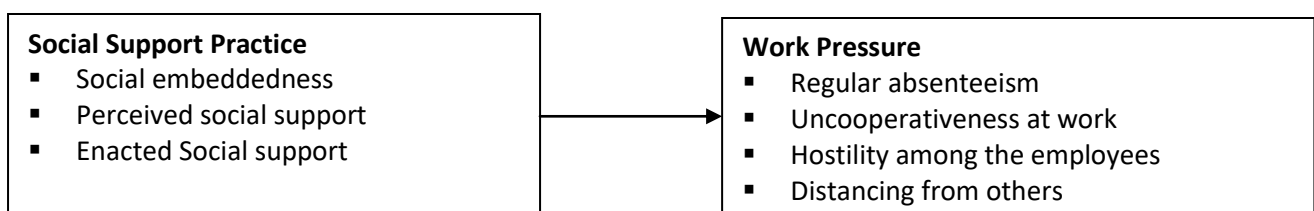**Psychological Stress Theory (Lazarus's Model)**

The theory asserts two concepts are central to any psychological stress theory: appraisal, that is individuals' evaluation of the significance of what is happening for their well-being, and coping, that is individuals' efforts in thought and action to manage specific demands (Lazarus 1993). In this theory, stress is regarded as a relational concept that is, stress is not defined as a specific kind of external stimulation or a specific pattern of physiological, behavioral, or subjective reactions.

The method used by Lazarus was based on specific efforts, both behavioral and psychological, that people employ to master, tolerate, reduce, or minimize stressful events. The method was very clear; the scholar had distinguished between the two general coping strategies; problem-solving strategies being efforts to do something active to alleviate stressful circumstances, whereas emotion-focused coping strategies being efforts to regulate the emotional consequences of stressful or potentially stressful events. Therefore, researcher concludes that coping has two major functions; dealing with the problem that is causing the distress (problem-focused coping) and regulating emotion (emotion-focused coping). Obviously, Problem-focused coping is the use of specific activities getting the task accomplished, whereas emotion-focused coping is the use of activities to feel better about the task.

If the students applied for instant the method of problem-focused coping for a task that was beyond their accomplishment, they would only frustrate themselves and become distressed. Given such an impossible task, they would do better to joke about it, or discuss their feelings with a friend. Conversely, if a task can be accomplished but they are uncertain by joking and partying with friends, they are employing emotion-focus coping when they should have engaged in activities to get the task done. According to Lazarus and Folkman (1986), problem focused coping include confrontative Coping, Seeking Social Support, Plan full Problem-Solving, and Seeking Social Support. Whereas, emotion focused coping includes Self-Control, Seeking Social Support, Distancing, Positive Appraisal, Accepting Responsibility, and Escape/Avoidance.

Coping Mechanisms used by Lazarus, *et al.*, (1986) for problem focused coping included; Emotion focused coping; Confrontative Coping ,Seeking Social Support , Plan full Problem, Solving Self-Control , Seeking Social Support , Distancing ,Positive Appraisal , Accepting Responsibility, Escape/Avoidance. According to this current study, the main reason is how coping mechanisms can be applied among employees where there exist work pressure at place of work; hence, the theory of Lazarus (1986) would be well placed.

Conceptual Framework

Social Support Practice	Work Pressure
▪ Social embeddedness ▪ Perceived social support ▪ Enacted Social support	▪ Regular absenteeism ▪ Uncooperativeness at work ▪ Hostility among the employees ▪ Distancing from others

Independent Variable   Dependent Variable

Figure 1: Conceptual Framework

Review of study variables;

Social Support Practice on Work Pressure among employees

In the study by Joo and Lee (2017) on the impact of work load on employees that at the end causes work pressure, the nature, sources, and effects of social support have received considerable attention

from researchers in the social and behavioral sciences ; hence, the multidisciplinary attention has led to numerous and varied definitions and measures of social support. Nielsen (2019) asserts there are four primary types of support derived from numerous taxonomies that are associated with work pressure stress, namely; affective support at other places referred to as esteem support or emotional support, as such provides the recipient with feelings of being accepted and cared for; the next is informational support, which involves the provision of advice or guidance; then, instrumental support as well referred to as tangible aid, which involves material assistance in response to specific needs; and social companionship or having people to do things with, which is often operationalized by measuring the size of the respondent's social network.

Abualoush (2017) contemplates Several competing process mechanisms have been advanced to explain the role of social support in the stressor–strain relationship among employees with work pressure; hence, three models namely; direct, mediating, and moderating of the effects of social support on the stressor–strain relationship have been postulated and empirically investigated by scholars among them; Lavoie (2019) . According to Sign *et al*., (2017), direct effect model of social support postulates that social support reduces the level of strain regardless of the intensity of the stressors experienced; hence, moderating model states that social support interacts with stressors to affect strains; specifically, the relationship between stressor and strain is thought to be stronger for those individuals with low levels of support and as such, has a heavy impact on work pressure as the employee is not well supported. Obeidat (2018) asserts, a mediating model postulates that stressors mediate the support–strain relationship, in other words, if stressors are partialled out, the correlation between support and strain will drop to zero.

In the study by Mullen and Kelloway (2018) on stress management, in support of Viswesvaran, Sanchez and Fisher (1999) on a meta-analysis of

the role of social support in the process of work pressure, where the model was least supported by empirical evidence. They found that the available data seemed to support the co-existence of both the direct and moderating effects models, whereas evidence for mediational effects of social support on the process of work pressure was weak. They concluded that social support had a threefold effect on work stressor–strain relations. Social support reduced the strains experienced, social support mitigated perceived stressors, and social support moderated the stressor–strain relationship.

In the study by Anwar (2019) on social support among the employees, attempts to increase worker force productivity on a purely social level; via company-sponsored picnics, parties, and other social activities are not unimportant. Susan and Ramon (2019) opines, activities may be even more beneficial when combined with efforts aimed at building effective work teams that enhance supervisor and coworkers' abilities and opportunities to provide on-the job assistance, advice, and information, in that work pressure is eased   for the employees. Lawson (2019) postulates, better appreciation of the structure of interactions between workgroup members may guide managers in building work teams with a suitable mix of skills and abilities; hence in turn, workgroup composition may facilitate a worker's access to the beneficial aspects of practical support when work demands exceed an individual's ability to fulfill his or her job requirements. Guthrie (2018) suggests that systematic efforts to promote both affiliative and practical ties among coworkers and supervisors will enhance worker affect and may ultimately improve job performance and ease the work pressure; however, more research remains to be done.

 In the study by Kristie (2017) on social support and stress management, the older one becomes, the longer one's work experience; hence, the greater the chance of being able to cope with the stresses of a work pressure, particularly if one stays at the same job for considerable time. According to Kelly

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and Moen (2017), although these two factors, age and experience, go hand in hand, each can be viewed by itself, the number of years that one has spent on a job should have a bearing on one's ability to cope with its psychological demands. In general, Hon and Chan (2019) asserts, the longer one has worked at a job, the greater ought to be one's ability to cope with its demands. Although this sounds logical, the empirical evidence on it reveals mixed results.

Mukururi and Ngari (2014) embraced, meta-analysis of studies dealing with the relationship between work pressure and age or years of experience concluded that there is possibly a small negative correlation between years of experience in a field and emotional exhaustion. Anitha (2019) found evidence that; emotional exhaustion is negatively related to extroversion and emotional stability; depersonalization is negatively related to agreeableness and emotional stability; and personal accomplishments are positively related to extroversion, conscientiousness, agreeableness, and emotional stability. Studies also suggest that personality traits influence coping strategies with the work pressure.

METHODOLOGY

Descriptive research survey design was therefore used to determine an association between the conceptualized independent and dependent variables as shown in the study's conceptual model. This study targeted 145 employees of the registered banking institutions in Kakamega Town, County Government of Kakamega. A sampling frame is a list of all the items in the population (Cooper & Schinder, (2007). That is, it is a complete list of everyone or everything you want to study or a list of things that you draw a sample from. In this study it consisted of senior officers belonging to registered banking institutions in Kakamega Town, County Government of Kakamega. The study sample size was determined by taking up the whole target population since it was small and manageable. Census technique was applied on the eighty respondents. Primary data was collected by

means of self-administered questionnaires. The questionnaires had structured questions. These questionnaires were structured and designed in multiple choice formats. Section one introduced the researcher, topic of research and its purpose to the respondent.

Data collected from the field was coded, cleaned, tabulated and analyzed using both descriptive and inferential statistics with the aid of specialized Statistical Package for Social Sciences (SPSS).version 24 software. Descriptive statistics such as frequencies and percentages as well as measures of central tendency (means) and dispersion (standard deviation) was used. Data was also organized into graphs and tables for easy reference.

Further, inferential statistics such as regression and correlation analyses was used to determine both the nature and the strength of the relationship between the dependent and independent variables. Correlation analysis is usually used together with regression analysis to measure how well the regression line explains the variation of the dependent variable. The linear and multiple regression plus correlation analyses were based on the association between two (or more) variables. SPSS version 24 is the analysis computer software that was used to compute statistical data.

Study conceptualized Regression Model;

$Y = \beta_0 + \beta_1 X_1 + \varepsilon$

Y = Work Pressure

β_0 = Constant

X_1 = Social Support Practices

$\{\beta_1\}$ = Beta coefficients

ε = the error term

FINDINGS AND DISCUSSIONS

The study involved108 questionnaires being dispatched for data collection, 96 questionnaires were returned completely filled, representing a response rate of 88.9 % which was good for generalizability of the research findings to a wider population.

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Descriptive statistics: Social Support Practices

Most respondents agreed (44.2%) that an atmosphere is created for while dealing with clients, while 15.5% disagreed to the statement, implying that there are respondents who have not well taken up the idea of creating a good atmosphere while dealing with the client. More closely, only 35.1% agreed while 22.1% of respondents were uncertain for the statement of looking for information to take care of their health. Further, while 48.1% of respondents agreed that employees use supervision capabilities while dealing with the work load, 13.0% disagreed revealing they don't deal with supervisory capabilities when dealing with work load. More so 50.6% of respondents agreed that there exists forums for expression of their ideas for Social Support Practice, while 42.9% of respondents also agreed that there manager plan workshops, trainings and meetings. Lastly, most respondents agreed (49.3%) and strongly agreed (16.9%) that the institutions have set a room for guiding and counseling. Such implies the session of guiding and counseling is relevant the respondents.

In the study by Joo and Lee (2017) on the impact of work load on employees that at the end causes work pressure, the nature, sources, and effects of social support have received considerable attention from researchers in the social and behavioral sciences ; hence, the multidisciplinary attention has led to numerous and varied definitions and measures of social support.

Inferential Statistics

Linear regression results

Linear influence of Social Support Practice on Work Pressure

This tested the direct influence of Social Support Practice on Work Pressure among employees of the banking sector, Kakamega Town; Kenya. The results are shown table 1.

Table 1: Direct influence of Social Support Practice on Work Pressure

					Model Summary				
				Std. Error of	Change Statistics				
Model	**R**	R Square	Adjusted R Square	the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.825[a]	.680	.676	.69397	.680	159.562	1	95	.000

ANOVA[b]						
Model		Sum of Squares	Df	Mean Square	F	**Sig.**
1	Regression	76.844	1	76.844	159.562	.000[a]
	Residual	36.120	95	.482		
	Total	112.964	96			

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	**T**	**Sig.**
1	(Constant)	.682	.232		2.945	.004
	Social Support Practice	.919	.073	.825	12.632	.000
a. Dependent Variable: Work Stress						

From table 1, the model summary shows that R^2 = 0.680; implying that 68.0% variations in the Work Pressure of the banking sector, Kakamega Town; Kenya is explained by Social Support Practices while other factors not in the study model accounts for 32.0% of variation in Work Pressure among

employees of the banking sector; Kenya. Further, coefficient analysis shows that Social Support Practice has positive significant influence on Work Pressure among employees of banking sector, Kakamega town; Kenya (β = 0.919 (0.073); *at p<.01*). This implies that a single improvement in social support practice will lead to 0.919 unit increase in the Work Pressure among the employees of the banking sector, Kakamega Town; Kenya. Therefore, the linear regression equation is;

(i) Y = **0.682 + 0.919X$_1$**

Where;

Y = Work Pressure among Employees

X$_1$ = Social Support Practices

Study hypothesis (H$_{01}$) stated that Social Support Practices does not significantly influence Work Pressure of the banking sector of the County Government of Kakamega; Kenya. Linear regression results indicate that Social Support Practices significantly influence Work Pressure (β = 0.919 (0.073) at *p<0.05*). Hypothesis was therefore rejected. The results indicate that that a single improvement in Social Support Practices will lead to 0.919 unit increase in Work Pressure of the banking sector of the County Government of Kakamega; Kenya.

CONCLUSIONS AND RECOMMENDATIONS

This tested the influence of Social Support Practices on Work Pressure among employees of the banking sector, Kakamega Town; in Kenya. The study found that Social Support Practices like any other factor affect the Working Pressure among the employees. The study results were consisted with earlier researchers that found that Social Support Practices affects the work pressure among employees with organizations.

The study concluded that, the banking sector that effectively utilizes Social Supportive Practices, attract health base on Work Pressure among the employees within the financial institutions.

The study recommended that financial institutions should embrace the use of Social Support Practices on related work pressure problem matters among employees since it has an influence of easing the pressure among the organization's employees.

Areas for further research

The study encourages similar study to be done on other organizations both private and public, using different methods on similar variables.

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