



DETERMINANTS OF WORK PLACE STRESS ON SECRETARIES PRODUCTIVITY IN KENYAN PUBLIC INSTITUTIONS

Wanjohi, C. W., & Iravo, M. A.

DETERMINANTS OF WORK PLACE STRESS ON SECRETARIES PRODUCTIVITY IN KENYAN PUBLIC INSTITUTIONS

Wanjohi, C. W.,^{*1} & Iravo, M. A.²

^{*1} Msc. Scholar, Jomo Kenya University of Agriculture & Technology [JKUAT], Nairobi, Kenya

² Prof., Ph.D, Lecturer, Jomo Kenya University of Agriculture & Technology [JKUAT], Nairobi, Kenya

Accepted: November 2, 2018

ABSTRACT

The study sought to examine the effect of interpersonal relationships on secretaries' productivity, to establish the influence of workplace environment on secretaries' productivity, to determine the influence of superior-subordinate relationships on secretaries' productivity as well as to examine the influence of organizational factors on relationship between workplace stress and productivity of secretaries in Kenyan public institutions. The main focus of the study was University of Nairobi. The population of interest was 102 secretaries working at University of Nairobi's Main Campus and three of its constituent colleges. The study employed a descriptive research design. Relevant literature was reviewed in relation to the objectives of the study. Both probability and stratified sampling techniques were used based on the respondent's designations. Primary data was gathered by use of self-administered questionnaires scored on a Five-Point Likert Scale while secondary data was collected through document analysis. Validity of the instruments was established by assessment of questions by experts who were senior secretaries at University of Nairobi as well as pre-testing and carrying out a pilot study at Kenyatta University. Data was analyzed by use of descriptive and inferential statistics. A good response rate of 92.2 was experienced. The results indicated that workplace environment had a positive effect on secretaries' performance followed by interpersonal relationships, superior-subordinate relations and finally the organizational factors. The study exposed general lack of secretaries' participation in decision making within departments. It was concluded that workplace stress had positive significance on secretary's productivity. The recommendations were that workplace stress variability needs to look into with a view of managing the variability as this had affected the overall secretary's performance. It was recommended that dialogue should be encouraged to reduce conflicts among secretaries and co-workers; they should be allowed to participate in decision making. The findings of the study might be useful to the immediate institution involved in the study as well as other public and private universities in Kenya. The finding and recommendations may also be useful to university managements and administrators of both the public and private organizations.

Key Words: *Interpersonal Relationships, Workplace Environment, Superior-Subordinate Relationships, Organizational Factors, Workplace Stress*

INTRODUCTION

Stress has been defined by researchers and scholars in different ways. For instance, Jayashree, (2010), defines it as a condition of strain that has a direct bearing on emotions, thought process and physical conditions of a person. Similarly, Topper (2009) defines stress as a person's psychological and physiological response to the perception of demand and challenge. Olagunju (2010) defines it as a chronic complex emotional state with uneasiness characterized by various nervous and mental disorders. Stress according to him is a manifest response to an individual due to pressing basic needs of life in an environment of competing needs. WHO (2009) introduces the concept of work-related stress. They claim that it is a pattern of physiological, emotional, cognitive and behavioural reactions to some extreme taxing aspects of work content, work organization and work environment. Vermut and Steensma (2010) also define occupational stress as the perception of a discrepancy between environmental demands (stressors) and individual capacities to fill these demands.

According to Fotinatos & Cooper (2011) work related stress is attributed to changing working environment experienced in the world of today. They claim that in the current world, longer hours at work are not unusual, frequent changes in culture and structure are also common, as well as the loss of lifetime career paths, which all lead to greater presence and levels of stress. Erkutlu & Chafra (2010) further affirm that the workplace stands out as a potentially important source of stress purely because of the amount of time that is spent in this setting. However, stress also differs in employees as Jayashree (2010) claims that stress is much more common in employees at lower levels of workplace hierarchies, where they have less control over their work situation. Chang-qin, Oi-ling, Wing-tung, Sandy and Leung (2010) also compared occupational stress between managers in state owned and private enterprises in the People's

Republic of China. The study showed that managers in private enterprises experienced higher levels of occupational stressors and psychological strains than those in state-owned enterprises.

Occupational stress runs across both developed and developing countries. The Health and Safety Executive (2009) state that around half a million people in the United Kingdom experience work-related stress at a level that they believe is making them ill while up to five million people feel very or extremely stressed by their work. They also affirm that work-related stress in the UK costs society about £3.7 billion every year. In the same country, a study by Tytherleigh (2009) on occupational stress in higher education institutions established that work relationships, job security, and resources and communication caused the highest levels of stress. Other significant stressors were also identified as: new management styles, unmanageable workload, too much administrative paperwork, lack of information, change in conditions of service, lack of administrative support, inadequate resources, uncaring organisation, inadequate salary, lack of opportunities for promotion, ineffective organisational communication and a rushed pace of work. Kuzmina et al., (2011) also assert that the problem of work related stress is also significant in countries in transition who are subjected to rapid and drastic economic and social changes for example in Russia. In such countries they assert that in such countries, there is an increased demand for adaptation of workers, the over-riding of traditional values, the reorientation of the occupational health system, and generally poor working conditions.

Elsewhere in developing countries, WHO (2009) explain that work related stress emanates from the fact that the largest part of the workforce is self-employed, occupied in small companies and home industries (informal sector of the economy). As a result they assert that such companies or individuals

often lack the resources and infrastructure to protect their workers or themselves from work-related stress and their groups of workers are difficult to reach both in terms of information dissemination and assistance. In addition, the lack of policy development in relation to psychosocial risks and work-related stress makes it difficult for companies of all sizes to put into place effective control strategies to deal with these issues. The situation is made worse by the lack of occupational health services coverage. They further insist that work-related stress in developing countries is made worse by a broad spectrum of factors outside the work environment from gender inequalities, poor paths of participation and poor environmental management of industrial pollution to illiteracy, parasitic and infectious diseases, poor hygiene and sanitation, poor nutrition, poor living conditions, inadequate transportation systems and general poverty. In Botswana for instance, a study by Gollar, (2013) on occupational stress among police officers revealed that the police work main stressors included; getting injured while on duty and the use of force when the job demands to do so, etc. the study also suggested some coping strategies such as exercising, socializing, healthy eating or diets, career planning and employee training.

In Kenya according to Counselling Policy (2010), employees in the Civil Service, like other employees in private institutions, are constantly faced with many challenges. The study established that main stressors in Kenya included multicultural dynamics, family issues which spill into the work place, interpersonal conflicts, substance abuse, HIV and AIDS, increased burnout, poor morale, and poor financial and time management among others. These challenges had impacted negatively on their psychological well-being and on their performance at the workplace through the many cases of indiscipline, chronic absenteeism and negligence of duty, low motivation, alcohol and substance abuse among other anti-social behaviours. In response to this the Government of Kenya

introduced guidance and counselling services in the public service as an integral component of Human Resource Management.

Statement of the Problem

Workplace stress come at high cost to organizations as increasing stress levels greatly affect employee's productivity as well as the organizations overall performance. Staff turnover increases the recruitment costs and loss of skills by the organization. Experts pronounce that stress is the main cause of all the problems of the modern world and that it affects both the organization and. Cooper et al., (2011) further warns that prolonged or intense stress can have a negative impact on an individual's mental and physical health. It is for such reasons that the experience of workplace stress has been subject to a large amount of research hand interest in the topic shows no sign of fading.

An Employment Survey Report (2014) released by Corporate Staffing Services (CSS) (a local HR consulting firm) reported that 42 per cent of staff suffer work related stress. The rapid expansion of university education in Kenya has generated a lot of internal management problems with consequent effects on employee's job satisfaction. An Annual report (2015) from the HR department, University of Nairobi reported that it had experienced a staff turnover of approximately 5 percent of its employees due to work related stress. During the exit interview, majority of those leaving the institution complained of lack of career growth and better terms of service. The report demonstrated an urgent need for employers to improve the working environments in their institutions.

Literature reviewed in this research established that previous studies have targeted occupational stress among various professionals such as nurses, doctors, teachers, managers and academics Opiyo, (2014).

However, little research has been conducted on secretaries' in Kenyan public institutions. In addition, although some researches on occupational stress has been conducted in developing countries particularly in Latin America, (Vanishree 2014; Rahma et al., 2014) these are still not enough in-depth studies to fully analyse cultural differences and behaviours which vary from one country to the other. It is against this backdrop that this study sought to examine the determinants of workplace stress on secretaries' productivity in Kenyan public institutions.

Objectives of the Study

The general objective of this study was to examine the determinants of workplace stress on the productivity of secretaries in Kenyan public institutions. The specific objectives were:-

- To examine the influence of interpersonal relationships on the productivity of secretaries in Kenyan public institutions
- To establish the effects of workplace environment on the productivity of secretaries in Kenyan public institutions
- To determine the influence of superior-subordinate relationships on the productivity of secretaries in Kenyan public institutions
- To examine the influence of organizational factors on the relationship between workplace stress and productivity of secretaries in Kenyan public institutions

LITERATURE REVIEW

Theoretical Review

Social Exchange Theory of Interpersonal Relationships

According to Social Exchange theory proposed by George Casper Homans in the year 1958, "give and take" forms the basis of almost all relationships though their proportions may vary as per the intensity of the relationship. In a relationship, every

individual has expectations from his/her partner. A relationship without expectations is meaningless. According to this theory, feelings and emotions ought to be reciprocated for a successful and long lasting relationship. Relationships can never be one sided. An individual invests his time and energy in relationships only when he gets something out of it. There are relationships where an individual receives less than he gives.

Person- Environment Fit theory

P-E fit approach characterizes stress as a lack of correspondence between characteristics of the person (e.g. abilities, values) and the environment (e.g. demands, supplies). This lack of correspondence is hypothesized to generate stressful psychological, physiological, and behavioral outcomes, which eventually result in increased morbidity and mortality. This basic framework forms the core of many current theories of organizational stress, such as those presented by (French et al., 1982). The theory suggests that work-related stress arises due to a lack of fit between the individual's skills, resources and abilities, and the demands of the work environment (Wilson, and GriffenBlake, 2002). The theory further suggests that everyone has a work environment with which they are most compatible. 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, arise (Wilson and Blake, 2010). The basic rationale of the theory is simple: if you work in an optimally compatible environment, all sorts of good things happen, such as improved work attitude, performance and less stress.

Job Demand-Control Theory

The demand-control model is focused on the balance of job requirement and autonomy. This model developed by Karasek (1979) states that those who experience high demands at work with little control are more likely than other employees to feel stressed. According to this model, those who experience low demands with high amount of control should be the ones who are the least stressed. Secretaries work under a lot of pressure and have no control over their job demands. This theory therefore assumes that those who adhere to the demands- control model would expect a secretary to be much more stressed than someone with more control or with fewer demands. This model made particularly clear the role of autonomy in stress at work.

The model further predicts first, stress-related illness, risk, and secondly, active/passive behavioural link of jobs. It has mainly been used in epidemiological studies of chronic disease, such as coronary heart disease. Psychological demands usually referred to as workload, operated mainly in terms of time pressure and role conflict (Karasek, 1985). More recently, cognitive and emotional demands and interpersonal conflict dimensions define the contemporary raise of psychological demand. Job control refers to the person’s ability to control their work activities, and is defined by two key components: (a) decision authority (worker’s ability to make decisions about their job); and (b) skill discretion (the breadth of skills used by the worker on the job).

Welford’s Performance and Demand Theory

This theory states that, stress arises whenever there is a departure from optimum conditions of demand which the person is unable to correct. The theory shares much in common with the theory proposed by Selye (1956) that organisms including man appear to have evolved so that they function best under conditions of moderate demand. An individual’s performance is less than maximum efficiency if they

experience either too high or too low level of demand. Margetts (1975) offers a similar approach in terms of stimulus input. Living things adjust themselves to maintain a reasonable input of stimuli. If the input of stimuli is excessive or insufficient for the individual organisms, the excess or insufficiency can be considered stressful. This theory is credited for using the inverted U when explaining the relationship between demand and performance, which has some biological validity (Nakata et al., 2008). Bloon (2007) argues that just like the response based theory, the Welford Performance and demand theory leaves out individual characteristics which explain why people perform differently under the same stressor.

Conceptual Framework

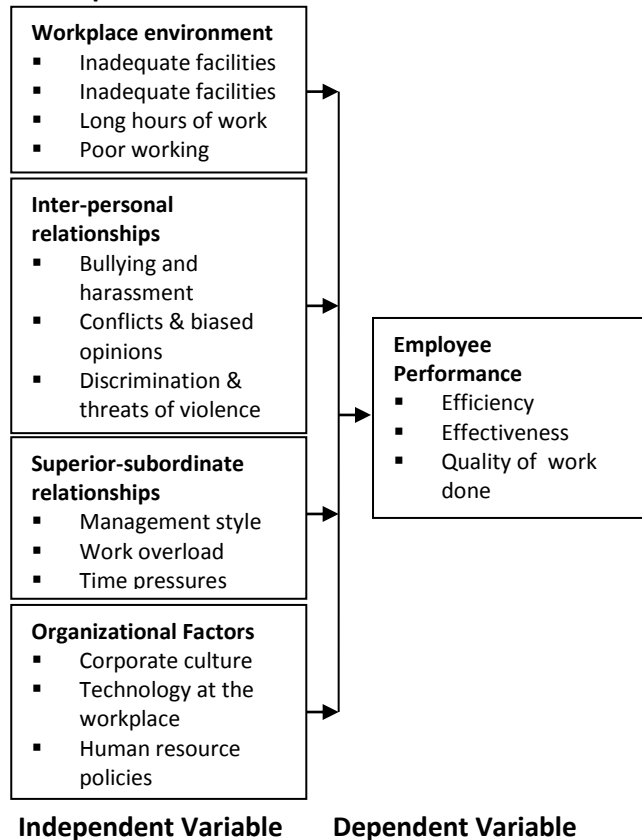


Figure 1: Conceptual Framework

Source: Author (2018)

Empirical Review

A study carried out by Pierotti, (2014), on stressful workplace relationships revealed that abusive supervisors can only exist in the context of a supervisor-subordinate relationship, so similar perceptions of abusive behaviours in the context of peers, mentors, or other work associates do not have a direct supervisory relationship and do not fall into the realm of abusive supervision. This includes supervisor's behavior such as ridiculing the subordinate, or giving a subordinate a silent treatment.

Extensive research work on the impact of stress on employee's job performance in business sector of Pakistan by Naseem et al., (2011) found out that stress in work environment reduces the intention of employees to perform better in their jobs. Organizational support in activities such as counseling and stress reduction workshops was necessary. The organizations could also change policies to give individuals more control over their work activities, develop support systems, shared goal and direction, problem solving mechanisms and participatory decision-making strategies.

Contributing, Ementa (2015) carried out a study on secretaries' perceived strategies of coping with occupational stress in banks in Anambra State and established that bank secretaries perceived work functions as cause of stress. The study further revealed that gender, work experience and marital status do not significantly affect respondents mean rating on causes of stress, effect of stressors to performance and effective coping strategies. The research concluded that since stress is unavoidable in work life, it was obvious that bank secretaries must go through a form of stress to accomplish office tasks however, efforts towards effective management of stress paramount. In Kenya, Gathungu and Wachira (2013) carried out a study on the job satisfaction

factors that influence the performance of secondary school principals in their administrative functions in Mombasa District, Kenya. They found that the determinants of stress include job satisfaction, job enhancement, team work, promotion, mentoring and training needs, management and recognition of success.

METHODOLOGY

The study adopted a descriptive research design. Descriptive research design is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals Orodho, (2010). The population of interest was 102 secretaries working at UoN Main Campus and three of its constituent colleges, UoN HR records, (2017). Secretaries were chosen for the study because most previous studies involving universities had concentrated on the teaching staff Kalei, (2010). The researcher adopted probability sampling procedure because it made sure that each unit in the sample had some known probability of entering sample. The sample population for this study was 102 secretaries working at UoN Main Campus, Upper Kabete College of Agriculture and Veterinary Sciences, Lower Kabete School of Business and Kikuyu Campus respectively. Participation in the study was voluntary and anonymous. A structured questionnaire was developed as an instrument to collect primary data for the study under consideration. The raw data obtained from the field was organized and edited by the researcher to ensure completeness and consistency. It was then coded along the key study variables to facilitate data entry using excel and Statistical Package for Social Science version 21(SPSS version 21).

RESULTS

Workplace Environment

The mean and standard deviation were calculated for ease of comparison and generalization of findings from the finding the respondents provided that there was high demand for performance in sections was highly rated with a mean of 4.37 and standard deviation of 0.88, to a great extent the respondents agreed that there were modern equipment, technology and facilities with a mean of 4.26 and standard deviation of 0.90. The findings further provided that Poor work conditions in terms of lighting, ventilation, noise, and space, affected their

Table 1: Workplace Environment

Statement	Mean	Std
There are modern equipment, technology and facilities	4.26	0.90
There is high demand for performance in sections	4.37	0.88
Poor work conditions in terms of lighting, ventilation, noise, and space, affects your physical health.	3.86	0.75
Long hours of works affect my physical health.	4.06	0.86
It is difficult to meet targets and beat deadlines due lack of adequate facilities	3.74	0.64

Interpersonal Relationships

The study sought the respondent's level of agreement with the following statements that relate to the Influence of interpersonal relationships on the productivity of secretaries and results presented on Table 2. From the findings, majority of the respondents strongly agreed that with the statement that "you work very well whenever they had good relations with their colleagues". This was supported by a mean of 4.29 and standard deviation of 0.94. The respondents indicated that they felt motivated whenever they were requested to present their views and opinions on departmental issues the statement

Table 2: Inter-personal relationships

Statement	Mean	Std
You work very well whenever you have good relations with your colleagues.	4.29	0.94
During meetings conflicting issues are discussed at length and solutions are	4.29	0.98

physical healthy the mean of 3.86 and standard deviation of 0.75.

The respondent to a great extent agreed that long hours of works affect my physical health with a mean score of 4.06 and standard deviation of 0.86. The findings further indicated that the It was difficult to meet targets and beat deadlines due lack of adequate facilities which was supported by a mean of 3.74 and standard deviation of 0.64. This implied that work place stress was contributed by the by the environment. The findings agreed with those of (Chogo & Adem, 2016). That Inadequate facilities, Long hours of work, Poor working conditions affected the productivity of the employees in the organization.

was supported by a mean of 3.76 and standard deviation of 0.63. Further the study established that their work performance went down whenever they lacked social support from colleagues with majority of the respondents agreeing with mean of 3.95 and standard deviation of 0.76. To a great extent the respondent agreed that their work performance went down whenever they lacked social support from colleagues with a mean score of 3.95 and standard deviation of 0.76, this indicated interpersonal relationships enhanced adherence the productivity of the secretaries.

sought.		
In my section, team work contributes greatly to the quality of service offered to clients.	4.24	1.05
You feel motivated whenever you are requested to present your views and opinions on departmental issues.	3.76	0.63
My work performance goes down whenever I lack social support from colleagues	3.95	0.76

Superior-Subordinate Relationships

The respondents were required to indicate the extent of the influence of superior subordinate relationships on the productivity of secretaries in public institutions. From the finding at their workplace the supervisor-subordinate relationship lowered their work concentration had the highest mean score of 4.23 and standard deviation of 0.92 an implication that the concentration of works depended on the relationship with subordinate. To a great extent the respondents agreed to the statement that in my department, there was pressure to beat deadlines

and complete tasks on time with a mean of 4.07 and standard deviation of 1.03 this indicated that spot checking of the duties put pressure on the employees thus reducing their productivity. To a great extends the respondents further indicated that in their section, the head of department encouraged staff participation in decision making, was supported by a mean of 3.86 and standard deviation of 0.59. The finding in this research agreed with those of (Aberé & Muturi, 2015) that superior subordinate relationships were essential influence to the productivity of a firm.

Table 3: Superior-Subordinate Relationships

Statement	Mean	Standard Deviation
in my section, there is pressure to beat deadlines and complete tasks on time	4.07	1.03
Heavy workload affects my health	3.94	0.80
In my department, the supervisor-subordinate relationship lowers your work concentration	4.23	0.92
In my section, creativity is encouraged and rewarded	3.74	0.71
In my section, the head of department encourages staff participation in decision making.	3.86	0.59

Organizational Factors

The study requested the respondents to indicate their levels of agreement on the statements relating to the determinants of work stress on the productivity of secretaries. The respondents agreed on the statements that the university encouraged staff training and adoption of new technologies. As shown by a mean of 4.22 and standard deviation of 0.224, Employees were highly encouraged to participate in decision making as shown by a mean of 4.13 and standard deviation of 0.224, The new skills gained led to the prospects of future promotion in their section as shown by a mean of 4.13 and standard deviation of

0.224 and The university encouraged staff training and adoption of new technologies as shown by a mean of 4.13 and standard deviation of 0.224.

The respondents further agreed that “at my workplace, communication was key in introducing new work policies and procedures as shown by a mean of 3.79 and standard deviation of 0.163. The findings were consistent to Bello (2016) who studied the concept of organizational factors in an organization and its influences on the performance of the firms. Consistently Wang and Workman (2014) established that cordial relationship with the employees was positively and significantly related to the performance and productivity.

Table 4: Organizational Factors

Statements	Mean	Standard Deviation
At my workplace, communication is key in introducing new work policies and procedures	3.79	0.163
The new skills gained leads to the prospects of future promotion in my section	4.06	0.197
Employees are highly encouraged to participate in decision making	4.13	0.224
The university encourages staff training and adoption of new technologies	4.22	0.224
In my section, promotions are done on merit	4.21	0.241

Secretaries Performance

The study sought the extent to which indicators of level of secretary’s performance in relations to their productivity. In the last three years in terms of efficiency, effectiveness and quality of work. The results indicated that secretaries had registered an increase in efficiency, effectiveness and quality of work due to increase in other factors.

Correlation Matrix

The study conducted a Pearson Moment Correlation analysis which is represented by r. The correlation factor ranged from $-1 \leq r \leq 1$. The acceptance confidence level was 95% or significance level of 0.05. The study found in Table 5 that there existed a significant positive correlation between work place stress on secretaries performance. The study found that there existed a strong significant positive correlation $r=0.883$, $P=0.000$ between work place environment and the employee performance in Public institutions. The correlation was statistically

significant $P=0.000 < 0.05$ at 95% confidence level. The study found that there existed a strong significant correlation between interpersonal relationship and the employee performance in public institutions ($r=0.874$), the correlation was statistically significant $P=0.000 < 0.05$ at 95% confidence level.

The study further found that there was a strong positive correlation between superior subordinate relationship and the employee performance in public sector ($r=0.902$). The correlation was statistically significant $P=0.000 < 0.05$ at 95% confidence level. The study found that there existed a strong correlation between organizational factors and the secretaries performance in public sector ($r=0.720$), the correlation was statistically significant $P=0.000 < 0.05$ at 95% confidence level. And the employee performance in public sector the findings agree with the studies of (Inzofu, 2016). That poor work conditions in terms of lighting, ventilation, noise, and space, affected their physical health and affected the productivity of employees.

Table 5: Correlation Matrix Analysis

Correlations		Employee Performance	Workplace environment	Inter-personal relationships	Superior-subordinate relationships	Organizational Factors
Employee Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	94				
Workplace	Pearson	.883**				

environment	Correlation					
	Sig. (2-tailed)	.000				
Inter-personal relationships	N	94	94			
	Pearson Correlation	.874**	.896**			
Superior-subordinate relationships	Sig. (2-tailed)	.000	.000			
	N	94	94	94		
Organizational Factors	Pearson	.902**	.932**	.947**		
	Correlation					
	Sig. (2-tailed)	.000	.000	.000		
	N	94	94	94	94	
	Pearson	.720**	.785**	.930**	.863**	
	Correlation					
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	94	94	94	94	94

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

Regression Analysis Results

A multiple linear regression analysis was done to examine the relationship of the independent variables with the dependent variable. The R² was the coefficient of determination. This value explained how work place environment varied with interpersonal relationship, superior subordinate relationship and organizational factors. The model summary table showed that four predictors can explained 86.8 % of change employee performance

namely work place environment, interpersonal relationship, superior subordinate relationship, organizational factors and employee performance an implication that the remaining 13.2% of the variation in employee performance could be accounted for by other factors not involved in this study. This showed that the variables were very significant therefore needed to be considered in any effort to boost on productivity of secretaries in public institutions.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	Sig. F Change
	.932a	.868	.863	.336	.868	.000

a. Predictors: (Constant), Workplace environment, Interpersonal relationship, Superior-subordinate relationship, Organizational factors

b. Dependent Variable: Employee Performance

ANOVA

Result in Table 7 indicated that the Total variance (84.058) was the difference into the variance which could be explained by the independent variables (Model) and the variance which was not explained by the independent variables (Error). The study established that there existed a significant goodness

of fit of the model $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$. Based on the findings, in Table 7 the results indicated the $F_{cal} = 161.699 > F_{cri} = 2.34$ at confidence level 95 % and sig is $0.001 < 0.05$. This implied that there was a goodness of fit of the model fitted for this study: $Y = 0.934 + 0.149X_1 + 0.410X_2 + 0.624X_3 + 0.376X_4 + \epsilon$

Table 7: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	72.998	4	18.249	161.699	.000 ^b
	Residual	11.060	90	.113		
	Total	84.058	94			

a. Predictors: (Constant), work place environment, interpersonal relationship, superior subordinate relationship and organizational factors.

b. Dependent Variable: -Employee performance

Coefficient Analysis

The established regression equation was;

$$Y = 0.934 + 0.149X_1 + 0.410X_2 + 0.624X_3 + 0.376X_4 + e$$

From regression results in Table 8, the 0.934 represented the constant which predicted value of employee performance in Public institutions when all influences of work place stress were constant at zero (0). The implication was that when public work place stress is constant, employee performance in Public institutions is at 0.934. The study found that work place environment has significance positive influence in employee performance as indicated by $\beta_1=0.149$, $p=0.002<0.05$, $t=1.544$. The implication was that a unit increase in work place environment would led to a significant increase in employee performance by $\beta_1=0.149$. From coefficient results the study found that interpersonal relationship had a significance positive influence on employee performance as indicated by $\beta_2=0.410$, $p=0.001<0.05$, $t=3.474$. The implication was that a unit increase in interpersonal relationship would results into increase in employee performance by $\beta_2=0.410$.

From the regression coefficient findings, the study revealed that superior subordinate relationship would have a significant positive influence on employee performance in Public institutions as indicated by $\beta_3=.624$, $p = 0.00<0.05$, $t=4.788$. The implication was that an increase in superior subordinate relationship would lead to an increase in employee performance in Public institutions. The findings concurred With (Khadija, & Kibet, 2015) that during meetings conflicting issues are discussed at length and solutions are sought.

The regression findings further indicated that there existed a significant positive relationship influence of Organizational factors and employee performance as indicated by $\beta_4=.376$, $p=0.000>0.05$, $t=2.404$. This implied that an increase in Organizational factors would led to an increase in on employee performance in Public institutions the findings agreed with (Marco, 2011). That the head of department encourages staff participation in decision making and also the new skills gained leads to the prospects of future promotion in my section.

Table 8: Coefficient Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.934	.161		5.795	.000
	Workplace environment	.149	.097	.162	1.544	.002
	Interpersonal relationship	.410	.118	.490	3.474	.001
	Superior-subordinate relationship	.624	.130	.791	4.788	.000
	Organizational factors	.376	.106	.365	2.404	.000

$$Y = 0.934 + 0.149X_1 + 0.410X_2 + 0.624X_3 + 0.376X_4 + e$$

Where: Y = Employee Performance

β_0 = Constant Term;

$\beta_1, \beta_2, \beta_3$ and β_4 =

Beta coefficients;

X_1 = Work place environment

X_2 = Interpersonal relationship

X_3 = superior subordinate relationship

X_4 = Organizational factors.

ϵ = Error term.

CONCLUSIONS

Based on the findings, this study concluded that there was workplace stress among secretaries working in the institution in which this study was carried out. Secretaries' performance can be improved by work place environment, interpersonal relationship, superior subordinate relationship and organizational factors. The conclusions enabled the study to come up with the recommendations based on each variable under the study.

Most respondents reported that there was high demand for performance in specific departments and that poor work conditions in terms of lighting, ventilation, noise, space, and long hours of work affected their physical health. This study concluded that work place environment is positively related to secretaries' performance in Kenyan public institutions.

Conflicts with co-workers affected the performance of secretaries. However, it was established that during meetings conflicting issues were discussed at length and solutions are sought this enhanced team work. Some secretaries reported that they motivated whenever they were requested to present their views and opinions on departmental issues. work performance went down whenever they lacked social support from colleagues This study concluded that interpersonal relationships was positively related to secretaries performance in Kenyan public institutions. Most respondents seemed to agree that there was a problem of leadership within their departments

where departmental heads failed to provide incentives or recognition. The study further established that heavy workload affected secretaries' health. This lowered their work concentration. Some secretaries reported that the supervisor did not allow them to participate in decision making, this lowered their work concentration. This study concluded that superior subordinate relationship affects secretaries' productivity and performance

Organizational factors which contributed to workplace stress included, biased promotions, lack of training on new skills and lack of training on the use of new technology and equipment. Most secretaries seemed to agree that employees were highly encouraged to participate in decision making and that university encourages staff training and adoption of new technologies. This study concluded that organizational factors were positively related to employee performance of public institutions.

RECOMMENDATIONS

In the light of the above findings, some pertinent recommendations were made. These recommendations were geared towards enhancing the productivity of secretaries in Kenyan public institutions. The study recommended that factors that led to work place environment variability need to be looked into with a view of managing the variability as this has effect on the overall secretaries performance. Secretaries should be provided with adequate equipment and facilities so that they can be able to perform as per the expectations. The management should improve the working conditions in terms of proper lighting, ventilation, away from noise and provide appropriate office space in order to minimize accidents and physical ill health among secretaries.

The study recommended that interpersonal relationship should be taken into consideration since it affect the productivity of employees. If a secretary is having a conflict with a co-worker, the senior administrators should intervene and encourage them

to sit down together and talk openly about what is bothering them rather than acting out their unhappiness. Teamwork should be encouraged. This team spirit must be continuous process directed towards achieving specific organizational goals through cordial relationships, appreciation and inclusion of diverse expertise within the work groups. This is likely to have a positive impact on the quality of services offered.

There was need for the supervisors to actively involve secretaries in decision-making. Once secretaries are involved, they would exert more effort because they were part of the decision that has been taken and that will increase their level of commitment in handling clients and tasks at hand. Supervisors should not overwhelmed their assistants with heavy workload. They should on the contrary create a space for relaxation and encourage social support.

University managements need to consider management styles, policies and procedures in formulation and implementation of stress management policies since organizational factors have an effect on secretaries' productivity. Management styles that encourage contribution/participation such as democratic style

should be employed. Further, promotion of secretaries should be based on qualifications, experience, competency and performance. Secretaries should also be given training opportunities on critical areas of their jobs and new office technologies and modern office equipment. It is through training that management would be able to create a motivating climate that will enable secretaries to maximize their potential.

Areas for Further Research

The study was restricted to secretaries working in one public institution. However, the study could be extended to secretaries working in all universities in Kenya including the private ones.

The study found that organizational factors affect the relationship between workplace stress and employee performance. Further research may be done on the effect of teamwork on employee performance.

Since this study was carried out in a service providing industry, further research may be conducted on product producing industry, where performance is measurable using units produced.

REFERENCES

- Abbas G. S., Farah A. Sposito-Apkinar C. (2013). Measuring the Immeasurable! An Overview of Stress & Strain Measuring Instruments. *Mediterranean Journal of Social Sciences, Vol. 4, No. 10, pp. 480-489*
- Affum-Osei E., Asante E. A, Forkuoh K. S. (2014). Perceived Stress and Academic Performance of Senior High School Students in Western Region of Ghana. *European Journal of Business and Social Sciences, Vol. 2, No. 11 pp. 88-101.*
- Affum-Osei, Asante E. A., Barnie J. (2014). *Academic Achievement: The Role of Stress, Self-concept and Motivation*. LAP LAMBERT Academic Publishing.
- Aghdasi S., Kiamanesh R. A., Ebrahim N. A. (2011). Emotional Intelligence and Organizational Commitment: *Testing the Mediatory Role Occupational Stress and Job Satisfaction. Social and Behavioral Sciences, 29, 1965-1976*
- Alice Abok (2015). Effects of Stress on Employee Performance at Ministry of Water, Nairobi County. *Journal of Applied Management IJRDO ISSN No. 2455 9229 Vol. 1 Issue 8*

- Ali Y. T., Hassan A., Ali Y. T. & Bashir R., (2013). Stress Management in Private Banks in Pakistan. *Journal of Emerging in Economics and Management Sciences (JETEMS)*,4 (3): 308-320.
- Antoniou, A. Polychroni, F., Vlachakis (2006). Gender and age differences in occupational stress and professional burnout between primary and high-school teachers in Greece. *Journal of Managerial Psychology*, 21(7): 682-690
- Aquinas, P.G. (2010). Human Resource Management, Principles and Practices. New Delhi, Vikas Publishing House Pvt Ltd.
- Arnold, H. J. and Feldman, D. C. (2010) Handbook of Psychology, *Industrial and Organizational Psychology* 304
- Bashir, U. & Ramay, M. I. (2010). Impact of Stress on Employees Job Performance. A study on Banking Sector of Pakistan. *International Journal of Marketing Studies*, 2, (1), 122-126.
- Beheshtifar and Modaber (2013). The Investigation of Relation between Occupational Stress and Career Plateau. *Journal of Contemporary Research in Business* (4), 11th ed.
- Christo., B. and Pienaar, J. (2006). South Africa Correctional Official Occupational Stress: The Role of Psychological Strengths. *Journal of Criminal Justice*, 34(1): 73-84.
- Cosio, S., Olson, L. & Francis, J. (2011). Social Support and Occupational Stress among University Employees. *Graduate Student Journal of Psychology*, Vol. 13 P. 30
- Crossman, A. (2013). *Pilot Study*, available at http://sociology.about.com/od/P_index/g/Pilot_Study.htm accessed on 26/6/2016
- Donaldson-Feilder, Spector B., Opperman C. S. (2011) Stress Causing Factors among Teachers in Elementary Schools and their Relationship with Demographic and Job Characteristics. *Journal of Medical Sciences*, 3(3), 493-499.
- Dunmade O. E., Adegoke F. J, Agboola A. A, (2014).Assessment of Ergonomic Hazards and Techno stress among the workers of Obafemi Awolowo University ILE-IFE, Osun State, *Nigeria. Australian Journal of Business and Management Research*, Vol. 4, No. 1, pp. 27-34
- El Shikieri B. A. & Musa A. H (2012). Factors associated with occupational stress and their effects on organizational performance in a Sudanese University. *Creating Education*, Vol. 3, No.1, 134-144.
- Employment Survey Report, (2014) Corporate Staffing available at www.dailystandard.com
- Endang Pitaloka (2014). *The Effect of Work Environment, Job Satisfaction, Organizational Commitment on OCB of Internal Auditors. Journal of Business, Economics and Law*, Vol. 5 (2) pp. 10-11
- Erkutlu, H., Chafra, J. (2006). Relationship between leadership power base and job stress of subordinates: example from boutique hotels. *Management Research News*, 29(5): 285-297
- Ezra Odondi (2015) Effects of Occupational Stress on Work Performance of Police Officers in Nakuru Police Division, Kenya. *Journal of Computer Engineering* Vol. 7 Issue 6 pp 61-68
- Feilder E.Yarker J. & Lewis R (2011).*Preventing stress in organizations: How to develop positive managers*. John Wiley & Sons Ltd. 2nd ed.

- Forkuoh S, Affum-Osei E., Osei M. A, Addo Yaw V. J. (2014). Employees' Commitment and Growth of Family Businesses. *International Journal of Economics, Commerce and Management*, Vol. 2, No. 8. pp. 1-14
- Fotinatos, R. and Cooper, C. (2005). The role of gender and social class in work stress. *Journal of Managerial Psychology*, 20(1): 14-23
- Gartia R., & Kumari R., (2012). Relationship between stress and academic Achievement of Senior Secondary School Students: *Asian Journal of Multidimensional Research*, Vol. 1 (3) pp. 152-160. [http://Annual Report about.com/ec/Workplace-Stresss.htm](http://AnnualReportabout.com/ec/Workplace-Stresss.htm) accessed on 3/5/2017
- Health and Safety Executive (2004). "Work related stress", available at: www.hse.gov.uk/stress/index.html.
- Jayashree, R., 2010, Stress Management with Special Reference to Public Sector Bank Employees in Chennai. *International Journal of Enterprise and Innovation Management Studies (IJEIMS)*, Vol. 1 No. 3, Pp. 34- 35
- Jeyaraj S. S (2013). Occupational Stress among the Teachers of the Higher Secondary Schools in Mandurair District, Tamil Nadu. *Journal of Business and Management*, pp. 63-76
- Joanna Winska (2010). Influence of Superior-Subordinate Communication on Employee Satisfaction. *Journal of Positive Management* Vol. 1(1) pp.110-124. ISSN 2083-103X
- June S., & Mahmood R., (2011). Relationship between Person-job Fit and job Performance. A study among the Employees of the Service Sector SMEs in Malaysia. *International Journal of Business, Humanities and Technology*, Vol. 1. No. 2, pp 95-105.
- Kebelo K. K. (2012). Occupational Role Stressors as Predictors of Psychological strain among Academic Officers of Higher Educational Institutions. *Pakistan Journal of Psychological Research*, Vol. 27, No. 2, 173-186
- Kothari C. R. (2011). *Research Methodology*, Methods and Techniques New Age International Ltd, New Delhi.
- Kuzmina, L., Tarasove, N. and Kovtunov, A. (2001). Clinico-biochemical changes caused by occupational stress factors impact in miners. *Occupational Health and Industrial Ecology*, 8, 42.
- Mahan L. P., Mahan P. M., Park J., Shelton C., Brown C.K., & Weaver T. M., (2010). Work Environment Stressors, Social Support, Anxiety and Depression among Secondary School Teachers. *AAOHN Journal*, Vol. 58, No. 5, pp. 197-205
- Mahdi K. Shahnaz M. Sareh A. (2016) The Effect of Stress Management on Occupational Stress and Satisfaction among Midwives in Obstetrics and Gynecology Hospital Wards in Iran. *Journal of Health Sciences* Vol 8 No. 9 2016 ISSN 1916-9736 pg. 91
- Marchzyk, G. Dematteo, D. and Festinger, D. (2005). *Essentials of Research Design and Methodology*; New Jersey. John Wiley & Sons. Inc.
- Matthews, G. (2001). Levels of transaction: A cognitive science framework for operator stress.
- Mohajan, H. K. (2012) The Occupational stress and Risk of it among the employees, *International Journal of Mainstream Social Sciences*; 2(2):17-34

- Naqvi H. M. S., Khan A. M., Kant Q. A. Khan N. S (2013). Job Stress and Employees' Productivity, Case of Azad Kashmir, Public Health Sector. *Interdisciplinary Journal of Contemporary Research in Business, Vol.5, No.3, PP 526-542*
- Rahman A. R. R., Aman O., Adnan H., Ahmed A. M., Darus M. N. (2014). Factors of Relationship between Occupational Stress, Developing Training needs and Performance Enhancement of SMEs". *International Journal of Economics, Finance and Management, Vol. 3, No. 4 pp. 183-196.*
- Ross, G. (2005). Tourism Industry Employee Workstress – A Present and Future Crisis. *Journal of Travel & Tourism Marketing, 19(2/3): 133-147*
- Sababu, B. M. (2010) *Human Resource and Industrial Relations*. Nairobi, The Jomo Kenyatta Foundation
- Salami O. S. (2010). Occupational Stress and Well-being: Emotional intelligence, Self-efficacy, Coping, Negative Affectivity and Social Support as Moderators. *Journal of International Social Research, 388-399.*
- Sekioua S. (2012). *Bank Financing to small and Medium Scale Enterprises in East Africa: Findings of a survey in Kenya, Tanzania, Uganda and Zambia*. Working Paper Series, African Development Bank Group
- Shahzad, K., K.U. Rehman and M. Abbas, (2010) HR Practices and Leadership Styles as predictors of employee attitude and behavior: evidence from Pakistan. *European J. Social Scie., (14(3): 417-426.*
- Stephen Opiyo (2014). Antecedents of workplace stress on nurses productivity in public health care institutions in Siaya Sub-County, *Journal of Applied Management IJRDO ISSN No. 3422 6331 Vol. 1 Issue 6*
- Suandi T., Ismail A. I., & Othman Z. (2014). Relationship between Organizational Climate , Job Stress and Job Performance Officer at State Education Department. *International Journal of Education and Literature Studies, Vol. 2, No. 1, pp. 19-28*
- Tiwari, A., & Balani S., (2013). The Effect of Intervention Program to Reduction of Stress. *IOSR Journal of Humanities and Social Science, Vol 9, 27-30.*
- Topper, E. (2007). Stress in the Library. *Journal of New Library, 108(11/12): 561-564.*
- Tytherleigh, M. (2002). *Occupational stress in higher education institutions: Phase I*. UK: University of Plymouth Institute of Health Studies
- Vanishree, P. (2014). The impact of Role Ambiguity, Role Conflict and Role Overload on Job Stress in Small and Medium Scale Industries. *Research Journal of Management Science, Vol. 3(1), 10-13.*
- Velnampy T. & Aravintham S. A., (2013). Occupational Stress and Organizational Commitment in Private Banks: A Sri Lankan Experience. *European Journal of Business Management, Vol. 5 (7) pp.254-267.*
- Vermut, R. and Steensman, H. (2005). How can Justice be used to Manage Stress in Organizations in Greenberg, J. A. (Eds.), *Handbook of Organizational Justice*, pp-383-410, Earlbaum, Mahwah, NJ.
- WHO (2007). *Raising Awareness of Stress at Work in Developing Countries: A modern hazard in a traditional Working Environment*. WHO Press: France