ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF GENERAL MBA AND HRM

THE EFFECT OF WORK RELATED STRESS ON EMPLOYEES' PERFORMANCE: A CASE IN SHINTS ETHIOPIA GARMENT PRIVATE LIMITED COMPANY

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DECEMBER, 2020 G.C

ADDIS ABEBA, ETHIOPIA

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THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF
GRADUATE STUDIES IN PARTIAL FULLFILLMENT OF THE
REQUIREMENT FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION

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APPROVED BY BOARD OF EXAMINERS

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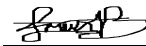
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DECLARATION

I declare that this thesis entitled "**The Effect Of Work Related Stress On Employees' Performance: A Case In Shints Ethiopia Garment Private Limited Company**" is my original work and has not been presented for any degree in this university or any other universities. I have done this thesis independently with the guidance and support of my research advisor Birhanu Endeshaw (PhD) and that all sources of materials used for the thesis have been properly acknowledged.

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This Thesis has been submitted for examination with my confirmation as a supervisor to the candidate.

Advisor: Birhanu Endeshaw (Ph.D.)

Signature_____

Date_____

Acknowledgements

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List of abbreviations

APA: American Psychological Association

ILO: International Labor Organization

ETP: Ethiopia

A.A: Addis Abeba

PLC: Private Limited Company

WHO: World Health Organization

CSR: Corporate Social Responsibility

JDC: Job Demand Control

UNIDO: Unite Nations Industrial Development Organization

IPDC: Industrial Park Development Corporation

ABSTRACT

The aim of this study was to examine the effects of work related stress on the performance of employees at Shints Etp Garment. The study was a descriptive research type and Quantitative research approach was used in data collection and analysis. Both primary and secondary sources of data were also used in the study. Work overload, Role ambiguity, lack of motivation and working environment were the four independent variables used in this study to explain the dependent variable (employees' performance). The sample size for the study was 343 respondents, a probability sampling design was employed and respondents were selected using systematic sampling technique. SPSS was used to analyze the data collected using a five-point Likert scale Questionnaire. The results of the correlation analysis indicates that work overload, role ambiguity, and lack of motivation have a negative and significant effects on the performance of employees with values (r=-.378, r=-.214, r=-.237 and p<0.01) respectively. While working environment is positively correlated with the performance of employees and the association is moderate and significant at r=.183 and p<0.01. However, the beta coefficient value for role ambiguity, B= -.087 with a significant value of .058 which is a little bit higher than 0.05 depicts statistically insignificant. The results of the regression analysis shows that the four independent variables (work overload, role ambiguity, lack of motivation, and working environment) of the study explains 24.5% (R^2=0.245) of the dependent variable (the performance of employees). From the results of the study it's concluded that even if the employees of the garment are working in a good working environment they experience work load and lack of motivation which can affect their performance negatively. Therefore the company has to take into consideration on how to minimize the workload and on applying better motivational practices. Further wider studies must also be carried out comprising of other variables not included in this study to predict the effects of stress on the performance of employees in this garment and other garments in the country as well as other developing nations.

Key words: *Work related stress, workload, role ambiguity, lack of motivation, working environment, Employees performance.*

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Stress is one of the main crucial components of workplace in which workers all over the globe are experiencing it in their daily tasks. It come to be a core threat for many businesses mainly in developing countries where companies give minor attention to the effects of stress on the performance of workers which bring about in a serious of managerial problems (Sastry, 2019).

According to ILO (2016) Work - related stress is a form of emotional, physiological, behavioral and cognitive reactions to certain tremendously challenging parts of work content, work organization and work environment. People often feel tense and distressed and feel they cannot cope, when they experience work-related stress (Basit et al., 2017). Sangeetha et al. (2017) explained that during the past few years, from all organizations around the world nearly three billion workers has encountered stress which affects the performance of workers and it come to be a vital portion of every job.

In workplace there is often confusion between stress and challenge. Work-related stress is an occupational health and safety threat that can cause risks to health, while challenge at work can have positive effects on people. Work-related stress has been defined by WHO as 'the response people may have when presented with work demands and burdens that are not matched to their abilities and knowledge and which challenge their ability to cope' (WHO, 2014).

Due to the increasing competition between many business areas, stress level among workers comes to be rising. Furthermore, stress might have a positive effect on workers only up to certain level at which they can handle. Yet, commonly if it go beyond the acceptable limits, it can have a negative influence on workers. Thus, occupational stress is one of the greatest difficulties that corporations have to deal for workers to yield a quality job (Harshana, 2018).

As presented by Health & Safety Executive (2014) the costs of WRS are Globally predicted to be nearly $5.4 billion each year, It is also estimated that occupational health problem and low back pain, affect one in three employees Globally (Health & Safety Executive 2014, 2015).WRS can

also be related to insomnia, depression, anxiety, and physical illness (WHO, 2014). Chronic stress can weaken the immune system, thus declining resilience to sickness (Health & Safety Executive, 2015) and can raise the risk of heart illness (European Foundation for the Improvement of Living & Working Conditions, 2014). Stress also has an impact on quality of life, work, family life, Social relationships and overall well-being. In addition, it can cause a higher turnover, lower quality of services, lower productivity, early retirement, work absences and lower productivity (European Foundation for the Improvement of Living and Working Conditions, 2014; Health and Safety Executive, 2014).

Work related stress results in various employee problems such as drug abuse, alcoholism, host of cardiovascular problems, hypertension, increased absenteeism, lower productivity and has become a challenge for the employer firms (Obirih, 2014). Seibt et al., (2014) indicated that Stress is present all the time among employees but it can be minimized by improving the quality of benefits within the organizations and of the working environment.

According to Chinyere et al. (2019) for every industry to be fruitful, it is crucial to impress upon health awareness, welfare culture, and environmental responsiveness in all workers of the company. The Reports of some study's indicated that, some of the factors which are related to work related stress include long daily working hours, poor working environment (Sehlens et al.,2014), over fifty hour of work per week, lack of motivation (Salams et al.,2014), time pressure, role ambiguity, high work demands, and a lot of administrative tasks (Tabajs et al.,2015).

1.1.1 Background of the organization

Shin textile solutions are one of the primary manufacturing- experts in the functional and high technical garments industry. The corporation is dedicated on producing the top functional and high technical garments which are used in the extreme sports area. The company is very experienced in 100% waterproof seam-sealed and welded technical garments used in snow sports, hiking, bicycling, motorcycling, mountain climbing, and in making extraordinary items, like running wear and technical underwear.

The company is headquartered in Seoul, Korea for Sales, Logistics, Accounting, Proto sample, and Material Sourcing. The organization has an office in New York City for its global network. And it has factories in Ethiopia and Vietnam.

Now a days since special attention is given to the manufacturing sector by the Ethiopian government; various industry parks are expanding in different regions of the country. Shints Ethiopia Garment Private limited company is one of the factory which is located at Bole Lemi Industrial Park in Addis Abeba. The factory starts its operation in October 2015. The firm produces and exports its products to Europe, U.S.A and some other countries all round the world. There are 4,700 Employees working in the company and there are critical jobs in the company.

The organization has a vision of becoming a top ranking full-service garment manufacturer throughout the world. And it has a mission of inspiring the lives of its customers by providing the best technology and quality, recognizing the dignity of its employees around the globe, ensuring that the company and all of its partners might get the appropriate profits based on trust and honesty.

It is the corporate philosophy to manage the company with a high level of honesty and ethical business practices through transparent and responsible management and accounting principles. This sincere attitude boosts the value of the organization for its stockholders guarantee that the integrity of never stop riding is second to none.

1.2 Statement of the problem

According to Sangeetha, (2017) the primary reason why employees join corporations is to attain their personal and organizational goals. Yet, when there is a constant stress, attaching themselves to the task, these stress might challenge the capabilities of an employee in attaining the goals. Many of the corporations with the purpose of achieving better performance lead to burdening employees work load in order to encounter the deadline and this could have physical and psychological effects on the workers which could result in something deviating to what these corporations need to attain (Kordee et al., 2018).

Previous research findings reported that the risk of work-related stress, its severity, and effects have been varied depending on the nature of the work and working environments (Jayaweera, 2017, munandar et al., 2019, Nyangahu & Bula, 2015). Work related stress has become the

second most reported health problem next to musculoskeletal disorders. The number of people suffering from stress-related conditions caused or made worse by work is increasing with an alarming rate and becoming an issue of public health concern in developing countries (Sehlen et al., 2014). Globally, occupational stress accounts for 35% of all work related illnesses (Health & Safety Executive, 2015). Studies conducted in Bristol City, England (Smith et al, 2012), Vietnam (Khuong and Yen, 2016), Malaysia (Yahaya et al, 2014), Tanzania (Mkumbo, 2014), Iran (Soori et al., 2015),and Ethiopia (Biksegn et al, 2016) also indicates that one-in three employees experience work-related stress.

The research conducted by Etefa et al (2018) among Huajian shoe manufacturing employees in dukem town, central ethiopia indicates that employees who experience higher workload and who worked under poor working environments are likely to be affected by stress.

In particular, stress in garment employees come to be a major problem in developing countries (Anandi et al., 2017). Based on research reports, some of the common stress factors happening in the workplace are lack of motivation (Basit et al., 2018), role ambiguity (DharaKachalia and Caral Lopes, 2016), working environment (Khuong and Yen, 2016) and workload (Harshana, 2018). The studies of Belete et al (2020) indicates that Even though the burden and impact of Work related stress is vast, there is a limited study available in Ethiopia regarding the effects of Work related stress among garment employees.

The production line is one of the key working areas in the company. For employees working in this area there is a high work overload, Even they don't have time for toilet. Officially Employees are required to work for 8 hours, but since the daily production quota is so high they must have to work continuously for 10 to 12 Hours in order to meet the daily quota. The additional hours to achieve the quota will be compensated however, the payment is low and this additional work hour makes them feel sick.

There are different chemicals used in the textile industry (such as zylon and Aceton); and some of the employees come in direct contact with these chemicals often without adequate safety protections and are risking themselves to various health problems and injuries.

Employees such as sub leaders and team leaders must have to work very hard being all the days active to ensure that all of their team members are focusing on their tasks in order to achieve

daily quotas. Inline and end line quality inspectors also must have to work persistently by standing all the day. Due to this many of the employees suffer from Stress, Back and joint pains, weight loss, Depration, eye pain and Headache.

The research report of UNIDO (2018) on the industrial park development in Ethiopia indicates that the Ethiopian government high need of attracting foreign investment led it to promote the lowest base wage in the country (especially for garments which are found in various industrial parks). Many of the employees working in the production line are females, they have a lot of responsibilities in their daily duties and lives, they have to support their families, and their salaries are not enough to support their lives and these conditions makes them feel stressed.

Therefore this study would address this gap in the research by examining the effects of work related stress on the performance of .employees' of the garment.

1.3. Research question
What are the effects of work overload, Role ambiguity, lack of motivation, and working environment on employees' performance?

1.4 Objectives of the Study

1.4.1 General objectives of the study
The overall general objective of this research is to examine the effects of work related stress on employees' performance at Shints Etp Garment.

1.4.2 Specific objective of the Study

The key specific objectives of this research are as follows:
➢ To determine the effects of work overload on employees performance in the Garment
➢ To examine the effects of role ambiguity on employees' performance in the garment
➢ To measure the effects of lack of motivation on employees' performance in the garment
➢ To determine the effects of working environment of the garment on employees' performance

1.5 Research hypothesis
The hypothesis developed for this study is based on the following assumptions:

Hypothesis: 1

H1: Work overload has a negative and significant effect on the performance of employees'

H0: Work overload has no significant effect on the performance of employees'

Hypothesis: 2

H1: Role ambiguity has a negative and significant effect on the performance of employees'

H0: Role ambiguity has no significant effect on the performance of employees'

Hypothesis: 3

H1: Lack of motivation has a negative and significant effect on the performance of employees'

H0: Lack of motivation has no significant effect on the performance of employees'

Hypothesis: 4

H1: Working environment has a positive and significant effect on the performance of employees'

H0: Working environment has no significant effect on the performance of employee

1.6 Significance of the study

This study will have a great Significance for the garment under study in that the findings of this study will help employees who after being aware of work related stress can take appropriate steps to reduce their own stress, saving themselves from variety of health problems and also help management to take appropriate stress management strategies. In addition it is hoped that the study will be used as supportive idea to do further detailed researches in the area and the benefits of this study could help as an input for decision makers or to improve existing employees' problems.

1.7 Delimitation/Scope

Due to the time and resource limitations, the study was carried out only in Shints Etp Garment Plc located at bole lemi industry park A.A Ethiopia. The study is a quantitative research type. Work overload, Role ambiguity, lack of motivation and working environment are the independent variables used in this study and the only dependent variable is employees' performance. The participants of the study were Operators, Officers, team leaders, sub leaders, production manager, in line quality inspector, and end line quality inspector working in the production department of the company.

1.8 Organization of the thesis

The study contains five chapters. Chapter one contain background of the study, statement of the problem, basic research questions, objectives of the study, research hypothesis, significance of the study, Scope and limitation of the study. The second chapter of the study focuses on literature review. The third Chapter deals with methodology of the study. Under the fourth chapter data analysis and interpretation of the study are discussed. The last chapter contains the summary of findings, conclusion and Recommendations.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

2.1 Introduction

In this session various recently published literatures (Much of them are journal articles published after the year 2014) are briefly reviewed regarding to what work related stress is, the different types of stress, its causes, the various theories regarding to the issue and its effects on human body that in turn affects their job performance are discussed in detail. In general the theoretical, conceptual and empirical frameworks of the study are presented here under.

2.2 Theoretical Framework

2.2.1 Transactional theories of work-related stress

As proposed by the widely applied transactional theory stress is a result of transaction between a person and its environment which might tax its possession and hence impend its health. (Folkman & Lazarus, 2014). The current version of this model advocates that it is the assessment of this transaction that suggests a causal pathway that can well express the nature of the underlying physiological and psychological mechanisms which support the general process and understanding of stress (Chinyere et.al., 2019).

In this aspect the appraising individual can perceive any features of the work condition as a stressor. Yet Some of the factors that can influence the individual appraisal of capabilities and demands are situational demands, time lapse, personality, coping skills, any current stress state already experienced and pervious experiences (Prem et.al., 2017). Chinyere et.al. (2019) also offers a comprehensive agreement that the various effects of stressors depends on how an individual perceives and evaluates them.

According to the transactional theory, the experience of stress in workplace is related with exposure to specific workplace situations, and an individual's appraisal of difficulty in handling. This experience is commonly accompanied by efforts to handle with the underlying problem and by variations in behavior and psychological functioning (Goh et.al., 2018, Chinyere et.al., 2019). Another modified transactional theory was drawn by Cox, In order to identify this internal and

external components of Job stress (Lazarus, 2016). The theory embodied the physiological and psychological changes related to the identification of the stress arising, the various sources of stress, the perceptions of those stressors in association with his/her coping ability, and the overall response that occurs during this process.

According to Harris et.al.(2014) it is the notion of appraisal which has been criticized for not taking into consideration a person's identity, goal, future and history at all times and for being too simplistic through all transactional theories of job stress. Moreover, Lazarus has argued in his later works that his transactional theories of stress were unsuccessful in recognizing the consequences related to handling a particular interpersonal interactions and social contexts (Lazarus & Folkman, 2014).

2.2.2 Interactional theories of stress

Interactional theories of stress focus on the relations of the environmental stimulus and the related individual reactions as a basis of stress (Lazarus, 2016). For example, the Effort-Reward Imbalance theory suggests that effort at work is compensated with opportunities and rewards, centered on the custom of social exchange and spent as portion of a psychological contract (Sangeetha et.al., 2017). In this theory it is the imbalance in the contract that results in stress or distress and When we compare it to the transactional theories of stress, this imbalance could not essentially be an issue to any appraisal, as the stressor can be a daily persistent incident.

One of the earliest interactional theories of job stress is The Person-Environment Fit (P-E Fit) theory, which suggests that job stress arises due to an absence of fit between the individual's abilities, skills, resources, and demands of working condition (Palmer et.al., 2013). At this moment, interactions could occur between subjective perceptions and objective realities and between individual variables and environmental variables. In such situations, it has been argued that stress can arise when there is an absence of fit between either the extent to which an employee's abilities and attitudes encounter the requirements of the job or the degree to which the working condition encounters the workers desires (Chinyere et.al., 2019).

The Job Demand-Control (JDC) model suggests that job stress can occur from interaction between various psychological job demands associated to workload such as emotional and cognitive demands, interpersonal conflict, job control associated to discretion of skill and

authority decisions (Prem et.al., 2017). This theory deals with estimating the results of psychological strain, and employees who experience high demands matching with low control are further expected to experience work-related psychological strain and distress (Beehr et al. 2011). Unlike the previous theory's, this model focuses on control which makes workers to cope up in manipulating their surroundings to reduce or avoid the feeling of stress.

2.2.3 Allostatic load model of Stress

According to Goh et.al. (2018) the Allostatic load model of the stress consist of allostasis (the adaptation of people to disturbances). This model examines the process in which individuals attempt to adapt stress. This adaptations might be important temporarily but can lead to a long-term problems. The allostasis process have 3 stages. The first stage is the primary allostasis, in this stage instant variations can result in response to a stressor. This phase consists of a lot of symptoms of acute stress such as difficulty to focus, profuse sweating, and elevated heart rates. Hence, an adequate interventions at this phase attempt to manage the symptoms while workers tries to cope up with the stressor (Siegrist, 2017). The second stage is Secondary allostasis which consists of specific activities carried out by individuals in response to stress. Unluckily, several of this actions might result in a further harm. Tertiary allostasis arises when there is insufficient interventions. In this phase interventions have restricted capability to reverse any harm and workers can be affected by heart disease, depression and diabetes (Palmer et.al., 2013).

2.2.4 Work overload

Harshana (2018) mentions that work overload occurs when assigned task exceed one's ability. According to Khuong and Yen (2016) work overload is a circumstance when individuals feel burden on themselves, or when the demands of certain condition are greater than they can deal with and if it proceeds for a longer period of time without breaks, it can result in different mental, behavioral, physical problems and even death.

Nyangahu & Bula (2015) defined work overload as the perception of workers that they have a lot of tasks than they can accomplish within a given period of time. Most of the time individuals which are overworking have unreasonable workloads. Meaning that they work for long hours, have shorter vacations or breaks, have burden to work overtime, and experience a harder working pace. Qualitative and Quantitative overloads are the two types of work overloads. Qualitative overload deals with the feelings of workers in which they don't have the skills to

carry out tasks (don't have the time to achieve a quality work). While the quantitative overload deals with the feelings of workers which are associated to the amount of work (having plentiful tasks, working too hard or too fast, or feeling higher pressure).

Based on Basit et.al., (2017) studies increased work overload might result in lower productivity and incompetence. But workload sometimes has a positive effect on performance by providing opportunities for workers' to gain a quicker experience and raise their efficiency.

Lazarus, (2016) Suggested that work overload can be caused by a lot of factors which can be generally categorized into four:

A) Information Overload: It refers to having too much information and the difficulties that people face to understand it. Thus it makes it difficult for people to get useful and significant information when they need it.

B) Organizational Elements: It consists of hierarchy of authority, division of labor, coordinated effort, common purpose and corporations restructuring plans (Such as downsizing, mergers and acquisitions).

C) Family/Non-Work Commitments: It refers to employees Non-work responsibilities as associated to their organizational commitments. These days there are a growing number of dual-career families, working mothers and workers with obligation for elders in which they highly sense time pressures.

D) Technology: Due to the availability and increased use of personal computers, internet, tablets and smart phones; workers are in continuous contact with their job, mainly for works that can be done at any time and place. Prem et.al., (2017) proposed that technological developments often mean workers are required to do more and frequently find it hard to completely escape from their jobs.

2.2.5 Role ambiguity

According to Nyangahu & Bula (2015) role ambiguity will occur when workers don't have enough information regarding to the requirements of their role, how to succeed it, and the evaluation process. According to Basit et.al., (2017) role ambiguity results in depression, anxiety, and lack of confidence.

Seibt et al, (2014) defined role ambiguity as a mirror of certainty on tasks, policies, clear guidance, power, time allocation, relationships, and the ability to visualize authorizations as an outcome of performance. It arises if certain portions becomes confusing, not clear, poorly defined, and incorrectly discussed.

Khuong and Yen (2016) argued that individuals experiencing role conflicts must go through more than two pressures at one-go and end-up following to one of the pressures. Chinyere et.al., (2019) explained that role ambiguity also occurs when workers goes through tough times trying to regulate more than two roles at similar periods. When individuals deal with role conflict (role ambiguity) they experience a huge crash in success, being immunologically loss with actuality and emotional challenge. Goswami, (2015) mentioned in his studies that role ambiguity was unpleasantly associated to various areas such as strategic planning and decision making. Briefly, whenever a worker's career is being closely associated to other subordinates, the influence of role ambiguity is higher when we compare it to those workers' whose job is relatively independent.

2.2.6 Lack of motivation

Siegrist, (2017) defined motivation as an internal process that drive people to strive in order to achieve their goals. Motivation is one of the main important notions of psychological process in which leaders might inspire progress to their corresponding peers in attaining specific objectives.

Kordee et al., (2018) suggested that motivation is considered as an influential tool that reinforce activities and triggers the leaning to go on. It also plays as a driver to satisfy and unsatisfied wants that encourages a performance that are impartially set. Because of the present unstable and competitive market, many companies are struggling to strive for existence, thus, it is very essential for any corporation to motivate their workers' in order to flourish over evaluation of the performance of employees' (Ahmed & Ramzan, 2015). The studies of Basit et.al., (2017) indicated that lower productivity occurs because of key factors such as being poorly compensated, feeling unappreciative, low motivation, and low working morale.

Harshana (2018) also proposed that if institutions exercise motivating their workers', their workers' will sooner or later line up their objectives with the institute and be a better performer;

they will constantly look forward to progress in their job even if they are working under any stressful situations.

Workers' are considered as the key cause of advantages for corporations in the sense of competition in business. Thus, one may possibly determine if the company will raise or live on be influenced by in what way they motivate their workers' (Sangeetha et.al., 2017). All workers' are not similar, they entirely have various abilities, diverse visions, physiological desires that inspires them, so it is very essential that the corporation stay for some time to seriously evaluate what's vital to motivate their worker so that they can see a better devotion, productivity, and performance (Khuong and Yen, 2016).

2.2.7 Working environment

Obirih (2014) defined working environment as "the physical geographical location as well as the surroundings of the workplace, such as a factory site or office building". Additional aspects associated to the place of work, which can lead to the quality of working environment consists of working relationship, noise level and the quality of the air.

The studies of Khuong and Yen (2016) has confirmed that when the working environment is attractive to workers, they will adore the working manner and can perform more efficiently than those who feel sore. So, it is very essential for leaders to take into consideration their workers' place of work aspects carefully.

Corporations realize that their workers spend most of their times at their job, that is the intention why organizations requisite to actions to be assured that the working environment is favorable for workers to be gratified, creative, and engaged in the place of work (Ratnawat & Jha, 2017).

According to Zafar et.al., (2016) the main important features of a working environment are organizational culture, Physical environment (consists of layout, size, location, facilities, equipment, size and furnishings) and Working conditions (Such as the terms of employment, Work-life balance, Healthy lifestyle, work place safety).

2.2.8 Job performance

According to ILO (2016) report Job performance is defined as a set of managerial behaviors that express how employees do their jobs. Job performance is the most critical subject which plays a

vital role in accomplishing organizational performance. Mkumbo (2014) defined performance as the employee's ability to produce work or goods and services according to the expected standards set by the employers, or beyond the expected standards.

Soori et al. (2015) Argued that job performance contains a quantity and quality of results driven from individual or group struggle completion. In another meaning job performance can be described as the ability of individuals to achieve their respective work aims, then meet their expectations, achieve benchmarks or accomplish their organizational goals (Anandi et al., 2017).

Performance is an extremely important criterion that related to organization outcome and success. The process of being evaluated and appraised can be experience for all. It must be recognized that performance appraisals are anxiety provoking, both individual being examined and someone doing judging and appraising. Sometimes, the person making performance judgement faces the threat in some cases, as well as interpersonal strains and the responsibility of making decisions which can affect an individual's livelihood (Nyangahu & Bula, 2015).

Smith et al (2012) believes that it is useful from a managerial standpoint to consider several forms of counterproductive behavior that are known to result from prolonged stress. Yahaya et al (2014) believes when specifically, regarding stress in the workplace, contemporary accounts of the stress "process" often follow the notion of stress as resulting from a misfit between an individual and their environment, where internal or external factors push the individual adaptive capacities beyond his or her limit.

2.2.9 Work related stress

According to ILO (2016) stress is the destructive emotional and physical reaction resulted from a mismatch between the perceived resources, demands and abilities of individuals to deal with those demands. Work-related stress occurs when the expectations of the organizational culture of a firm mismatches the abilities or knowledge of an employee to cope or when the demands of the work mismatches the needs, resources and capabilities of the employee and it is described by the work design, employee relations, and work organization.

Sehlen et al. (2014), defines work related stress, a state in which certain features of the work condition are supposed to cause poor physical or psychological health problems. Work place stress arises when abilities are exceeded by demands, while work related strains are responses caused from the experience of stress.

2.2.9.1 Types of stress

According to (Chinyere et al., 2019; Imrab et al., 2014; Nyangahu & Bula, 2015) work related stress can be categorized into two: (A) Positive stress (eustress), which is helpful in a situation we might sense challenged, However the causes of stress will be possibilities that are significant to us, They assist in providing us with the desire and energy in attaining our aims and fulfilling our responsibilities. The model assumes that at a zero level or low level of stress, the person cannot face any challenge so that he/she is not possible to suggest any good performance, However at an average level of stress an individual will deal with a high performance, For instance when managers put a deadline, since there is stress employees will work harder in order to attain their organizational objectives. Zafar et al (2015) explains that Several of Company's management consider that setting a certain level of stress on workers can promote a workers performance. As Nyangahu & Bula (2015) supported Positive stress ; and a lot of studies indicate that as work place stress increases, employees performance may increase at first but at some level begins to lower down (Adjei & Amofa, 2014). (B) distress is a state that occurs when a person experience pain or perceives a risk or loss which Can affect him/her badly (Siegrist, 2017).

According to Obirih (2014) Stress can be categorized into 4 main types, this are:

- ➤ Acute Stress: It is the most common and identifiable form of stress in which the individual knows the exact reason for why he/she is stressed. This type of stress has a short term effect or doesn't cause permanent harm to the body.

- ➤ Episodic acute stress: It is a condition in which the individual's life experiencing this kind of stress is very messy, out of controlled and all the time they seem to be facing multiple stressful conditions. Individuals who are prone to this kind of stress might not know it or admit it, are always late, in a rush, taking on too many tasks, might be devoted to a lifestyle that promotes stress, and consists of "TYPE A" personality.

- ➤ Chronic stress: It is a kind of stress which is defined as "unrelenting demands and pressures seemingly interminable periods of time". This type of stress wears people away day after day, year after year with no visible escape and grinds away both emotional and health of an individual which leads the person to a breakdown or death.

- ➤ Traumatic Stress: It is a severe stress reaction that is caused by intense experience or devastating events such as life -threatening accidents, a natural disaster and sexual assault. Many of the trauma victims recover gradually but for some individuals the physical and psychological symptoms triggered by the trauma remains.

2.2.9.2 Causes of stress

According to WHO (2014), the causes of work-related stress are classified as follows in the table below.

Table 2.1: Causes of stress

Work	Work-home interface	Person
Low participation	Difficulties in daily life logistics	Overcommitted
Job insecurity	Conflict of responsibilities and roles, particularly for women	Competitive, hostile
Lack of control (work pace, but also related to physical risks)	Domestic violence, physical assault, rape	Lack of self confidence
High work pace, time pressure	Family exposed to work-related hazards	
Sexual and/or psychological harassment	Home is the workplace	
Long working hours		
Poor career developments		
Low income		
Little support from colleagues and supervisor		

Source: WHO (2014), pp.20

In general, The ILO has identified ten types of psychosocial hazards, which are divided into two groups: "content of work" and "context of work" (ILO, 2016).

A. Content of work

Content of work (job content), refers to psychosocial hazards associated to work organization and working conditions. The impact of workload on employees' health was one of the first features of work to be studied. Both the amount of work to be done (quantitative workload) and the difficulty of work (qualitative workload) have been related to stress. The work pace (The speed at which work has to be completed and the nature and control of the pacing requirements) has to be considered in relation to workload. Content of work consists of several aspects which are harmful, such as lack of opportunity to learn, low value of work, uncertainty (it can be stated in various methods, involving uncertainty about desirable behavior, lack of performance feedback, and job insecurity or uncertainty about the future), high attention demands, lack of task variety and repetitiveness in work, low use of skills, conflicting demands and insufficient resources (ILO, 2016).

Many of the literature on job schedules emphases on night and shift work and long working hours. These aspects are related to reduced length and poor quality of day time sleep, upsetting biological circadian rhythms, and conflicting work-home demands which contribute to increasing the level of stress and fatigue. A lot of researches have examined the effects of physical hazards on stress and evidences proposes that poor physical working conditions (Such as the workplace layout and exposure to harmful agents) can affect both employees' experience of stress and their physical and psychological health (Nyangahu & Bula, 2015).

B. Context of work

Context of work (job context), consists of psychosocial hazards in the organization of work and labor relations such as role in the enterprise, organizational culture and function, interpersonal relationships at work, career development, home-work interface and Participation in decision making. Features of organizational culture and function are mainly important: the organization as a task performance environment, and as a development environment, and as a problem solving environment. Existing evidence advocates that if the organization is perceived to be poor in association with these environments, then this is possibly to be related to increased levels of stress (ILO, 2016).

2.2.9.3 Effect of stress on human body:

Rubina et al., (2018) specified that stress might result in psychological, physiological and behavioral effects:

Behavioral: Stress might cause people to be excitable, jumpy, and irritable. It's effects might cause some people to smoke, drink, overuse either the computer or television, and negligence of the appropriate nutrition.

Physiological: Some of the physical impacts of stress on our body includes headaches, heart diseases, blood pressure, loss of sexual desire, chest pain, Aches, low energy, insomnia and Nervousness.

Psychological: The response to strain might reduce the capability to work or to effectively cooperate with other people, and difficulties in making good decisions. Stress also plays a great role in depression and anxiety (Seibt et al, 2014).

2.2.9.4 Effect of stress on workers' health, safety and wellbeing

According to Goswami (2015) the effect of stress on employee's wellbeing may differ regarding to individual response; yet, high level of stress may contribute to increasing health-related injuries, including behavioral and mental disorders such as depression, anxiety, exhaustion, and burnout as well as other physical injuries such as musculoskeletal disorders and cardio-vascular disease. Many researches advocate that human error takes a minor part in workplace accidents and that harmful behavior is driven by lack of training, efficiency, time management pressures, and is not essentially due to a specific employee (Goswami, 2015; Harshana, 2018; Rubina et al., 2018).

A lot of researches are examining the relation of poor psychosocial working conditions and occupational stress with higher risk of work related accidents (Ali et al., 2017). The capability of either physical or cognitive symptoms of occupational stress may rise the possibility of momentary disruption, failure in ordinary activities or faults in judgment (Lazarus, 2016).

According to Ahmed & Ramzan (2015), factors such as low skill discretion, high workload and job demands, conflicts with supervisors and colleagues, low decision latitude, lack of organizational support are related to an increased possibility of injury in a work related accident. Other Findings also shows that burnout is negatively associated to safe working practices, increasing the possibility of workplace injury (Ejaz et al., 2018).

A study by Adjei &Amofa (2014) indicates that stressful working environment may affect workers' wellbeing by directly contributing to unsafe lifestyle manner which might rise health risks. A number of studies focus on the correlation among psychosocial risks, working conditions and alcohol abuse, indicating that perceived strain, workplace harassment, effort-reward imbalance, and workload are the main factors for risky drinking (Nyangahu & Bula, 2015; Ratnawat & Jha, 2017; Zafar et al. ,2016). A study by Obirih (2014) indicates that variances in psychosocial risk exposure between women and men indicate diverse forms of tobacco consumption: effort-reward imbalance and high demands are related to smoking in women, while for men the main psychosocial risks associated with smoking are work pressure, long working hours, and higher work place stress. The Effects of such harmful behavioral patterns is evident, as every year around three million deaths are caused by alcohol consumption

and over six million are caused by tobacco. Therefore, decreasing occupational concerns linked to these harmful lifestyles contributes to the general health of the population (Goswami, 2015).

2.2.9.5 Effect of stress on job performance

Several study's stated about the effect of stress but a lot of them only discusses the impact of stress on particular features of job. Therefore it is essential to understand the various aspects of job that are possibly to be affected by strain. Harshana (2018) argues that job performance consists of four aspects; these are administrative performance, human performance, general performance, and technical performance. According to Rubina et al., (2018) job performance is the outcome of three factors working together: The nature of working environment, effort and skill. Ahmed & Ramzan (2015) argues that the total concern for companies is the performance of their workforces regardless of factors and situations. Meaning that the final success or failure of company's is determined mainly by the performance of their workers.

Kordee et al., (2018) mentions that Stress has an essential impact on organizations and employees performance and it horribly affects the well-being of workers. The Research conducted in western countries has indicated that the causes of stress (Occupational Stress Inducers) are negatively associated with the health and job satisfaction of workers (Ahmed & Ramzan, 2015). The study by Nyangahu & Bula (2015) on impact of stress on employee performance among teaching faculty found that there is a negative correlation between organizational structure and employee performance. Rubina et al. (2018) also found a negative correlation between occupational stress and employee performance. Yet male workers were found to be affected more than the female workers.

Chinyere et.al., (2019) tested a correlation between work stressors such as role conflicts, home-work interface, ambiguity, relationship with others, performance pressure and workload pressure on one side and employees performance on the other side with motivation as intermediary and found that home-work interface, relationship with others, performance pressure, and workload pressure have a negative relation with job performance while role ambiguity and role conflict are found to be positively related with job performance. According to Imrab et al. (2014) the performance of bank workers is reduced because of stress. Similarly Ahmed & Ramzan (2015) found a negative relationship between stress and employees performance.

Several of study's supported a negative correlation between work-related Stress and job Performance (Ali et al., 2017; Harshana, 2018; Ahmed & Ramzan, 2015) however only some of them found positive correlation between the two variables. Revenio (2018) Proposes that strain is not at all times bad for workers. It might be assumed that strain up to certain level is good for workers performance which is supported by a lot of scholars (Goswami, 2015; Mathews & Khann, 2016; munandar et.al., 2019). Ratnawat & Jha, (2017) study's also proposed that a lifestyle without strain isn't possible and might not be rejected at all. Positive strain is crucial for people which enable them to perform best by bringing them into action. The research conducted by Ali et al. (2017), on occupational stressor and employees' performance also shows that there is positive correlation between work load, role ambiguity, and workers Performance. The study also indicates that the absence of job alternative and excitement of workers are the reasons for the positive correlation.

2.3 Priorities for empirical investigation

According to Sehlen et al., (2014) Stress have a major effect on employee turnover. The rate of turnover differs from organization to organization. There is higher level of turnover in private organizations than public organizations. It also varies from region to region, the highest levels are found where the rate of unemployment is lower and where people find it easy to get alternative employment. In some conditions organizations can be positively benefited from employee turnover. This can occur when a more skilled employee replaces the poor performers and younger ones replace the old ones (the retired).

Prem et.al., (2017) argued that Employee turnover might be costly because it requires to take various costs into account such as cost of covering during the period in which there is a vacancy, administrative costs for recruitment, training cost for the new employee etc. Turnover results from various reasons. In some situations new career attracts workers and pull them to leave the old one. Employee might also leave there job due to domestic circumstances when someone reallocates with their partner or due to dissatisfaction in their current work. Not having a good relationship with the management might be a main reason for employees to leave their careers. It's comparatively unusual for people to leave there careers in which they are glad even offered by a greater wage elsewhere.

According to Ratnawat & Jha, (2017) an absence of appropriate training and development is also main reason for voluntary turnover. Workers desire security of their careers. Turnover might be

reduced through seeing various preventive measures by the management. This might consists of Maximization of opportunities for individual workers such as accommodate individual preferences on working hours, regular appraisals, offering job security with a good working atmosphere, offering training to Supervisors and managers for an efficient control before assigning or upgrading them, etc. Since the reasons mentioned above can increase the stress level of employees and leads to employees turn over it will finally results in the reduction of the organizations profitability.

Ahmed & Ramzan (2015) mentions that work place stress decrease the morale of workers. Workplace events play a vital role in altering workers morale such as lack of union representation, employees being mistreated, cancelling benefits programs, heavy layoffs, low wages, cancellation of overtime, and sick building syndrome. The Factors impelling morale of workers within the workplace can be demonstrated through the below given attributes: composition of team, realistic prospects for merit-based promotion, management style, the perceived status of the job being done by the company as a whole, Job security, organizational culture, the perceived economic or social value of the job being done by the company as a whole, workers feeling that their contribution is evaluated by their employer. Bruckner and his co-workers studied in 1992, the effects of economic need to work on employee attitudes and job insecurity in order to determine the impact of downsizing. In the study, they decided to use work effort as a measure of job attitudes. The findings of the research indicated that increased job insecurity coupled with increased need to work, caused in high work effort leading to a layoff. Increased job insecurity coupled with fewer need to work leads to in no variation in the degree of work effort. During downsizing it's expected that there will be a high stress level in the organization in that there will be high levels of job insecurity, workers with a lower need to work will have no change in work effort, while those with a higher need to work will have an increased work effort (Harshana, 2018).

Kordee et al., (2018) explained that an inverted U relationship is the most studied form of stress and individual performance. It means that an adequate degree of stress stimulates the body to perform while a too lower or too higher level of stress has a negative effect on performance. Adjei & Amofa, (2014) argues that the inverted U pattern might also clarify changes in stress intensity as well as the reaction to stress overtime. "The concept that stress has negative effects

on employees, and consequently affects the performance of companies is shared by numerous scholars (Rubina et al., 2018; Chinyere et.al., 2019).

Figure 2.1: The inverted - U relationship between pressure and performance
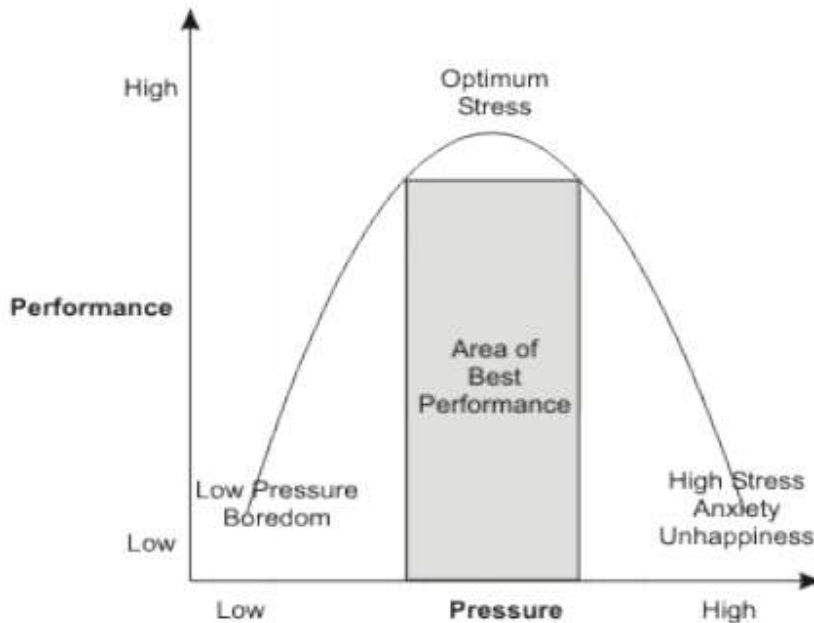
Ratnawat & Jha, (2017) remarks that "overtime stress response exerts a generalized wear and tear on the body" and employees performance is highly affected by unhealthy body. However Zafar et.al., (2016) argues that optimal degree of strain at work will help workers to do their job at their optimal level. When workers develop adequate challenges, they develop optimal degree of strain. Consequently, Ahmed & Ramzan (2015) and Lazarus, (2016) argues that a certain level of workers strain is useful to the company and will rise the company's profits.

Imrab et.al., (2014) in their study mentioned that stress is a major contributing factor to absenteeism, higher health care cost for workers and reduced quantity and quality output, increased employee turnover and corporate inefficiency. Siegrist, (2017) have done a research to study the reasons for job stress among the primary teachers in Kenya. In this study he found that strain has a negative effect on the teacher's performance. Similarly, according to Goswami, (2015) strain has a negative impact on the performance of the hotel employees. In the study Goswami collected data from 300 hotel workers and the findings of the study indicated that due to physical illnesses, stressful workers get absent from work.

According to Ali et al., (2017) work place stress is challenge for organizations and an increased level of job stress results in lower productivity and other employee problems. They further argued that companies should find a system to address the concerns of work related stress since it poorly affects the performance of workers. Ejaz et al., (2018) mentions that while company's concerns are several and diverse, they share one thing in common, Strain costs company's money. Prem et.al., (2017) states that the higher the level of stress encountered by workers in their life tends to decrease their performance which finally affects the performance of the organization negatively.

In general, the findings of various empirical researches shows mix results concerning how the performance of employees is affected by work related stress. A number of current findings revealed that working environment, role ambiguity, lack of motivation, work overload, working relationship, career development and a lot of other factors have an effect on the performance of employees (Basit et.al., 2018).

2.3.1 Empirical evidence

As explained by Radhakrishnan and Joy (2014) Work overload comes to be an obvious issue in most corporations. Now days a number of studies indicate that the effects of work overload on the performance of employees, leads to an increased level of stress and results in lower productivity and other employee problems (Kitronza, 2016). Rajaram et.al., (2018) revealed that work overload can alter the attitude of workers towards risk. Moreover, it also increases the stress level of workers that ultimately might inhibit them from thinking strategically (Jalagat, 2017).

Basit et.al., (2018) relates role ambiguity with anxiety. Ambiguity conceived from beyond difficulty of peoples understanding and from the growing demands. Khuong and Yen (2016) States that unclear responsibilities with inappropriate guidance leads to stress and lower productivity. Workers who face role ambiguity experience challenges in attaining their performance goals. The studies by DharaKachalia and Caral Lopes, 2016 revealed that workers' experiencing an increased level of role ambiguity were associated with lower performance. Role ambiguity is destructive to the performance of employees and has been intensely designated by (Madala et.al., 2014, Kashif et.al, 2015, Jalagat, 2017).

The findings of the study by Harshana (2018) indicated that work load is one of the main factors which affects employees performance negatively and when workload increases the stress level of

employees also increases. Similarly the studies of Kordee et al.,(2018), Obirih (2014), and Sangeetha et.al. (2017) also shows that workload increases employees stress level, which in turn affects their performance negatively. However the findings of some of the study's such as Revenio (2018), Velnampy and Aravintham (2015), and munandar et.al. (2019) indicates a positive relation between work load and employees performance.

The research by Khuong and Yen (2016) entitled "Investigate the Effects of Job Stress on Employee Job Performance: A Case Study at Dong Xuyen Industrial Zone, Vietnam" the results of the study indicates that working factors such as Work Overload, Role Ambiguity, and Working Environment affects the performance of employees and all of the working factors have significant and negative influence on the performance of employees. In similar cases the study's of Imrab et al., (2014), Siegrist, (2017), and Zafar et al. (2016) indicates that Lack of motivation and role ambiguity have a significant and negative influence on the performance of employees. However the study's of Jayaweera (2017), munandar et.al. (2019), and Nyangahu & Bula (2015) shows that working environment has a positive and significant effect on the performance of employees.

2.4 Conceptual framework

The background profile of respondents, Work overload, Role ambiguity, lack of motivation and working environment are the independent variables used in this study while the dependent variable is employees' performance.
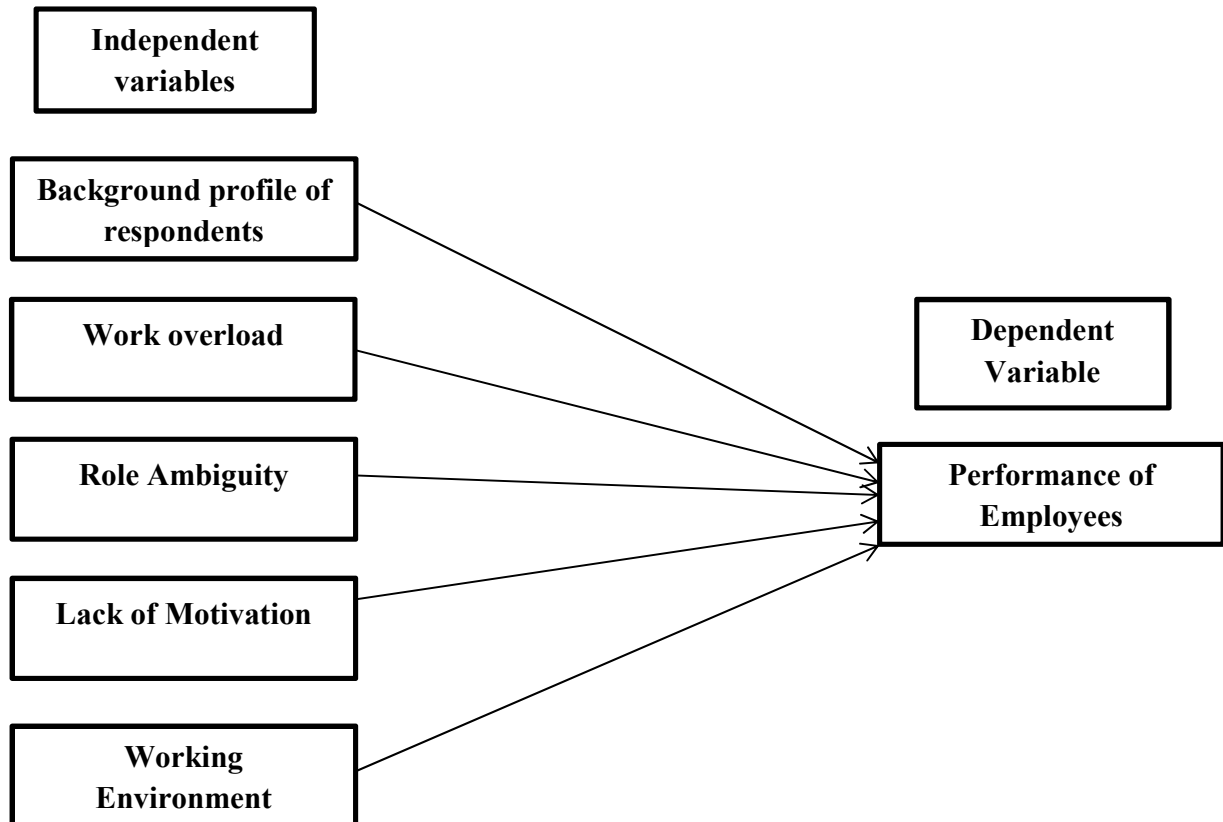
Figure 2.2: Conceptual framework of the study

SUMMARY

There are various theories of stress. However, the most commonly used work related models are the transactional theories of work-related stress, Interactional theories of stress, and the Allostatic Load Model of the Stress. There are various causes of work-related stress which can be grouped into two categories: "content of the work" and "context of the work". Many of the studies reviewed by the researcher supported negative correlation between occupational Stress and job Performance. However; some of them found a positive correlation between the two variables. Several of the studies has constantly discovered that; working conditions affects the degree of stress and numerous physical and mental health problems experienced by employees. In general, the findings of various empirical researches shows mix results concerning how the performance of employees is affected by work related stress. A number of current findings revealed that working environment, role ambiguity, lack of motivation, work overload, working relationship, career development and a lot of other factors have an effect on the performance of employees.

CHAPTER THREE

RESEARCH DESIGN AND METHODS

3.1 Introduction

Research methodology is the techniques or procedures which are used to identify, select, process, and analyse the data regarding to a specific research topic (Creswell, 2014). In order to allow readers to critically evaluate a researches overall reliability and validity, the methodology section is a basic part of a research paper (Clandinin, 2007). Tashakkori and Teddlie (2010) Suggests that the methodology section must contain the type of the study, how its collected and analyzed and any materials or tools used in the study and the researchers rational for selecting the methods.

This section illustrates how the study results at the end have achieved in line with meeting the objectives of the research. It comprises the research methods of the study from the research plan to the outcome dissemination. The key aim of this section is to provide an overview of the research design and methodology used to examine the research problem. Hence, Research design, Research approach, Research type/strategy, Research methods, Population, Selection of Participants/respondents, Data collection, Data analysis, measures for trustworthiness and Ethical considerations are discussed below.

3.2 Research design

Is a set of procedures or the general Strategy of investigation which enables the researcher to find answers to research problems. It's a very important part in order to have a successful research (Creswell, 2014). In general, three types of research designs are often used by Researchers. These are Exploratory, descriptive, and Causal Study's. This study is a causal research type which is mainly concerned with examining the cause and effect relationships among the variables.

The reason for choosing this type is, such type of studies are related to a higher levels of internal validity, it allows to gather significant data on the dependent (Employees performance) and independent (Back ground profile of respondents, work overload, Role ambiguity, lack of

motivation) variables, to investigate the relationship between these variables and analyze them using the appropriate methods.

3.3 Research approach

There are three main approaches of research design available in Social science this are; qualitative, quantitative, and mixed methods. In this study quantitative method is used in data collection and analysis. The reason for choosing this approach is: Data collection occurs rapidly and it allows to analyse the data quickly when compared to other methods, The Study done using this approach is anonymous (No need to provide personal information, due to the researcher can verify that persons fit in the demographic profile of its Study group), the possibility of generalizing your findings and it provides a reliable and repeatable information.

3.4 Research methods

In order to arrive at the end-result of the study a quantitative method was applied. In order to collect data a five-point likert scale questionnaire was designed in which 1 represents " strongly disagreed" , 2 represents "disagreed" , 3 represents " neutral", 4 represents " agreed" , and 5 represents " strongly agreed". Secondary data collection methods were also applied in order to collect a significant data for the research. The final step was analysing and interpreting the data. This section covers the procedures, tools and techniques in gathering and analysing data in which each of them are discussed below in a separate sub-sections.

3.4.1 Population and sampling technique

Shints Etp Garment Plc is one of the largest Garments in Ethiopia. The total Number of employees working in the company is 4700. The production line is the main section where employees are affected by work related stress and there are 2400 employees working in this section. In this study probability sampling design was employed and respondents were selected using systematic sampling technique in order to draw samples from the total population in the production department.

According to Ajay & Micah (2014), There are different ways to determine sample size; For this case the researcher have chosen to rely on Yemane (1967) sampling formula, which is appropriate for small size population.

$.n = N / [1+N(e)^2]$

$n = 2400 / [1+2400(0.05)^2]$

n = 343

Where,

n= Sample Size

N= Total Population Size in the production line and,

e= the standard error with 95% confidence level.

So from the above formula for a size of total population in the production line 2400; sample size = 343. The Sample consists of Operators, officers, sub leaders, team leaders, inline quality inspectors, and end line quality inspectors which were selected to fill questionnaires.

3.4.2 Data collection

In order to collect data which is relevant to the study both primary and secondary sources of data were used by the researcher while doing this study. According to Clandinin, (2007) the primary source of data is data collected by the researcher that gives a direct evidence about what is being researching. Meaning that it provides raw information and first hand evidence. Examples include experiments, surveys and interviews. While the Secondary source is data that has been collected and re-analysed from primary sources and it provides a second hand information and commentary from other researchers. Examples include organizational records, information collected by government departments, and censuses. The techniques which were used by the researcher in order to collect the primary data consist of using questionnaires by setting close ended questions and observation. The secondary sources of data include websites and organizational records.

3.4.3 Methods of data analysis

After all the data was collected from the Sample employees using questionnaires it was coded and entered into SPSS (Statistical package for social science) version 23 and the appropriate analysis of the data was done using both descriptive and inferential statistical measures.

The demographic characteristics of respondents and the responses of respondents towards each variable were analyzed using Descriptive statistics (frequency, mean and standard deviation).

The relationship among the dependent variable and independent variables were analyzed using the correlation technique. Before proceeding to the main regression analysis the assumptions of multiple regression (Normality, linearity, Homoscedasticity, and Multicolinearity tests) were

tested and after that the regression analysis was done in order to determine the effects of the independent variables (work load, role ambiguity, lack of motivation, and working environment) on the dependent variable (employees performance).

Finally based on the statistical results obtained a mathematical equation was developed using the independent variables (Work overload, role ambiguity, lack of motivation, and working environment) and dependent variable (employees performance) of the study.

3.4.4 Validity of the instrument

According to Taherdoost (2016) Validity describes how well the data collected covers the actual area of the study. Fundamentally it means "measure what is intended to be measured". content validity encompasses the measurement of a new survey instrument to confirm that it consists of all the items that are crucial and excludes unwanted items to a specific construct (Oluwatayo, 2012). The questioners used in this study are adapted from past literatures related to the topic with some adjustments. Before distributing the questionnaires to the respondents a pilot survey was applied on 10 respondents and the researcher has made some modifications on the items based on the respondent's feedback.

3.4.5 Reliability of the instrument

According to Johnson et al., (2010) reliability deals with the degree to which a measurement of an instrument delivers consistent and stable outcomes. Cronbach Alpha coefficient is the widely used measure for internal consistency (Taherdoost, 2016). Oluwatayo, (2012) Proposes that it's a fair reliability for coefficient alpha between 0.6 and 0.7 , good reliability between 0.7 and 0.8, and a Very good reliability between 0.8 and 0.95. The reliability of the construct items under each variable were evaluated using Cronbach's coefficient alpha. The overall reliability for the 26 items was 0.723. The results of the reliability test under each variable were also within the acceptable range and it is presented in the table below.

Table 3.1: Reliability test

Variable	Number of items	Cronbach's Alpha
Work overload	5	.828
Role ambiguity	5	.940
Lack of motivation	5	.715
Working environment	6	.861
Employees performance	5	.795

Source: Data Survey SPSS output, 2020

3.5 Ethical considerations

In doing this study the researcher takes into consideration the following ethical issues seriously: respect for privacy (Such as not mentioning the name of participants in the report), requesting the willingness of respondents to participate in this research, explaining the objectives of this research and providing all the necessary information's to participants regarding to the study area.

3.6 Summary

In this section of the study the techniques or procedures which were used to identify, select, process, and analyse the data were discussed. In this study a quantitative method was applied in data collection, analysis and integration and it's a descriptive type of research. Sample respondents for the study were selected using Yemane (1967) sampling formula, which is appropriate for small size population and the Sample Size for the study was 343. Both primary and secondary sources of data were applied. The Statistical Data was analysed using Statistical package for social sciences (SPSS) version 23 Software. Data analysis and interpretation is discussed in detail in the next section of the study.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

In the previous chapter the research design and methods used in this study were presented and discussed in detail. The main objective of this section is to analysis the data collected and to present the results of the study. The demographic characteristics of the respondents, the descriptive statistics of all the variables used in this study, the correlation among the variables (the strength of association between two quantitative variables), the regression analysis (use of various independent variables to predict the outcome of a dependent variable), and the results of hypothesis testing are presented and discussed in detail.

4.2 Research process

The first step for collecting data was asking the university to write a letter of cooperation for the garment then after receiving the letter the researcher has submitted to the management of the garment and after getting permission from the company; with the help of his friends the researcher has distributed 343 questionnaires to the employees. For employees who got any difficulties on the questionnaires the researcher and his friends has explained it to them. For respondents who speak only Amharic language the questionnaires were translated to Amharic and an Amharic version of the questionnaires was distributed to the respondents. In order to make the collected data suitable for the analysis, all questionnaires were screened for completeness. All returned incomplete questionnaires were considered as errors and removed from the survey data and from 343 questionnaires 321 were completely filled and returned which is 93.58% response rate. Statistical package for social sciences (SPSS) version 23 was used in analysing the statistical data.

4.3. Demographic characteristics of respondents

The first section of the questionnaire contains general information (Demographic data) of the respondents such as Gender, age, level of education, marital status, service year and current job position in which each of them are presented in the tables below.

Table 4.1: Background profile of respondents

		Frequency	Percent	Valid Percent	Cumulative percent
Gender	Male	130	40.5	40.5	40.5
	Female	191	59.5	59.5	100.0
	Total	321	100.0	100.0	
Age	Below 25	115	35.8	35.8	35.8
	25-34	175	54.5	54.5	90.3
	35-44	26	8.1	8.1	98.4
	45-54	5	1.6	1.6	100.0
	Total	321	100.0	100.0	
Level of Education	Diploma	64	19.9	19.9	19.9
	Bachelor Degree	145	45.2	45.2	65.1
	Masters	1	3	3	65.4
	Other	111	34.6	34.6	100.0
	Total	321	100.0	100.0	
Marital Status	Single	209	65.1	65.1	65.1
	Married	108	33.6	33.6	98.8
	Divorced	4	1.2	1.2	100.0
	Total	321	100.0	100.0	
Length of Service Year	1 year	103	32.1	32.1	32.1
	2 years	131	40.8	40.8	72.9
	3 years	53	16.5	16.5	89.4
	4 years	19	5.9	5.9	95.3
	5 years	15	4.7	4.7	100.0
	Total	321	100.0	100.0	
Current Job position	Operator	122	38.0	38.0	38.0
	Sub leader	44	13.7	13.7	51.7
	Officer	44	13.7	13.7	65.4
	Team leader	22	6.9	6.9	72.3
	Other	89	27.7	27.7	100.0
	Total	321	100.0	100.0	

Source: Data Survey SPSS output, 2020

As presented in the table 4.1 above the demographic data for gender indicates that out of 321 respondents majority of them were female which consists 191 (59.5%) of the study group and the other 130 (40.5%) were male. This means that female employees play a highest role in the garment.

Moreover in the research questionnaires five age groups were included (The fifth one was age group of 55 and above); However as indicated in the table 4.1 above the demographic data for age indicates that all of the respondents were in the four age groups (No one was in the age group of 55 and above) and majority of the respondents were at the age between 25 and 34 which covers 175 (54.7%) of the sample. Followed by age group below 25 which covers 115 (35.8%). The other 26 (8.1%) were at the age between 35 and 44. And only 5 respondents (1.6%) were at the age between 45 and 54. Since most of the respondents in this study were at the youngest ages it makes it easier for the researcher to communicate with them easily and they also have a highest contribution on the productivity of the organization and on attaining its goals.

According to the above table 4.1 the level of education of respondents indicates that out of 321 respondents only 1 of them (3%) was Master's degree holder, 145 (45.2%) were first degree holders, 64 of the respondents (19.9%) were diploma holders, and 111 of the respondents (34.6%) dropout of high school. This implies that since majority of the employees working in the garment have finished there higher level of education so that it makes it easier for the respondents to understand and be easily aware of the issue and assist the researcher to get a relevant data regarding to the study.

In addition the marital status of respondents indicates that 209 of the respondents (65.1%) were single, 108 of them (33.6%) were married and only 4 respondents (1.2%) were divorced. This implies that majority of the employees included in this study were unmarried ones which makes most of their focus to be on their day to day tasks than the married ones which have a lot of responsibilities in their daily lives and due to this it have its own advantages for the researcher to get all the necessary information regarding to their jobs.

On the other hand the length of service year of respondents as shown in the table 4.1 above implies that the respondents have served the garment from 1 year to 5 years. Out of 321 respondents 131 of them (40.8%) have served the garment for 2 years. Respondents with frequency of 103 (32.1%) have worked in the garment for 1 year. While 53 (16.5%) have served the organization for 3 years. The other 19 (5.9%) have served the garment for 4 years and only

15 respondents (4.7%) have a service year of 5 years in the company. This indicates that since the garment have started its operation in Ethiopia before five years majority of the employees included in this study doesn't have longer years of experience in the garment. However due to the research questionnaires were prepared in an easier way for employees to understand and it doesn't need that much experience to answer, it was possible to get all the relevant information for the study from employees who have one year and above experience in the garment.

Finally as presented above in the table 4.1 majority of the respondents were operators which consists 122 (38 %) of the sample. Sub leaders and officers each consists 44 (13.7%) of the study group. Only 22 (6.9%) of the study group were team leaders. The other 89 (27.7%) of the sample were production manager, in line quality inspectors, and end line quality inspectors. This implies that the study covers almost all job positions in the production department and most of the employees included in this research were operators which play a major role in the production department.

4.4 Descriptive statistics

This section illustrates the summary of the descriptive statistics of all variables which were evaluated using a 5-point likert scale. Different statistical data analysis tools like frequency, mean, percentile, and standard deviation were used. Madala et.al., (2014) argued that for a 5 point likert scale questionnaires a mean score value above 3.75 is considered as high, between 3.35 and 3.75 is considered as moderate and below 3.35 is considered as lower. Therefore analysis of the collected data is described below

4.4.1 Work overload

Table 4.2: Employees response to work overload

Description	SD		D		N		A		SA		mean	St. dev
	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%		
I'm experiencing massive work load in my current organization	-	-	9	2.8	55	17	212	66	45	14	3.91	0.6
Excessive work load affects employees' productivity negatively	5	1.6	14	4.4	36	11	237	74	29	9	3.84	0.7
The company i am currently working is not willing to hire additional manpower to unload the additional workload	2	0.6	4	1.2	80	25	228	71	7	2.2	3.73	0.5
When overloaded with work, there is a potential of misunderstandings among subordinates and even with superiors	-	-	3	0.9	26	8.1	286	89	6	1.9	3.91	0.4
When overloaded with work, an employee is likely to be affected with Stress	-	-	2	0.6	50	16	265	83	4	1.2	3.84	0.4
Average		0.4		1.9		15		77		5.6	3.84	
Over All Average Mean=3.8498, Agree= 82.16%, Neither agree nor disagree=15.38%, Disagree=2.42%												

Source: Data Survey SPSS output, 2020

As shown in the above table 4.2 majority of the respondents (82.16%) have agreed that they are experiencing massive workload, When overloaded with work there is a potential of misunderstandings among subordinates and even with superiors, and an employee is likely to be affected with Stress. While 15.38% of the respondents neither agree nor disagree and the remaining 2.42% have disagreed. The average mean score of the respondents for work overload is 3.8498 which indicate a high score. This means that employees of the garment are experiencing higher workload in their daily tasks.

4.4.2 Role ambiguity

Table 4.3: Employees response to Role ambiguity

Description	SD		D		N		A		SA		mean	St. dev
	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%		
I'm still unclear of my job role in my company	25	7.8	110	34	63	20	108	34	15	4.7	2.93	1.08
I'm still unclear about the limits of my authority in my present job	26	8.1	97	30	41	13	133	41	24	7.5	3.09	1.15
I'm still uncertain on how would i be evaluated for promotion in my company	13	4	93	29	45	14	152	47	18	5.6	3.21	1.05
I feel a lack of policies and guidelines to help me in my work	19	5.9	103	32	72	22	104	32	23	7.2	3.03	1.08
I have unclear objectives for my job	18	5.6	115	36	63	20	108	34	17	5.3	2.97	1.06
Average		6.3		32.3		18		38		6.1	3.04	
Over All Average Mean=3.049, Agree= 43.74%, Neither agree nor disagree=17.68%, Disagree=38.56%												

Source: Data Survey SPSS output, 2020

The above table 4.3 shows the average mean score of the respondents for role ambiguity is 3.0495 which indicates a lower score and its indicated that 43.74% of the respondents have agreed that they are unclear of their job roles, about the limits of their authority, on how they are evaluated for promotion and they feel lack of policies and guidelines to help them in their work. While 38.56% of the respondents have disagreed and the other 17.68% have Neither agree nor disagree. This implies that employees of shints etp garment experience some lack of clarity regarding to their job roles and responsibilities.

4.4.3 Lack of motivation

Table 4.4: Employees response to lack of motivation

Description	SD		D		N		A		SA		mean	St. dev
	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%		
I sometimes receive adequate acknowledgement when my work is really good	21	6.5	58	18	67	21	170	53	5	1.6	3.25	0.98
I'm unsatisfied with the motivational practices provided by the company	24	7.5	74	23	70	22	150	47	3	9	3.105	1.01
I feel unsatisfied with my present relationship status with my company management	14	4.4	16	5	206	64	76	24	9	2.8	3.15	0.74
The Financial rewards provided by the garment motivates me the most	24	7.5	56	17	62	19	174	54	5	1.6	3.25	1
I have the feeling that i'm repeatedly discriminated against at work	92	29	132	41	73	23	17	5.3	7	2.2	2.112	0.95
Average		11		21		30		37		3.4	2.97	
Over All Average Mean=2.974%, Agree= 40.02%, Neither agree nor disagree=29.78%, Disagree=31.86%												

Source: Data Survey SPSS output, 2020

According to the above table 4.4 the average mean score of the respondents for lack of motivation is 2.974 which is a lower score when compared to the mean scores for workload, role ambiguity, working environment and employee's performance. From the above table 4.4 it can be observed that 40% of the respondents agreed that they feel they are not satisfied with the motivational practices provided by the garment while 31.86% have disagreed and the remaining

29.78% have neither agreed nor disagreed. This means that employees of the garment don't give that much concern for the motivational practices of the garment.

4.4.4 Working environment

Table 4.5: Employees response to working environment

Description	SD		D		N		A		SA		mean	St. dev
	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%		
I am provided with the adequate resources needed to perform my tasks	5	1.6	19	5.9	20	6.2	273	85	4	1.2	3.785	0.64
I am working in a comfortable physical surrounding	18	5.6	27	8.4	48	15	207	64.5	21	6.5	3.579	0.94
I am working in favorable work conditions	9	2.8	46	14.3	55	17.1	198	61.7	13	4	3.498	0.88
All Employees are treated equally	10	3.1	38	11.8	178	55.5	89	27.7	6	1.9	3.134	0.76
The working environment enables me to develop my skills in my job	10	3.1	36	11.2	74	23.1	196	61.1	5	1.6	3.467	0.83
There is a good working relationship among employees	3	0.9	34	10.6	64	19.9	211	65.7	9	2.8	3.588	0.75
Average		2.9		10.4		22.8		60.9		3	3.508	
Over All Average Mean=3.508% Agree= 63.95%, Neither agree nor disagree=22.8%, Disagree=13.21%												

Source: Data Survey SPSS output, 2020

In the above table 4.5 it's indicated that the mean score for working environment is 3.5 which is considered as moderate. Majority of the respondents which is 63.95% have agreed that they are working in a comfortable physical surrounding, favorable work conditions, they are provided with the adequate resources needed to perform their tasks and a working environment which

enables them to develop their skills in their jobs. Only 13.21% have disagreed and the rest 22.8% have neither agree nor disagree. More over the overall average mean score for working environment was 3.5% which is considered as moderate. Therefore from the responses it can be concluded that shints etp garment has a good working environment.

4.4.5 Employees performance

Table 4.6: Employees response regarding to their performance

Description	SD		D		N		A		SA		mean	St. dev
	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%		
I am well trained in my job	-	-	32	10	128	39.9	155	48.3	6	1.9	3.421	0.69
I make some errors unintentionally when i am under pressure.	2	0.6	11	3.4	28	8.7	259	80.7	21	6.5	3.891	0.57
I am willing to accept my faults	10	3.1	32	10	83	25.9	192	59.8	4	1.2	3.461	0.81
I get a satisfied recognition regarding to my performance	47	14.6	85	26.5	79	24.6	101	31.5	9	2.8	2.813	1.12
I have a good communication skill with my colleagues and boss	4	1.2	32	10	127	39.6	150	46.7	8	2.5	3.393	0.75
Average		3.9		11.9		27.7		53.4		2.98	3.395	
Over All Average Mean=3.395, Agree= 56.38%, Neither agree nor disagree=27.74%, Disagree=15.88%												

Source: Data Survey SPSS output, 2020

The responses presented in the table 4.6 above indicates that 56.38% of the respondents have agreed that they are well trained in their job, they got a satisfied recognition regarding to their performance, have a good communication skill with their colleagues and boss, they make some errors unintentionally when they are under pressure, and they are willing to accept their faults. While 15.88% have disagreed and the rest 27.74% neither agree nor disagree. On the other side a Mean score of 3.395 for employees' performance indicates a moderate mean score. This means that employees of Shints etp garment have an average level of performance on their duties due to

experiencing high work load, uncertainty of their job roles and being unsatisfied of the motivational practices.

4.5 Reliability test

In the previous chapter the reliability test of the instrument was checked based on a pilot survey on 10 respondents. At this section the reliability test is done for the whole sample (on 321 respondents). The reliability of the items under each variable was evaluated using Cronbach's coefficient alpha. The overall reliability for the 26 items was 0.718. The results of the reliability test under each variable were also within the acceptable range and it is presented in the table 4.7 below.

Table 4.7: Reliability test

Variable	Number of items	Cronbach's Alpha
Work overload	5	.786
Role ambiguity	5	.872
Lack of motivation	5	.713
Working environment	6	.841
Employees performance	5	.762

Source: Data Survey SPSS output, 2020

4.6 Inferential statistics

4.6.1 Correlation analysis

According to Paulo (2019) Correlation analysis is a statistical technique which is used to measure the strength of association between two quantitative variables. The Pearson product moment correlation coefficient which is denoted by r shows the extent of the relationship between two variables. The symbol of correlation coefficient, r, can be within the range of -1 and 1. The variable can be either negatively or positively correlated. Negative correlation shows a negative association between two variables while a positive correlation shows a direct positive association between the variables. The association between two variables will be very strong if the correlation coefficient (r) is 0.7 and above, substantial if it's between 0.5 and 0.69, moderate if it's between 0.3 and 0.49 , low if it's between 0.1 and 0.29, and Negligible if it's between 0.01 and 0.09 (Pandey, 2017).

In this section to determine the degree of relationship between the dependent (employees performance) and independent variables (work overload, role ambiguity, lack of motivation and working environment) the correlation analysis is presented in the table 4.8 below.

Table 4.8: Correlation of variables

		Work load	Role ambiguity	Lack of motivation	Working environment	Employees performance
Work load	Pearson Correlation	1	.234**	.242**	-.156**	-.378**
	Sig (2-tailed)	.	.000	.000	.007	.000
	N	321	321	321	321	321
Role ambiguity	Pearson Correlation	.234**	1	.414**	-.297**	-.214**
	Sig (2-tailed)	.000		.000	.005	.002
	N	321	321	321	321	321
Lack of motivation	Pearson Correlation	.242**	.414**	1	-.261**	-.237**
	Sig (2-tailed)	.000	.000		.003	.000
	N	321	321	321	321	321
Working environment	Pearson Correlation	-.156**	-.297**	-.261**	1	.183**
	Sig (2-tailed)	.007	.005	.003		.001
	N	321	321	321	321	321
Employees performance	Pearson Correlation	-.378**	-.214**	-.237**	.183**	1
	Sig (2-tailed)	.000	.002	.000	.001	
	N	321	321	321	321	321
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Data Survey SPSS output, 2020

The outcome of the correlation analysis presented in the above table 4.8 indicates that work load in the garment is negatively correlated with the performance of employees and the association is

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moderate and significant at r= -.378 and p<0.01. The negative association between the variables indicates that when work load increases the performance of employees decreases. Role ambiguity is negatively correlated with the performance of employees of the garment and the association is lower and significant at r= -.214 and p<0.01. This indicates that an increment of role ambiguity in the garment causes the performance of employees to decline. Lack of motivation is negatively correlated with the performance of employees and the association is lower and significant at r= -.237 and p<0.01. This suggests that lack of motivation has a corresponding effect on the performance of employees' of the garment. The working environment of the garment is positively correlated with the performance of employees and the association is lower and significant at r=.183 and p<0.01. The positive association between the variables indicates that when there is a good working environment the performance of employees rises.

Therefore, from the results of the correlation analysis between the independent and dependent variables it can be concluded that any alteration in the independent variables, for instance an increment in work load, role ambiguity, and lack of motivation will have a negative effect on the performance of employees while a progress in working environment will have a positive effect on the performance of employees (dependent variable).

4.6.2 Multiple linear regression analysis

According to Pandey (2017) the multiple linear regression is a quantitative method that uses various independent variables to predict the outcome of a dependent variable. "The main objective of multiple linear regression is to model the linear relationship between the dependent (response) variable and independent (explanatory) variables". Particularly this multiple regression was done in order to determine the effects of the independent variables (work load, role ambiguity, lack of motivation, and working environment) on the dependent variable (employees' performance).

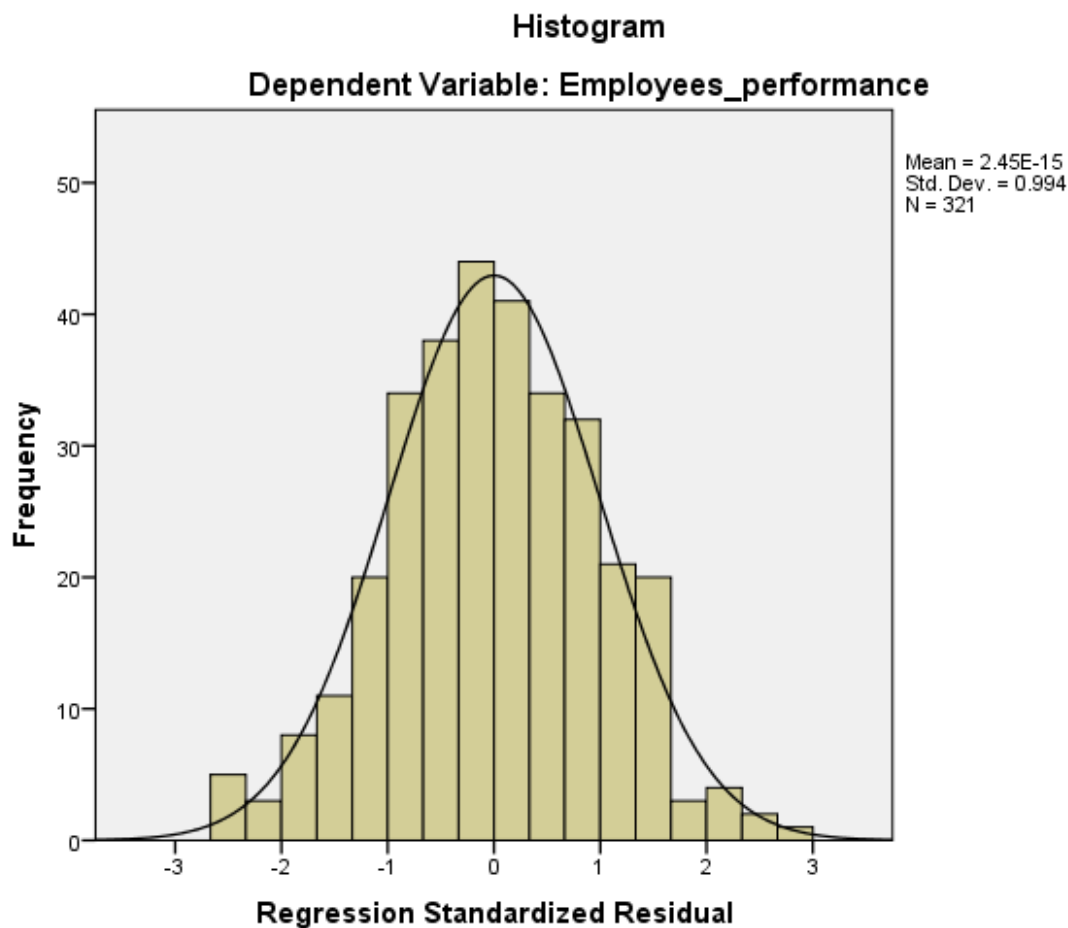### 4.6.2.1 Assumptions of multiple linear regression analysis

The studies of Williams et.al., (2014) suggests that its necessary to test the four assumptions of multiple regression before running the model. The assumptions are the residuals must be normally distributed, there must be a linear relationship between the dependent variable and

independents variables, Homoscedasticity must be present and no multicollinearity. The four assumptions of the multiple regression model are discussed below.

A. Normality assumption test

According to Williams et.al., (2014) residuals are the difference between the observed value of the outcome variable and the independent variable (in simple words they are error terms) and this residuals of the regression model must be normally distributed. The histogram figure 4.1 below shows that the residuals are normally distributed and have a bell- shape. The P-P plot in the figure 4.2 also indicates that the dots are very closer to the diagonal line and toughs it. Therefore, the residuals are normally distributed.

Figure 4.1: Normality test (Histogram)

Source: Data Survey SPSS output, 2020

B. Linearity assumption test

The other assumption of Multiple Regression is that the relationship between the independent variables and dependent variable must be linear. The linear relationship between the independent variables and outcome variable can be checked by using the scatter plots. The Figure 4.2 below shows the scatter plots of the independent variables (work overload, role ambiguity, lack of motivation, and working environment) and dependent variable (employees performance) indicating that the relationship can be displayed by a straight line signifying that the association among these variables is linear.

Figure 4.2: Linearity Test

Source: Data Survey SPSS output, 2020

C. Homoscedasticity assumption test

According to Pandey (2017) the assumption of homoscedasticity refers to the variance of the errors is constant across the values of the explanatory variables. If the errors don't have a constant variance, it's called heteroscedastic. The scatter plot is commonly used to check homoscedasticity. The studies of Williams et.al., (2014) shows that if homoscedasticity occurs, there must be no patterns in the residuals but if heteroscedasticity occurs, the residuals could tend to exhibit greater variation in some systematic way. In the figure 4.3 below it's indicated that there appears no particular pattern in the data. Therefore, the homoscedasticity assumption is satisfied.

Figure 4.3: Homoscedasticity Test

Scatterplot
Dependent Variable: Employees_performance
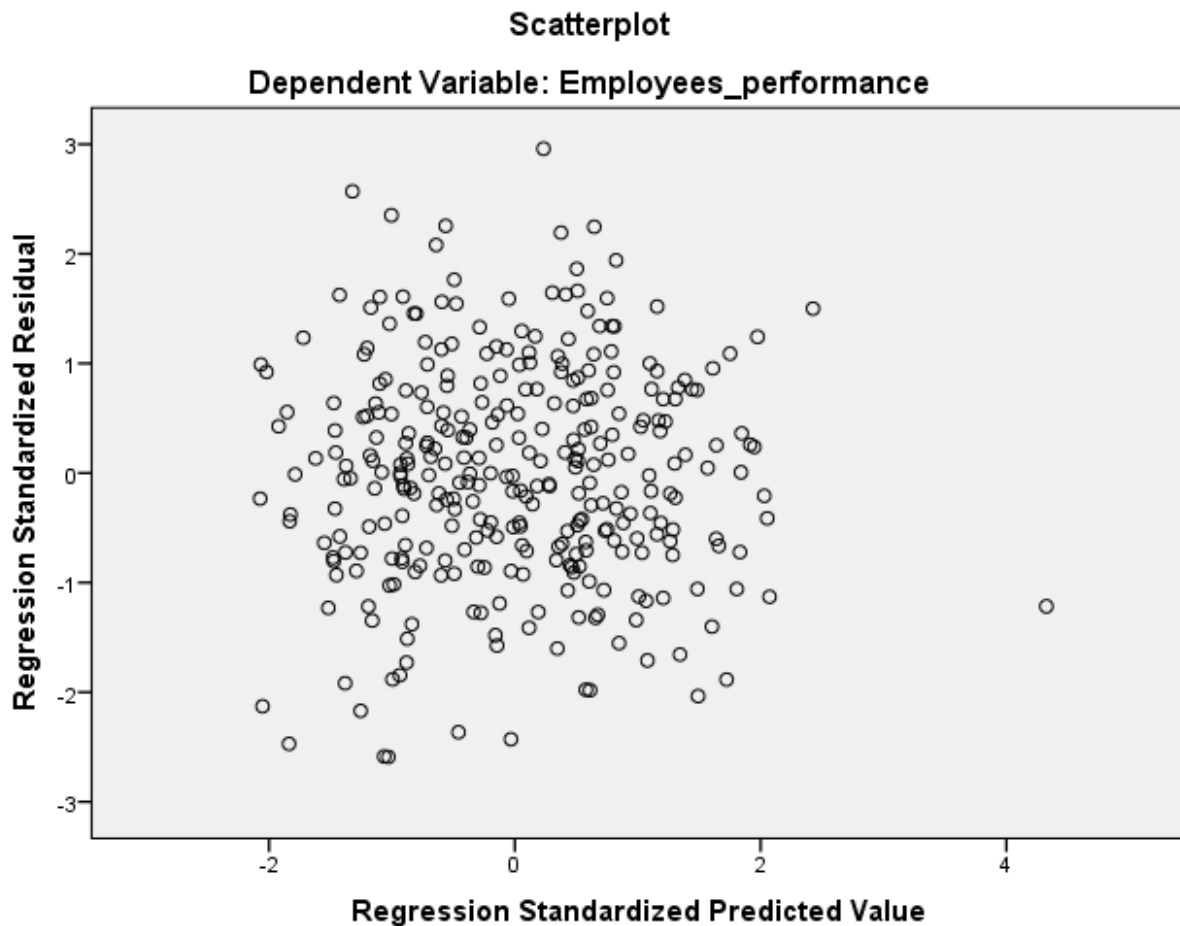
Source: Data Survey SPSS output, 2020

D. Multicollinearity test

One of the assumptions of the multiple regression is there must not be a high correlation among the explanatory variables. Multicollinearity refers to the existence of a higher association among the predictor variables in the regression model. The VIF (variance inflation factor) and the tolerance value tests are the most commonly used methods to check multicollinearity. In order to meet the assumption; the VIF values must be less than 10 and the tolerance values must be greater than 0.10 (Osborne and Waters, 2003). In this study the researcher used these two methods to check the absence of muliticollinearity. The results in the table 4.9 below indicates that VIF values for each independent variable is less than 10 and the tolerance values are greater than 0.10. Thus, the absence of muliticollinearity assumption is satisfied.

Table 4.9: Multicollinearity test

Variables statistics	Collinearity statistics	
	Tolerance	VIF
Work overload	0.978	1.022
Role ambiguity	0.956	1.121
Lack of motivation	0.968	1.132
Working environment	0.967	1.135

Source: Data Survey SPSS output, 2020

4.6.2.2 Model summary

Since all the assumptions of the multiple regression analysis are all fulfilled it's possible to proceed to the main regression analysis. Therefore, the findings of the regression analysis were presented in the table 4.10 below.

Table 4.10 Multiple Linear Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.495[a]	.245	.235	.45661

a. Predictors: (Constant), Working_environment,
Role_ambiguity, Lack_of_motivation, Work_overload
Source: Data Survey SPSS output, 2020

From the above table 4.10 it can be understood that the four independent variables (work overload, role ambiguity, lack of motivation, and working environment) of the study explains 24.5% (R^2=0.245) of the dependent variable (the performance of employees). This implies that

24.5% of the level of employee's job performance in the garment can be determined by the independent variables while the rest 75.5% is determined by other factors not included in this research. As the outcomes of table 4.11 indicates F=25.637 (F>1 and p<0.01) which means the regression model is significant and confident at 99%.

Table 4.11: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.381	4	5.345	25.637	.000[b]
	Residual	65.885	316	.208		
	Total	87.265	320			

a. Dependent Variable: Employees_performance

b. Predictors: (Constant), Working_environment, Role_ambiguity,

Lack_of_motivation, Work_overload

Source: Data Survey SPSS output, 2020

Table 4.12: Multiple Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.327	.387		8.584	.000
	Work_overload	-.224	.064	-.213	-3.510	.000
	Role_ambiguity	-.087	.187	-.073	-.464	.058
	Lack_of_motivation	-.138	.120	-.123	-1.146	.035
	Working_environment	.107	.046	.201	2.328	.025

a. Dependent Variable: Employees_performance

Source: Data Survey SPSS output, 2020

The above table 4.12 shows beta coefficient value for work overload is -.224 with a significant value of .000 which is lower than 0.05. The beta value indicates Work overload has a highest negative contribution to explaining the dependent variable (employees' performance). In Such a situation, work overload has a significant and negative effect on the performance of employees. The results are similar to the studys of Khuong and Yen (2016), Sangeetha et.al. (2017), and Kordee et al., (2018).

The beta coefficient value for Role ambiguity is -.087 with a significant value of .058 which is a little bit higher than 0.05. Meaning that role ambiguity has a lower significant effect (insignificant effect) on the performance of employees. In a similar situation a research was conducted in oman, dhofar university entitled "The impact of job stress on job performance: A case study on academic staff at dhofar university" and the findings of the study indicates that role ambiguity doesn't have a significant influence on the performance of employees (Gharib et.al., 2016).

The beta coefficient value for lack of motivation is -.138 with a significant value of .035 which is lower than 0.05. In Such a situation, lack of motivation has a negative and significant effect on the performance of employees. The findings of the studies of Imrab et al., (2014), Siegrist, (2017), and Zafar et al. (2016) also shows a similar results.

The beta coefficient value for Working environment of the garment is .107 with a positive significant value of .025 which is lower than 0.05. Meaning that working environment of the garment has a positive and significant influence on the performance of employees. The researches of Jayaweera (2017), munandar et.al. (2019), and Nyangahu & Bula (2015) also indicates same result.

Based on the results obtained on the above table 4.12 a mathematical equation was developed using the independent variables (Work overload, role ambiguity, lack of motivation, and working environment) and dependent variable (employees performance) of the study. The equation for the regression model is presented as follows.

P=3.327+-.224WL+-.087RA+-.138LM+.107WE

Where P= Employees performance

WL= Work overload

RA= Role ambiguity

LM= Lack of motivation

WE= working environment

4.6.3 Hypothesis testing

In order to decide whether the hypotheses of this study are rejected or not; the four hypotheses were tested based on standardized coefficients beta with 95% confidence level.

Hypothesis: 1

H1: Work overload has a negative and significant effect on the performance of employees'

H0: Work overload has no significant effect on the performance of employees'

Based on the results of the multiple regression coefficient as indicated in the above table 4.12, Work overload have a negative and significant effect on the performance of employees with a standardize coefficient beta value = -.213 and $p < 0.05$ at 95% confidence level. Thus, the null hypothesis (Ho) is rejected.

Hypothesis: 2

H1: Role ambiguity has a negative and significant effect on the performance of employees'

H0: Role ambiguity has no significant effect on the performance of employees'

The results of the multiple regression coefficient shown in the above table 4.12 implies that Role ambiguity have a negative and insignificant effect on the performance of employees. The standardized coefficient beta value is -.073 but the significance level is .058 which is higher than 0.05. Therefore, the null hypothesis (Ho) is accepted.

Hypothesis: 3

H1: Lack of motivation has a negative and significant effect on the performance of employees'

H0: Lack of motivation has no significant effect on the performance of employees'

Based on the results of the multiple regression coefficient as indicated in the above table 4.12, Lack of motivation have a negative and significant effect on the performance of employees with a standardized coefficient beta value =-.123 and $p < 0.05$ at 95% confidence level. Thus, the null hypothesis (Ho) is rejected.

Hypothesis: 4

H1: Working environment has a positive and significant effect on the performance of employees'

H0: Working environment has no significant effect on the performance of employee

From the results of the multiple regression coefficient as shown in the above table 4.12, working environment have a positive and significant effect on the performance of employees with a standardized coefficient beta value =.201 and $p < 0.05$ at 95% confidence level. Therefore, the null hypothesis (Ho) is rejected.

Table 4.13: Summary of Hypothesis testing

No.	Developed hypothesis	Test result
1.	**Ho1:** Work overload has no significant effect on the performance of employees.	Rejected
2.	**Ho2:** Role ambiguity has no significant effect on the performance of employees.	Accepted
3.	**Ho3:** Lack of motivation has no significant effect on the performance of employees.	Rejected
4.	**Ho4:** Working environment has no significant effect on the performance of employees.	Rejected

Source: Data Survey, 2020

SUMMARY

In this chapter of the study the data collected was analysed using SPSS software version 23. The first section of the questionnaire (contains the demographic characteristics of the respondents) was analysed first then the second section of the questionnaire (job related questions) was analysed using the descriptive statistics of all the variables used in this study, then the correlation among the variables (the strength of association between two quantitative variables), and the regression analysis (use of various independent variables to predict the outcome of a dependent variable) were done. The results of the correlation analysis indicates that work overload, role ambiguity, and lack of motivation have a negative and significant effects on the performance of employees with values ($r=-.378$, $r=-.214$, $r=-.237$ and $p<0.01$) respectively. While working environment of the garment is positively correlated with the performance of employees and the association is moderate and significant at $r=.183$ and $p<0.01$. The beta coefficient value for work overload ($B=-0.224$ and $sig=0.05$ where $p<0.05$) indicates work overload has a highest negative contribution to explaining the dependent variable (employees performance). While the beta coefficient value for role ambiguity, $B=-.087$ with a significant value of .058 which is a little bit higher than 0.05 depicts statistically insignificant. From the beta coefficient value for lack of motivation is $B=-.138$ and $sig=0.035$ where $p<0.05$) it can be understood that lack of motivation has a negative and significant effect on the performance of employees. How ever the beta coefficient value for working environment of the garment is .107 with a positive significant

value of .025 which is lower than 0.05 that indicates working environment of the garment has a positive and significant influence on the performance of employees. Therefore all the null hypothesis (Ho) of the study were rejected except the second one (hypothesis two was accepted). The results of the regression analysis shows that the four independent variables (work overload, role ambiguity, lack of motivation, and working environment) of the study explains 24.5% (R^2=0.245) of the dependent variable (the performance of employees).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section of the research has a purpose of reviewing the major findings of the study, providing a conclusion on the findings of the study regarding to the objectives of the research to examine the effects of work related stress on the performance of employees at shints etp garment plc by means of factors such as work overload, Role ambiguity, lack of motivation and working environment. A recommendation based on the conclusions, limitations of the Study and suggestions for future studies in the area were also incorporated at the end of this chapter.

5.2 Summary of research findings

The main purpose of the study was to examine the effects of work related stress on the performance of employees at shints etp garment by investigating the effects of each determinant factor (work overload, Role ambiguity, lack of motivation and working environment) on the performance of employees. The summary of the findings of the analysed data using descriptive statistics, correlation and regression analysis are presented below.

The results of the mean score values using the descriptive statistics indicates that work overload, role ambiguity and working environment with mean values (3.8498, 3.0495, 3.5) respectively are above the average mean point 3. While the mean value for lack of motivation is below 3 (mean=2.974). This implies that employees of shints etp garment agreed that even if they are working in a good working environment they experience high workload, being unclear of their job roles, and feel lack of motivation. On the other hand the mean score value for employees performance indicates that a moderate mean score with mean=3.395. This means that employees of shints etp garment have an average level of performance on their duties due to experiencing high work load, uncertainty of their job roles and being unsatisfied of the motivational practices provided by the garment.

From the Pearson correlation results for work overload it can be understood that work overload have a negative and significant effect on the performance of employees with values (r=-.378 and p<0.01). Moreover from the regression result the beta coefficient value for work overload is -

.224 with a significant value of .000 which is lower than 0.05 which indicates work overload has a highest negative contribution to explaining the dependent variable (employees performance). The studys of Khuong and Yen (2016), Sangeetha et.al. (2017), and Kordee et al., (2018) also shows work load has a negative and significant effect on the performance of employees. Thus, the null hypothesis (H0) is rejected.

The Pearson correlation results for role ambiguity shows that role ambiguity have a negative and significant effect on the performance of employees with values (r=-.214 and p<0.01). However, the results of the regression for role ambiguity depicts that the beta coefficient value B= -.087 with a significant value of .058 which is a little bit higher than 0.05 which indicates statistically insignificant but from the results of the correlation it can be understood that role ambiguity has a corresponding negative effect on employees performance. In a similar case the study's of Gharib et.al., (2016) shows that role ambiguity doesn't have a significant influence on the performance of employees. Therefore, the null hypothesis (H0) is accepted.

Furthermore Lack of motivation has a Pearson correlation result r=-.237 and p<0.01 which indicates that lack of motivation is negatively and significantly correlated with the performance of employees. The beta coefficient value for lack of motivation is -.138 with a significant value of .035 which is lower than 0.05. The findings of the study's of Imrab et al., (2014), Siegrist, (2017), and Zafar et al. (2016) also shows a similar results. Thus, the null hypothesis (H0) is rejected.

However working environment is positively correlated with the performance of employees and the association is moderate and significant at r=.183 and p<0.01. The beta coefficient value for working environment is .107 with a positive significant value of .025 which is lower than 0.05. This implies that working environment has a positive and significant influence on the performance of employees. The researches of Jayaweera (2017), munandar et.al. (2019), and Nyangahu & Bula (2015) also indicates same result. Therefore, the null hypothesis (H0) is rejected.

Finally the results of the regression analysis shows that the four independent variables (work overload, role ambiguity, lack of motivation, and working environment) of the study explains 24.5% (R^2=0.245) of the dependent variable (the performance of employees).

5.3 Conclusions

Based on the different analyses done that the objectives of this study need and the main findings of this research conclusions are presented as follow:

The study examines the effects of work related stress on the performance of employees at shints etp garment by investigating the effects of each determinant factor (work overload, Role ambiguity, lack of motivation and working environment) on the performance of employees.

Based on the results of the mean score values obtained using the descriptive statistics it can be concluded that majority of the respondents have agreed that even if they are working in a good working environment they experience high workload, being unclear of their job roles, and feel lack of motivation. And due to this they have an average level of performance.

From the correlation and regression analysis results it can be concluded that work overload have a negative and significant effect on the performance of employees. This indicates that employees of shints etp garment will have a negative influence on their performance; if there is an increment in workload.

In addition to this based on the Pearson correlation analysis results the researcher has found that role ambiguity has a corresponding negative effect on employees performance. But the results of the regression for role ambiguity indicates statistically insignificant (with a significant value of .058 which is a little bit higher than 0.05) which is consistent with the studys of Gharib et.al., (2016). Thus, it can be concluded that role ambiguity doesn't have a significant influence on the performance of employees of shints etp garment.

On the other hand based on the statistical analysis it can be concluded that lack of motivation also has a negative and significant effect on the performance of employees. This means that employees are not well satisfied with the motivational practices of the garment.

However, based on the results of correlation and regression analysis it can be concluded that working environment has a positive and significant influence on the performance of employees. This implies that an improvement in the working environment of the garment will have a positive effect on the performance of the employees

Finally based on the regression analysis results it can be concluded that the four independent variables (work overload, role ambiguity, lack of motivation, and working environment) of the study explains 24.5% (R^2=0.245) of the dependent variable (the performance of employees).

5.4 Recommendations

Based on the findings of this study, the following recommendations are provided in order to decrease the effects of work related stress on the performance of employees.

- ❖ The results of the statistical analysis revealed that the employees of shints etp garment are experiencing massive workload, which in turn affects their performance negatively. So the management of the company have to take into consideration on how to minimize the workload such as hiring an additional manpower to unload the additional workload, performing duties in shifts (shift work), creating an effective action plan etc…

- ❖ According to the findings of the study lack of motivation has a negative and significant effect on the performance of employees. This means that employees are not well satisfied with the motivational practices of the garment. Therefore, the management of the garment must take into consideration on applying a better motivational practices (such as having an open door policy, promoting employees in a transparent and fair manner, increasing the reward provided by the company in a fair way, prioritize work life balance etc…) in order to satisfy its employees and increase productivity.

- ❖ According to the regression analysis results the four independent variables (work overload, role ambiguity, lack of motivation, and working environment) of the study only explains 24.5% ($R^2=0.245$) of the dependent variable (the performance of employees). So the researcher recommends that further wider studies must be carried out comprising of other variables not included in this study to predict the effects of stress on the performance of employees in this garment and other garments.

5.5 Limitations of the study

One of the challenge that the researcher have faced during conducting this study was some of the employees in the garment were affected by the pandemic Covid-19, and this makes it difficult on gathering a more precise data, but with a lot of safety the researcher have tried to collect all the necessary data which is relevant for the study. In addition to this some of the respondents were also unwilling to fill questionnaires due to fearing the information they provided will be shared to third party, but the researcher have explained it to them that the information they shared in this study will be used only for academic purpose and kept confidential.

5.6 Suggestion for further study

For further since the problem is not well addressed regarding to the industrial sectors of developing countries such as Ethiopia (much of the studies the researcher have reviewed are done on the service sectors such as banks, academic institutions and hospitals) other broader researches regarding to the issue must be done including other garments and manufacturing sectors (including both government and private manufacturing companies) in Ethiopia as well as other developing nations.

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APPENDICES

Dear Participants

I am a post graduate student of Business Administration in St. Mary's University. Currently, I am conducting a Thesis entitled "The Effects of Work Related Stress on Employees' Performance: A Case In Shints Ethiopia Garment Private Limited Company" in partial fulfillment of the requirement for the degree of masters of business Administration. I request your kind cooperation in giving a truthful and comprehensive information. Your participation is absolutely voluntary and i ensure you that all the information that you share me will be kept confidential and only used for the academic purpose.

Thank you in advance for your kind collaboration and devoting your time.

Sincerely, Yadiel (Email: assefayadiel@gmail.com)

Directions

- No need of writing your name
- Questionnaires are prepared only for employees who have one year and above length of service.

SECTION A: GENERAL INFORMATION (DEMOGRAPHIC DATA)

Fill in the blanks provided by putting a cross sign (X) to indicate your correct choice.

A. Gender:

   1. Male ◯   2. Female ◯

B. Age:

   1. Below 25 ◯   2. 25-34 ◯   3. 35-44 ◯   4. 45-54 ◯

   5. 55 and above ◯

C. Level of education

   1. Diploma ◯   2. Bachelor Degree ◯   3. Masters ◯   4. PhD ◯

   5. Other state here: _____

D. Marital Status

   1. Single ◯   2. Married ◯   3. Divorced ◯   4. Widowed ◯

E. Length of service year you have worked in Shints Ethiopia Garment Private limited company?

   1. 1 year ◯   2. 2 years ◯   3. 3 years ◯   4. 4 years ◯   5. 5 years ◯

F. Current Position

   1. Operator ◯   2. Sub leader ◯   3. Officer ◯   4. Team leader ◯

   5. Other state here: _____

SECTION B: JOB RELATED QUESTIONS

Please indicate your agreement to each of the following statements by putting a cross sign (X) in the appropriate answer box:

Please rate your response as follows:

1= Strongly Disagree (SD) 2= Disagree (D) 3= Neither agree nor disagree (N)   4= Agree (A) 5= Strongly Agree (SA)

I. Questions related to Work overload

No.	Questions	1 SD	2 D	3 N	4 A	5 SA
1.	I'm experiencing massive work load in my current organization					
2.	Excessive work load affects employees' productivity negatively					
3.	The company i am currently working is not willing to hire additional manpower to unload the additional workload					
4.	When overloaded with work, there is a potential of misunderstandings among subordinates and even with superiors					
5.	When overloaded with work, an employee is likely to be affected with Stress					

II. Questions related to Role ambiguity

No.	Questions	1 SD	2 D	3 N	4 A	5 SA
6.	I'm still unclear of my job role in my company					
7..	I'm still unclear about the limits of my authority in my present job					
8.	I'm still uncertain on how would i be evaluated for promotion in my company					
9.	I feel a lack of policies and guidelines to help me in my work					
10.	I have unclear objectives for my job					

III. Questions related to lack of motivation

No.	Questions	1 SD	2 D	3 N	4 A	5 SA
11.	I sometimes receive adequate acknowledgement when my work is really good					
12.	I'm unsatisfied with the motivational practices provided by the company					
13.	I feel unsatisfied with my present relationship status with my company management					
14.	The Financial rewards provided by the garment motivates me the most					
15.	I have the feeling that i'm repeatedly discriminated against at work					

IV. Questions related to working environment

No.	Questions	1 SD	2 D	3 N	4 A	5 SA
16.	I am provided with the adequate resources needed to perform my tasks					
17.	I am working in a confortable physical surrounding					
18.	I am working in favorable work conditions					
19.	All Employees are treated equally					
20.	The working environment enables me to develop my skills in my job					
21.	There is a good working relationship among employees					

V. Questions related to Employees job performance

No.	Questions	1 SD	2 D	3 N	4 A	5 SA
22.	I am well trained in my job					
23.	I make some errors unintentionally when i am under pressure.					
24.	I am willing to accept my faults					
25.	I get a satisfied recognition regarding to my performance					
26.	I have a good communication skill with my colleagues and boss					

ቅድስተ ማርያም ዩኒቨርሲቲ

የድህረ ምረቃ ትምህርት ክፍል

የማስተርስ ዲግሪ በቢዝነስ አስተዳደር

የመመረቂያ ጥናት መጠይቅ

ውድ ተሳታፊዎች

እኔ በቅድስተ ማርያም ዩኒቨርስቲ ቢዝነስ አስተዳደር ትምህርት ክፍል የድህረ ምረቃ ተማሪ ስሆን በዚህም ሰዐት የመመረቂያ ጽሁፌን (Thesis) "ከስራ ጋር የተያያዘ ጭንቀት በሰራተኞች ችሎታ ላይ ያለው ውጤት በቪንትስ ጋርመንት ውስጥ በሚል ርዕስ እየሰራሁ እገኛለሁ"። ስለዚህም እውነተኛና ትክክለኛ መረጃዎችን በመስጠት እንዲተባበሩኝ እጠይቃለሁ። በዚህ ጥናት ላይ የሚያደርጉት ተሳትፎ በሙሉ በፍቃደኝነት ላይ የተመሠረተና የሚሰጡትም መረጃ ሚስጢራዊነቱ የተጠበቀና ለት/ት ዓላማ ብቻ የሚውል መሆኑ ለማሳወቅ እወዳለሁ። ከውድ ጊዜያችሁ ላይ ቀንሳችሁ ለዚህ ለምታደርጉት ትብብር ከልብ አመሰግናለሁ።

ከምስጋና ጋር፤ ያድኤል(ኢሜል: Email: assefayadiel@gmail.com)

መመሪያዎች

- ስምዎትን መጻፍ አስፈላጊ አይደለም
- መጠይቆቹ የተዘጋጁት 1 ዓመትና ከዚያ በላይ ለቆዩ ሠራተኞች ብቻ ነው።።

ክፍል አንድ፣ ጠቅላላ መረጃ

ከፍት ቦታዎቹን ይሙሉ፤ በመረጡት ምርጫ (X) ይሄን ምልክት ያስገቡ

ሀ. ጾታ

1. ወንድ ◯ 　　　　 2. ሴት ◯

ለ. ዕድሜ

1. ከ25 በታች ◯ 　　 2. 25-34 ◯ 　　 3. 35-44 ◯ 　　 4. 45-54 ◯ 　　 5. ከ55 በላይ

ሐ. የትምህርት ደረጃ

1. ዲፕሎማ ◯ 　　 2. ዲግሪ ◯ 　　 3. ማስተርስ ◯ 　　 4. ፒ.ኤች.ዲ ◯

5. ምርጫ ውስጥ ከሌለ እዚህ ይጥቀሱ ....

መ. የጋብቻ ሁኔታ

1. ያላገባ ◯ 　　 2. ያገባ ◯ 　　 3. ፍቺ የፈጸመ ◯ 　　 4. ባለቤቱ በህይወት የለም ◯

ሠ. በሺንትስ ኢትዮጲያ ጋርመንት ኃ.የተ.ግ.ማ ውስጥ የአገልግሎት ዘመንዎ (የቆይታ ጊዜዎ)

1. አንድ ዐመት ◯ 　 2. ሁለት ዐመት ◯ 　 3. ሶስት ዐመት ◯ 　 4. አራት ዐመት ◯ 　 5. አምስት ዐመት ◯

ረ. አሁን ያሉበት የስራ ዘርፍ

1. ኦፕሬተር ◯ 　　 2. ም/መሪ ◯ 　　 3. ኦፊሰር ◯ 　　 4. ቡድን መሪ ◯

5. ምርጫ ውስጥ ከሌለ እዚህ ይጥቀሱ...

ክፍል ሁለት፤ ከስራ ጋር የሚገናኙ ጥያቄዎች

ከታች ከተዘረዘሩት ጥያቄዎች በመረጡት ቦታ ላይ (X) ይሄን ምልክት ያስገቡ

እባክዎትን ከዚህ በታች ያሉትን የመገምገሚያ መለኪያ ይጠቀሙ፦

1. እጅግ በጣም አልስማማም (እበአ)   2. አልስማማም (አ)   3. መካከል ላይ ነኝ (መ)   4. እስማማለሁ (እ)

5. እጅግ በጣም እስማማለሁ (እበእ)

ሀ. ከስራ ጫና ጋር የሚገናኙ ጥያቄዎች

ተ.ቁ	ጥያቄዎች	1 እበአ	2 አ	3 መ	4 እ	5 እበእ
1.	በምሥራብት መ/ት ውስጥ ከባድ የስራ ጫና እያጋጠመኝ ነው					
2.	ብዙ የስራ ጫና የሠራተኛውን ምርታማነት ላይ ጉዳት ያደርሳል					
3.	አሁን የምሥራብት መ/ት የሥራ ጫናን ለመቀነስ ተጨማሪ የሰው ሀይል ለመቅጠር ፍቃደኛ አይደለም					
4.	ስራ በሚበዛበት ወቅት ከሥራ ባልደረባ እና ተቆጣጣሪም ቢሆን ያለመረዳት(የለመናበብ) ችግር ሊያጋጥም ይችላል					
5.	ስራ በበዛበት ጊዜ ሠራተኛው በጭንቀት የመጠቃት እድል ይኖረዋል					

ለ. ከስራ ሚና ጋር የሚገናኙ ጥያቄዎች

ተ.ቁ	ጥያቄዎች	1 እበአ	2 አ	3 መ	4 እ	5 እበእ
6.	በድርጅት ውስጥ ስላለኝ የስራ ድርሻ ግልጽ አይደለም					
7.	አሁን ባለኝ የስራ ድርሻ የስልጣን ገደቤ ግልጽ አይደለም					
8.	በድርጅቱ ውስጥ ለስራ እድገት እንዴት እንደሚገመገሙኝ እርግጠኛ አይደለሁም					
9.	ስራዬን ለመስራት የሚረዱኝ ፖሊሲዎች እና የቅደም ተከተል ማሳያ (ጋይድ ላይን) እጥረት እንዳለ ይሰማኛል					
10.	ስራዬ ግልጽ ያልሆኑ እቅዶች አሉኝ					

ሐ. ከፍላጎት (ማበረታቻ) ማጣት ጋር የሚገናኙ ጥያቄዎች

ተ.ቁ	ጥያቄዎች	1 እበአ	2 አ	3 መ	4 እ	5 እበእ
11.	ስራዬ ጥሩ በሚሆንበት ጊዜ በተወሰኑ አጋጣሚዎች እውቅና ተሰቶኛል					
12.	ድርጅቱ በሚሰጣቸው የማበረታቻ ልምዶች ደስተኛ አይደለውም					
13.	በዚህ ሥወት ከድርጅቱ አስተዳዶሮች ጋር ስላለኝ ግንኙነት ደስተኛ አይደለሁም					
14.	በጣም የሚያበረታታኝ በድርጅቱ የሚሰጡት የገንዘብ ሽልማቶች ናቸው					
15.	በስራ ቦታ ላይ በተደጋጋሚ የአድሎ ችግር እንደሚደርስብኝ ይሰማኛል					

መ. ከመስሪያ አካባቢ ጋር የሚገናኙ ጥያቄዎች

ተ.ቁ	ጥያቄዎች	1 እበአ	2 አ	3 መ	4 አ	5 እበእ
16.	ስራዬን ለማከናወን የሚያስፈልጉኝ ግብአቶች ይሰጡኛል					
17.	ለሰው የሚመች የመስሪያ ቦታ አለኝ					
18.	ጥሩ የስራ አካባቢ አለኝ					
19.	ሁሉም ሠራተኛ በእኩልነት ይታያል					
20.	በስራዬ ላይ ችሎታዬን ለማዳበር የስራው ሁኔታ ይረዳኛል					
21.	በሠራተኞች መካከል ጥሩ የስራ ግንኙነት አለ					

ሠ. የሠራተኞች የስራ ብቃት ጋር የሚገናኙ ጥያቄዎች

ተ.ቁ	ጥያቄዎች	1 እበአ	2 አ	3 መ	4 አ	5 እበእ
22.	በስራዬ በጣም የሰለጠንኩ ነኝ					
23.	በጫና ውስጥ ከሆንኩ ያልታሰቡ ስተቶችንን እሳሳታለሁ					
24.	ስተቶቼን ለመቀበል ፍቃደኛ ነኝ					
25.	በብቃቴ የተነሳ የሚያረካ እውቅና ተሰቶኛል					
26.	ከአለቃዬ እና ከባልደረቦቼ ጋር ጥሩ የመግባባት ችሎታ አለኝ					