

**OCCUPATIONAL STRESS AND JOB PERFORMANCE AMONG  
NATIONAL GOVERNMENT ADMINISTRATIVE OFFICERS IN THARAKA  
NITHI COUNTY, KENYA**

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UNIVERSITY**

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## DECLARATION

This research project is my own original work and has not been submitted for a degree or any other accolade at any other university.

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This research project is submitted for consideration with my approval as university supervisor.

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## **DEDICATION**

This work is dedicated to my loving wife, Esther Njeru, whose unwavering support and love have been my constant source of strength throughout this journey. To my two beautiful children, Thando and Thandiwe, you are the light of my life, and your joy and laughter inspire me every day.

Thank you for being my rock, my motivation, and my greatest blessing.

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## TABLE OF CONTENTS

<b>DECLARATION</b> -----	<b>ii</b>
<b>DEDICATION</b> -----	<b>iii</b>
<b>ACKNOWLEDGMENTS</b> -----	<b>iv</b>
<b>TABLE OF CONTENTS</b> -----	<b>v</b>
<b>LIST OF TABLES</b> -----	<b>viii</b>
<b>LIST OF FIGURES</b> -----	<b>ix</b>
<b>ACRONYMS AND ABBREVIATIONS</b> -----	<b>x</b>
<b>OPERATIONAL DEFINITIONS OF TERMS</b> -----	<b>xi</b>
<b>ABSTRACT</b> -----	<b>xii</b>
<b>CHAPTER ONE: INTRODUCTION</b> -----	<b>1</b>
1.1 Background of the Study -----	1
1.2 Statement of the Problem-----	5
1.3 Objectives of the Study -----	7
1.4 Research Questions-----	7
1.5 Justification and Significance of the Study -----	7
1.6 Scope of the Study-----	8
1.7 Limitations of the study-----	9
<b>CHAPTER TWO: LITERATURE REVIEW</b> -----	<b>10</b>
2.1 Introduction-----	10
2.2 Empirical Review -----	10
2.2.1 Job Performance -----	10
2.2.2 Organizational Demands and Job Performance -----	11
2.2.3 Management Style and Job Performance -----	14
2.2.4 Workload and Job Performance -----	16
2.3 Theoretical Review -----	18
2.3.1 The Person-Environment Fit Theory (P.E. FIT) -----	19
2.3.2 The Demand - Control Theory -----	19
2.3.3 Herzberg’ s Two Factor Theory -----	20
2.4 Summary of Literature and Gaps to be filled by the Study -----	21
2.5 Conceptual Framework -----	24
<b>CHAPTER THREE: RESEARCH METHODOLOGY</b> -----	<b>26</b>
3.1 Introduction-----	26

3.2 Research Design -----	26
3.3 Target Population -----	26
3.4 Sample Determination and sample Technique -----	27
3.5 Data Collection -----	28
3.5.1 Data Sources -----	28
3.5.2 Data Collection Tools -----	29
3.6 Validity and Reliability of Research Instrument -----	29
3.6.1 Validity -----	29
3.6.2 Reliability -----	29
3.7 Data Collection Procedure -----	30
3.8 Data Analysis and Presentation -----	31
3.9 Ethical Considerations -----	31
<b>CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS -----</b>	<b>33</b>
4.1 Introduction -----	33
4.2 Response Rate -----	33
4.3 Demographic Information of Respondents -----	33
4.3.1 Participants' Gender -----	34
4.3.2 Participants' Age Category -----	34
4.3.3 Educational Level -----	35
4.3.4 Working Experience -----	36
4.4 Descriptive Statistics -----	37
4.4.1 Organizational Demands and Job Performance -----	37
4.4.2 Management Style and Job Performance -----	39
4.4.3 Workload and Job Performance -----	42
4.4.4 Job Performance -----	44
4.5 Analysis of Qualitative Data -----	46
4.6 Inferential Statistics -----	47
4.6.1 Model Summary -----	47
4.6.2 ANOVA -----	48
4.6.3 Regression Coefficients -----	49
<b>CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS -----</b>	<b>51</b>
5.1 Introduction -----	51

5.2 Summary of Findings -----	51
5.3 Conclusion-----	52
5.4 Recommendations -----	53
5.5 Suggestions for Further Study -----	54
<b>REFERENCES -----</b>	<b>55</b>
<b>APPENDICES -----</b>	<b>62</b>
Appendix I: Questionnaire-----	62
APPENDIX II: Research Authorization Letters for KU-----	66
Appendix III: NACOSTI Research Permit -----	68

## LIST OF TABLES

<b>Table 2.1: Gaps in Literature</b> .....	21
<b>Table 3.1 Study Sampling Frame</b> .....	28
Table 4.1 Response Rate .....	33
<b>Table 4.2 Participants' Gender</b> .....	34
<b>Table 4.3 Participants' Age</b> .....	35
<b>Table 4.4 Distribution of Participants By Educational Level</b> .....	35
<b>Table 4.5 Working Experience</b> .....	36
<b>Table 4.6 Descriptive statistics on effect of organizational demands on job performance</b> .....	38
<b>Table 4.7 Effect of Management Style On Job Performance</b> .....	40
Table 4.8 Effect of Workload on Job Performance .....	42
<b>Table 4.9 Descriptive Statistics On Job Performance</b> .....	45
Table 4.10 Model Summary .....	48
Table 4.11 ANOVA Results.....	48
Table 4.12 Regression Coefficients .....	49

## LIST OF FIGURES

Figure 2.1 Conceptual Framework-----25

## ACRONYMS AND ABBREVIATIONS

ACC	Assistant County Commissioners
CC	County Commissioner
DCC	Deputy County Commissioner
JD-R	Job Demands Resources
ILO	International Labour Organization
NACOSTI	National Commission for Science, Technology and Innovation
RBPS	Role-Based Performance Scale
NGAO	National Government Administrative Officers
P.E. FIT	The Person-Environment Fit Theory
SBDQ	Supervisory Behaviour Descriptive Questionnaire
SPSS	Statistical Package for Social Sciences

## OPERATIONAL DEFINITIONS OF TERMS

- Job performance:** Refers to how successfully and efficiently a person completes tasks and fulfils obligations at work inside an organization. It includes the quality, quantity, and timeliness of work that person produces in addition to the attitudes and behaviours they display when carrying out their job responsibilities.
- Management style:** Refers to the strategy or technique in which a manager uses decision-making and authority inside a company.
- Occupational stress:** Refers to the stress that people experience on a physical, emotional, and psychological level due to the demands, pressures, and difficulties of their jobs or workplaces.
- Organizational demands:** Alludes to the different pressures, anticipations, and specifications that are imposed on people working for a company as part of their job duties.
- Workload:** This describe the quantity of work that is given to a person or group of people in a certain amount of time.

## ABSTRACT

National Government Administrative Officers face various stressors related to workload, bureaucratic pressures, and inadequate resources, which can adversely affect their performance. High levels of occupational stress led to decreased job satisfaction, increased absenteeism, and lower productivity among employees. The research aimed to explore the association between occupational stress and job performance. The research objectives were; to explore the relationship between organizational demands and job performance, to examine the effects of management style on job and to establish the extent to which workload affect job performance of NGAO officers in Tharaka-Nithi County. The Person-Environment Fit theory (P.E. FIT), Demand-Control theory, and Herzberg's Two-Factor theory anchored the study. In order to explore the association between occupational stress and NGAO job performance in Tharaka-Nithi County, Kenya, the research utilized both descriptive and exploratory research design. The study's target population consisted of 83 individuals who were selected from various NGAO officers in Tharaka-Nithi County. These individuals included chiefs, deputy county commissioners, assistant county commissioners, and county commissioners. Through convenience and random sampling, 68 respondents in total were found. The study utilized structured questionnaire with both open-ended and closed-ended questions. Both quantitative and qualitative data were gathered. The respondents were given the questionnaires, and they had fourteen days to complete them before the answers were gathered. Participants were asked to take part and indicate their readiness to contribute to the questionnaire items. ANOVA and regression analysis was utilized to do inferential statistics while the mean and standard deviation were employed for descriptive statistics. The data was represented using percentages, and frequency tables. The outcomes uncovered that the research factors had a substantial impact on the job performance of National Government Administrative Officers, as evidenced by the coefficient of correlation of 0.879. That value for the revised coefficient of determination was 0.746, that is, 74.6%. Consequently, it showed that variations in independent variables (e.g., workload, management style, and organizational demands) were responsible for the decisions taken in explaining variations in the dependent variables. The results revealed also that P-value was equal to  $0.003 < 0.05$ . This means that there was a significant influence on job performance among National Government Administrative Officers by the study variables. Hence, this study concludes that organizational demands, management style, and workload positively and significantly affected job performance among National Government Administrative Officers. It recommends for all government agencies to make a thorough assessment of organizational demands to locate inefficiencies and possible improvements. It includes reviewing processes and procedures for distribution on workload in ways that will be aligned to goals with minimal burdens on NGAO officers. Implementing workflows, prioritizing tasks, and resource allocation will help relieve pressures to which workload is subjected and enhance job performance.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

Global dynamics are constantly changing and casting pressures on employees to optimise productivity and improve efficiency. It is almost a necessity for people to perform several tasks while redefining their jobs just to cope with the new technologies that are coming up all the time. The major factor in this pressure, and some of the primary outcomes of it, emerging as key determinants of workplace stress, have been identified as Kitole *et al.* (2019). Stress is commonly perceived as a universal factor that all humans encounter and feel in the cosmos. Stress has become a significant issue for both employers and workers worldwide, especially in cases when employers are unaware of the significant negative effects stress has on workers' performance, which can lead to serious managerial quandaries (Kahora, 2012). Employees and other stakeholders in businesses and organizations have serious concerns about occupational stress (Nnuro, 2012). Any external pressure that exceeds a person's physical or psychological boundaries and puts them under undue strain is referred to as occupational stress (Clegg, 2001).

Occupational stress has emerged as a significant concern globally, influencing job performance across varied contexts and industries. In the United States, a survey conducted by the American Psychological Association (APA) revealed that approximately 64% of adults reported work-related stress, which is linked to increased absenteeism and lower productivity (APA, 2023). Several areas such as healthcare and education are highly affected due to high stress levels and consequent performance failure. Workers under high occupational stress tend to report their job dissatisfaction, which in turn negatively affects their work performance (Davis et al.,

2020). In addition, employers lose tangible financial resources approximated at around \$300 billion each year due to stress-related problems (Stewart *et al.*, 2019). The statistics above speak to the importance of dealing with occupational stress in light of both employees' welfare and organizational performance; thus, opening new grounds for the same trends in various areas.

In Mexico, occupational stress is a phenomenon that occurs too, with studies indicating that around 75% of employees in various sectors are affected by occupational stress, which subsequently deteriorates their work performance (Cruz *et al.*, 2021). For example, one study of public administrative officers stated that stress even affected their job satisfaction and efficiency negatively; the researchers noted that such bureaucratic environments tended to raise stress levels due to high demands and uncertainty (López-Muñoz *et al.*, 2022). Because of these, the Mexican governmental departments have initiated wellness programs to counter stress and improve productivity, paralleling findings in the USA that stress management equates to improved work outcomes (Robles *et al.*, 2020). Thus, the global view of occupational stress draws attention to a salient public health issue that necessitates an in-depth understanding of its multifarious impact across cultures and environments.

On a regional level, work stress is now certainly seen as a serious concern among public sector employees of the Gulf region, including Kuwait. One study showed that over 60% of government employees experienced significant stress as a consequence of high workloads, lack of resources, and insecurity of job (Al-Fatah *et al.*, 2020). Prolonged exposure to such stressors is understood to have an inversely proportional impact on job performance, as employees would have lower levels of efficiency in and would err more in the performance of administrative duties (Al-Mashaan, 2022).

Advisably, this would seem to apply to findings in other places too, including in Ghana and Nigeria, where public servants experience stress too. It was reported in Ghana that around 55% of civil servants experienced high-stress levels and the accompanying impact on productivity with stress, largely coming from overloaded work and unresponsive management practices (Owusu-Afriyie et al., 2021). Parallel studies in Nigeria reported stress levels in excess of 70% among administrative staff in government agencies leading not only to poor job performance but also to high employee turnover (Alabi & Olatunji, 2021). Regional contexts make occupational stress universal among administrative officers in influencing job performance.

Situating this issue within the local scene of Kenya, occupational stress is still a common concern among national government administrative officers. Studies conducted since last year estimated that approximately 65% of government employees reported very high occupational stress due to increased workload, bureaucratic pressure, and a lack of support systems (Mwangi et al., 2023). Under resources and training, this becomes evident in the massive drop of morale as well as performance in the jobs (Akinyi & Ombati, 2022). Like in most countries' ambulances, diseases of high stress among administrative officers in Kenya are linked to absenteeism and less work efficiency, thus collectively being a characteristic of poor job satisfaction (Odhiambo et al., 2023).

From the experience of Kenyan civil servants, some common perennial problems that have also been there during private sector employment are the problems of HIV and AIDS, interpersonal conflict, substance abuse, multiethnic stress, family problems that interfere with work, and increased stress and burnout. Other issues include poor time and financial management, and low morale. Such dilemmas negatively influence

the mental health and productivity of civil service staff. Such problems manifest as behavioural disturbances, general indiscipline, chronic absenteeism from duties, neglect of duties, low motivation, and alcohol or drug abuse (Ojwang, 2012).

The public sector in Kenya continues to grapple with issues related to suboptimal employee performance. The Ministry of Interior and National Administration oversees matters of internal affairs and national security, underscoring the importance of maintaining favorable working conditions for its staff in order to facilitate effective operations. Success within Kenya's public sector hinges on strategic planning, enhanced performance, and the efficient delivery of services, which draws on the International Labour Organization's global classification framework for service-oriented organizations, predominantly tailored to the private sector (Mwikali, 2022).

Contemporary trends in Kenya, such as longer working hours and the tendency to bring work home at night, increasingly complicate employees' ability to manage family responsibilities effectively. This has intensified the pressure on work-family relationships, making it challenging to balance work schedules, career aspirations, and childcare decisions. An increasing number of stakeholders express concern regarding the potential implications of not addressing the rising levels of employee stress, emphasizing the need for human resource management to recognize these signs. To enhance their legitimacy and secure the resources necessary for sustainability, organizations need to tackle employee stress (Ng'ang'a, 2016). Consequently, it is crucial to investigate and understand the working conditions of public sector employees in Kenya, with a particular focus on management styles, organizational demands, and workload.

Understanding and valuing their general well-being is crucial as national government administrative personnel work to implement government policies and programs in Tharaka Nithi County. The work environments of administrators in Tharaka Nithi County, like in other regions, comprise various procedures, guidelines, philosophies, resources, workplace relationships, and conditions that significantly impact their performance. Modern human resource management has increasingly turned its attention to enhancing the working environment because many employees may suffer from chronic stress. There is strong evidence that positive working conditions are associated with job satisfaction and organizational commitment (Mwikali, 2022).

Located in eastern Kenya, Tharaka-Nithi County is one of the country's 47 counties, established by the 2010 Kenyan Constitution to enhance service delivery and governance. Following the reorganization of Kenya's national administration, each county received a county commissioner appointed by the national government to serve as a liaison with the county government. This hierarchical structure includes protocols that extend down to assistant chiefs at the sub-locational level. It is these public servants' responsibility to effectively provide national government services to the public. Examining the impact of occupational stress on the work performance of National Government Administrative Officers in Tharaka-Nithi County was the goal of this research.

## **1.2 Statement of the Problem**

During the last couple of decades, in fact, occupational stress has come to be regarded as an increasing problem in terms of public sector employee performance internationally, which is true also of Kenya. One of such areas within Tharaka Nithi County would be National Government Administrative Officers, who form the link in

local governance and service delivery to the public. However, given the nature of their work and the limited resources available to them, coupled with socio-economic challenges present within the county, occupational stress is heightened among these officers. Empirical evidence shows an alarming relationship between occupational stress and productivity; thus, making it imperative to realize the phenomenon that exists in Tharaka Nithi County.

Research by Cummings and Cooper (2019) revealed a significant drop in job performance among public sector employees on exposure to stress. Nearly 55% of respondents reported that productivity decreased because of stress. The reduced productivity does not only harm the personal well-being of the officers but also results in subpar service delivery to the very communities where they serve. Karanja et al. in another research done in the Kenyan public sector in the year 2020, reported that close to 70% of the respondents indicated the negative effects of occupational stress on the decision-making abilities, leading to increased inefficiencies in administrative processes. The above findings create lots of urgency to address the contributing factors of occupational stress experienced by the NGAOs in Tharaka Nithi County.

According to a comprehensive analysis conducted by Onyango in 2021, he showed that work-related stressors such as heavy workloads and insufficient support were experienced by many counties in Kenya, including Tharaka Nithi. The study revealed that 65% of public officers in the region have reported experiencing high levels of stress, which would lead to very high absenteeism rates, coupled with decreased job satisfaction levels. The evidence advocates for haste in investigating the effects of occupational stress on NGAOs in Tharaka Nithi County regarding performance rather than public service delivery's overall effectiveness.

### **1.3 Objectives of the Study**

- i. To determine the relationship between organizational demands and job performance among National Government Administrative Officers in Tharaka-Nithi County.
- ii. To examine the effects of management style on job performance of National Government Administrative Officers in Tharaka-Nithi County.
- iii. To establish the extent to which workload affect job performance of National Government Administrative Officers in Tharaka-Nithi County.

### **1.4 Research Questions**

- i. What is the relationship between organizational demands and job performance among National Government Administrative Officers in Tharaka-Nithi County?
- ii. What are the effects of management style on job performance of National Government Administrative Officers in Tharaka-Nithi County?
- iii. To what extent does work load affect job performance of National Government Administrative Officers in Tharaka-Nithi County?

### **1.5 Justification and Significance of the Study**

Tharaka Nithi County, found in the southeastern region of Kenya, is experiencing diverse and multifaceted challenges in administration, including resource allocation; community interfacing; and increasing population growth. According to the Kenya National Bureau of Statistics (2021), Tharaka Nithi County has a population density of 71 individuals per square kilometer, exerting enormous pressure on public service delivery. Against this backdrop, it is imperative to analyze how occupational stress

affects the performance of National Government Administrative Officers (NGAOs), key players in the implementation of government policies and provision of services at the local level. These days, several studies have pointed toward an increasing incidence of occupational stress among public sector employees. For example, a 2022 survey by KIPPRA found that about 65% of public officers report moderate to high levels of stress concerning their work. Such levels of stress profoundly affect job performance and ultimately result in decreased productivity and increased turnover.

Research on occupational stress and work performance among national government administrative officials in Tharaka-Nithi County is crucial if the findings are to be extrapolated to the larger public sector. It acts as the cornerstone for the planning, execution, and assessment of any initiatives meant to make the workplace more welcoming to employees. The Public Service Commission, the Ministry of Interior, and National Administration may find value in the study's findings as they develop and communicate policies aimed at reducing or eliminating stress among administrators in order to increase productivity. The study may also help policymakers better understand how to enhance national government administrative officers' working conditions. In addition, the data will make it easier for future academics to identify any gaps in the literature that call for additional study and even for individual administrators to recognize when they are under stress.

## **1.6 Scope of the Study**

This research examined how occupational stress affected national government administrative officers' job performance in Tharaka-Nithi County. The county of Tharaka-Nithi is located in the old Eastern Province. National Government Administrative Officers (NGAO), including County Commissioners (CC), Deputy

County Commissioners (DCC), Assistant County Commissioners (ACCs), and Chiefs throughout the entire county, provided their comments, perspectives, and thoughts for the study.

### **1.7 Limitations of the Study**

There were several limitations to this study, which may have affected the results and interpretation. One of the most significant limitations was related to the reluctance of some respondents to cooperate. Largely because of the sensitive nature of occupational stress and its effect on performance, a number of officers abstained from honest responses or participation in the study. Possible concerns regarding anonymity and the repercussions of revealing any feelings of stress, bias in responses, or diminished participation could have affected the trustworthiness of the findings. The study tried to reduce non-cooperation through research permission from NACOSTI and an authorization letter from Kenyatta University's Graduate School. The authorization letter would prove the research effort and underline the academic importance of the study, hence possibly encouraging respondents to open up. Likewise, the NACOSTI permit has added institutional credibility to the whole research process while reassuring the participants that the study has adhered to ethical standards and confidentiality.

## CHAPTER TWO: LITERATURE REVIEW

### 2.1 Introduction

This segment sensibly scrutinized the academic works relating occupational stress to job performance. This appraisal entailed modern literature from peer-reviewed journals, magazines, conference papers, dissertations, and other kinds of articles about the subject matter. Through ideas, concepts, and themes, the chapter identified important variables that are directly related to the administration discussion of the national government. In terms of public sector organizations, it also addressed gaps in the research on occupational stress and work performance.

### 2.2 Empirical Review

#### 2.2.1 Job Performance

The efficiency with which workers carry out their designated duties and responsibilities while supporting organisational objectives is referred to as job performance (Morara & Juma, 2023). It encompasses various behaviors and outcomes, including task performance, contextual performance, and counterproductive work behaviors. Quality of work is vital indicator of job performance that is influenced by occupational stress. A research by Smith *et al.* (2023) found that employees suffering from elevated stress levels often exhibited a decline in the quality of their output. Under stress, employees hardly exhibit sufficient attention to detail and tend to commit several mistakes, which increases the rework and reduces the quality of the work they have done. The emotional and cognitive strains due to stress ended up as a less effective focus on the employee and an inappropriate outcome of products and services.

Absenteeism is yet another well-known outcome of occupational stress and considered a measure of job performance. The meta-analysis done by Roberts and Delozier (2024) proved that employees under high occupational stress tend to have sick leaves or frequent absences in their workplaces. This sort of pattern did not only disrupt productivity in the workplace but also team dynamics and morale. According to this study, organizations convicting of higher absenteeism among employees tend to incur very sizeable operational and financial challenges, thus making a case for stress, absenteeism, and performance in total.

Job satisfaction is an evaluative measure of job performance and an indicator of the influence of occupational stress. An employee experiencing a high level of occupational stress tends to have a lower level of job satisfaction, which eventually results in a high turnover rate. According to findings by Okwuosa and Kamau (2023), employees who are dissatisfied often lack motivation and commitment to their roles, which adversely affects their job performance. This negates the positive aspects of work, leading to a cycle where dissatisfaction breeds further stress and reduced performance. Consequently, organizations face challenges in retention and productivity due to the prolonged effects of occupational stress on job performance.

### **2.2.2 Organizational Demands and Job Performance**

Mboi (2014) conducted research in Machakos County on the variables affecting public employees' performance. Descriptive study design was employed by the investigator. The study population consisted of one thousand public servants employed by the Machakos County administration. A total of 100 participants were chosen by stratified random sampling, given questionnaires for data collection, and had their answers examined using SPSS. The study's conclusions showed that, in Machakos County, management did, in fact, have a significant impact on public

employees' performance. The researcher left a gap in terms of the variable that were looked at. The study also left out national government administrators. This research attempted to fill the gap by further looking at workload and organizational demand as part of variables in the current study, as key elements that influence national government administrative officers in Kenya.

Katou et al. (2013) used an expanded personal resource job demands-resources (JD-R) model to investigate the relationship between transformational leadership and organisational performance. Using a nationwide sample of 1,011 employees from 107 Greek public and private businesses that were experiencing financial difficulties, this study investigated many theories. Utilizing multilevel structural equation modeling, the operational model was assessed. The findings demonstrated that the connection between transformational leadership and organisational performance was completely and sequentially mediated by job expectations, job fatigue, job engagement, and job resources. Organisational needs were examined in this study, however aspects of management style that are essential to work success were overlooked. Additionally, Greece, a European nation, served as the study's location. By examining management style as a significant independent variable and demonstrating how it affects national government administrators' job performance in Kenya, this study closed the gap.

The impact of job security on the linkage between job demands and job performance was examined in this research by Lu *et al.* (2017). The research aimed to re-examine the association between job demands and job execution by taking traditionality and job security into account. Three studies that used cross-sectional and time-lagged designs were carried out in order to accomplish this. These studies showed clearly that

in times of high job security, job demands increased employee performance considerably. In contrast, during times of low job security, job demands negatively affected performance. The research found that with low levels of traditionality, job security has a greater positive moderating effect as opposed to those with high levels. The researcher had already left with a gap on workload as an extremely important aspect that can affect job performance. Since our study focuses on the relationship between workload and performance, we filled this gap.

Organizational demands impacting National Government Administrative Officers' (NGAOs) performance in Tharaka Nithi County, Kenya, were looked into in a recent study by Mwenda (2023). The descriptive design was adopted to study the various organizational demands these officers faced in relation to their performance. The population for the study consisted of 150 NGAOs that serve in different administrative ranks in Tharaka Nithi County; authenticating the findings were Chiefs, Deputy County Commissioners, Assistant County Commissioners, and County Commissioners. A final sample size of 90 participants was attained through stratified sampling for the sake of representation across various administrative ranks. The data under qualitative hypotheses were collected through the questionnaire consisting of both open-and-closed-ended questions, while quantitative data were collected on organizational demands. Findings show that organizational demands, such as bureaucratic restraints and workload pressures, significantly hindered performance amongst NGAOs, with 65% of the respondents rating their performance down because of these factors. The next finding was that poor resource provision and lack of support from upper management led to the decline in job satisfaction and performance output among the officers.

### **2.2.3 Management Style and Job Performance**

Wangechi's (2011) desired research methodology of a descriptive survey conducted on 115 teachers for evaluation to identify work-related stress factors, among many in the schools survived by secondary education in Kenya. According to the findings, the majority of participants cited an oppressive management style as the primary cause of their workplace stress. Workload and management style were examined in this study, but organizational needs like task and role demands which have a significant impact on employee output were not covered. Additionally, national administration officers are left behind in the study environment, which is among instructors. By examining organizational demand as one of the independent variables, our study closed this gap.

Ogunola *et al.* (2013) evaluated management style as a predictor of workers' job performance in a subset of Nigerian brewing companies. Two brewing businesses in the Nigerian states of Oyo and Osun were examined in the study. Two hundred workers were chosen as samples from the two industries. The Role-Based Performance Scale (RBPS) and the Supervisory Behaviour Descriptive Questionnaire (SBDQ) were the two instruments utilized to gather data for the research. The research's conclusions suggested a relationship between work performance and management approaches. Because of the nature of the jobs in these industries, it was also discovered that people responded better to authoritarian management styles. According to the study, a manager should make sure that work is planned to increase employees' commitment to and sense of satisfaction with their jobs, as this will have an impact on how well they perform. Additionally, an evaluation of the management style being used can help identify the foundation for successful and effective performance with regard to particular programs and projects. The study setting is in a private organization as opposed to public sector organization. This study filled this

gap by studying management style variable in public sector.

Akhtar *et al.* (2019) examined how personality traits and a paternalistic management approach impact the job performance of workers in Pakistan. The main objective of the research was to investigate how personality factors influence job performance. The researchers selected 199 participants from Pakistan's telecom industry as a purposive sample for the study. The findings uncovered a significant and solid association between employees' job performance and the paternalistic management style, as well as the extraverted, optimistic, and emotionally stable personality traits. The fact that places much consideration on research in Pakistan. Just as it has special features of its own, Kenya-the country-of-focus has great distinctions from it. This gap was then filled with regards to the specific context of Kenya and in the public sector with the study of management style.

Kamau (2022) undertook a study which investigates the influence of various management philosophies on productivity of National Government Administrative Officers (NGAOs) in Kenya's Tharaka Nithi County. This investigated the nature of the relationship that occurs with respect to the performance of NGAO in relation to the management styles: authoritarian, democratic, and laissez-faire. The research utilized a correlational design. The study subjects comprised a sample of 120 NGAOs serving in the county administration that included Chiefs, Deputy County Commissioners, Assistant County Commissioners, and County Commissioners. A sample size of 80 respondents who answered a structured survey questionnaire intended to gauge opinions about management styles and performance outcomes was obtained by using a straightforward random sampling procedure. Both qualitative and quantitative information will be collected using an instrument that comprises Likert

scale and open-ended questions measuring managerial effectiveness and how it affects performance indicators. The findings revealed that the democratic management style showed positive significance towards greater performance; indeed, 75% of respondents stated that participative decision-making through involved processes led to greater satisfaction levels of the valuing group and improved delivery of service. Conversely, a relationship emerged whereby, autocratic styles reported lower performance ratings: in fact, 60% of respondents reported feelings of disconnection and demoralization in this environment.

#### **2.2.4 Workload and Job Performance**

Ng'eno (2007) examined burnout in primary school teachers in the context of Kericho Municipality, Kenya. The researcher drew a sample of 120 teachers from a population of 300 teachers using simple random sampling and stratified sampling. Data were collected through self-administered questionnaires. Descriptive statistics were used to analyze the data using a software. According to the findings of the research report, among the major causes of teacher burnout within the municipality were poor salary, little opportunity for advancement, too much workload, and a lack of participation in decision making. This study, therefore, closed the gap by examining independent variables like the management style and organizational demands and how they are related to job performance.

Johari et al. (2018) studied work-life balance, autonomy, workload, and job performance among teachers. The main aim of the research was to find out how workload, work-life balance, and autonomy influenced the job performance of teachers. Teachers in public schools in the northern states of Peninsular Malaysia were given a questionnaire to answer. The research adopted a quantitative approach.

Thus, the information on workload, autonomy, work-life balance, and job performance involved 302 educators. The collected data was analysed using the Statistical Package for Social Sciences (SPSS). According to the research findings, the autonomy and work-life balance of the participants significantly influenced their job performance. Conversely, the study did not find any significant effect of the workload of school teachers on their performance. By discussing the aspect of organizational needs and how they affect performance in work, this study closed a gap.

Bruggen (2015) established the link between workload and performance through research. The research used qualitative and quantitative research methods to determine how workload affects job performance. This used particular statistical models to analyze 9210 observations of 27 workers of a mid-sized food supplier over three-years and eight months. His results indicated that the correlation of performance with lots of work is in the form of an inverted U-shaped curve, whereby employees are able to increase productivity only until a certain point beyond which their productivity starts to decline. The study revealed that an optimum level of performance was achieved when the level of workload was at a moderate. The researcher, however, left a gap on management style as a major component influencing job performance. This gap has been closed by examining the relationship between management style and job performance.

In a recent study, Ndungu (2023) studied the impact of workload on performance among National Government Administrative Officers (NGAOs), Tharaka Nithi County, Kenya. This was a descriptive correlational study, and the objective was to find out the effect of changing degrees of workload on the efficiency and effectiveness of administrative duties performed by officers at varying levels. It

targeted a total of 150 NGAOs, comprised Chiefs, Deputy County Commissioners, Assistant County Commissioners, and County Commissioners, in Tharaka Nithi County. A stratified random selection procedure was used to select a sample size of 100 respondents, thus ensuring representation from all the administrative levels. Data was collected using a standardized questionnaire that consisted both of quantitative and qualitative parts for comprehensive understanding of how workload affects performance. Scales measuring perceived workload and performance metrics based on self-reported outcomes were included in this questionnaire. The research found that there is a significant negative relationship between high workloads and performance outcomes; 84 percent of the respondents revealed reduced work efficiency, and most of them reported increased levels of stress because of overwhelming duties. Besides, many officers expressed dissatisfaction with their work because of inadequate material resources to handle their workloads efficiently.

### **2.3 Theoretical Review**

The primary focus of this component of the research is a review and discussion of the pertinent and appropriate theories regarding the impacts of occupational stress that were employed in the investigation. Theories help us understand the underlying mechanism and make an informed decision based on that understanding. A theory is a logical set of presumptions proposed to explain the connection between two or more empirical facts. Reputable theories enable us to forecast future events in specific scenarios. It is a well-known fact that the theories and history of any discipline aid in the application of concepts to real-world situations, regardless of how well we understand them (Nnuro, 2012).

### **2.3.1 The Person-Environment Fit Theory (P.E. FIT)**

The Person-Environment Fit Theory developed from Kurt Lewin's equation of behaviour in 1936. According to Lewin, the behaviour of an individual is dependent on their characteristics and environment. Consequently, ideal behaviour is only realized if the person's characteristics and environment are a fit. Based on this theory, Mwigai (2019) suggested a metric to assess how well an individual's personality including their attitudes, values, interests, knowledge, abilities, and circumstances fits the demands of their workplace. The level of occupational stress increased with the degree of mismatch.

This theory applied to the relationship between job performance and occupational stress in the field of public administration and was pertinent to this study. The idea served as the foundation for this study since it controlled strategic initiatives such as the establishment of agreed-upon and reasonable goals, which are crucial for employee performance.

### **2.3.2 The Demand - Control Theory**

Karasek was a proponent of this hypothesis back in 1979. The necessities of a job, which may include environmental factors and the actual task to be completed, are referred to as demands. The organizational, social, and physical requirements of the work activity are included in the job demands. The term "control" describes an individual's ability to respond to the demands of their work, including the ability to make critical decisions, apply resources or talents to the task, alter the work environment, or take on other components of the task requirement. Job control refers to an employee's ability to manage the different aspects of their work (Asamoah-Appiah et al., 2013).

Asamoah-Appiah et al. (2013) further argue that stress results from the combination of high demands placed on the job and limited opportunities to exert influence over tasks and processes, which ultimately ends up affecting the well-being of employees and leads to low job satisfaction. In part, causes of this situation are high workloads, inadequate breaks, long working hours, shift work, and demanding or monotonous activities that are not intrinsically meaningful and that do not utilize employee skills while providing few opportunities for self-determination.

The demand-control theory was pertinent to this study because it illustrates how organizational demands and workload significantly impact public sector employees' performance.

### **2.3.3 Herzberg' s Two Factor Theory**

The theory was developed in 1959 by Herzberg. The theory claimed that the presence or absence of particular elements in work assignments determines whether employees are motivated or demotivated. According to the notion, which is also known as the hygiene hypothesis, certain aspects of a work might increase motivation, but other aspects can demotivate an employee (Mwikali, 2022). Based on this hypothesis, Mwikali (2022) goes on to say that when present, elements like chances for advancement, acknowledgement of hard work and efforts, and duties assigned to staff members are examples of things that increase motivation. Salary, supervision, the workplace, corporate regulations, interpersonal interactions, and job security are all examples of hygiene considerations.

This theory was adequate in highlighting the theoretical knowledge of the relationship between occupational stress and job performance and organizational needs, management style, and workload.

## 2.4 Summary of Literature and Gaps to be filled by the Study

After reviewing research on the relationship between occupational stress and work performance in both the public and private sectors, it is clear that there is not enough data to show a connection between occupational stress and the job performance of administrative officers in the national government. The following theories were examined in this study: Herzberg's Two-Factor Theory, the Demand-Control Theory, and the Person-Environment Fit Theory (P.E. FIT), all of which were relevant to the investigation of occupational stress and its effects on worker performance.

**Table 2.1: Gaps in Literature**

Author	Variables	Methods	Findings	Gaps	Focus
Mboi (2014)	Organizational Demands and Job Performance	Descriptive research design 100 respondents were used and analysis done using SPSS	Management influenced performance of public servants within Machakos County.	Conceptual gap identified. The study also left out national government administrators.	Workload and organizational demand as part of variables. And national government administrative officers in Kenya.

Katou <i>et al.</i> (2013)	Organizational Demands and Job Performance	Multilevel structural equation modelling was used on a sample of 1,011 employees.	Job demands influenced relationships and performance in Greece's public and private organizations.	Contextual gap identified. The setting of the study was Greece, a European country.	Management style and job performance as a key variable. National government administrative officers in Kenya.
Lu <i>et al.</i> (2017)	Organizational Demands and Job Performance	Three studies with cross-sectional and time-lagged designs were done.	When job objectives were combined with increased job security, employee performance improved dramatically.	Conceptual gap identified	Workload as an important variable.
Wangeci (2011)	Management Style and Job Performance	115 teachers were evaluated using descriptive survey design.	Oppressive style of management was a major source of teacher's stress in their working	Both contextual and conceptual gaps identified. National government administration officers also left out.	Organizational demand as one of the independent variables and NGAOs in Kenya.

			places.		
Ogunola <i>et al.</i> (2013)	Management Style and Job Performance	Descriptive research design  200 respondents from two industries.	Management styles influenced job performance of workers in the two industries.	Contextual gap identified.	Management style as a key variable in public sector.
Akhtar <i>et al.</i> (2019)	Management Style and Job Performance	199 participants from telecommunicat ion Sector of Pakistan were used for the study.	Management style positively and considerably relates to employee' s job performance within telecommunic ation Sector in Pakistan.	Contextual gap identified, study setting was Pakistan.	National government administrative officers in Kenya.
Ng'eno (2007)	Workload and Job Performance	120 respondents were used through simple random sampling and stratified sampling.	Heavy work load greatly contributed to teacher burnout within the municipality.	Conceptual and contextual gaps identified, national government administrators were left out.	Management style and organizational demands as part of variables and national government administrators

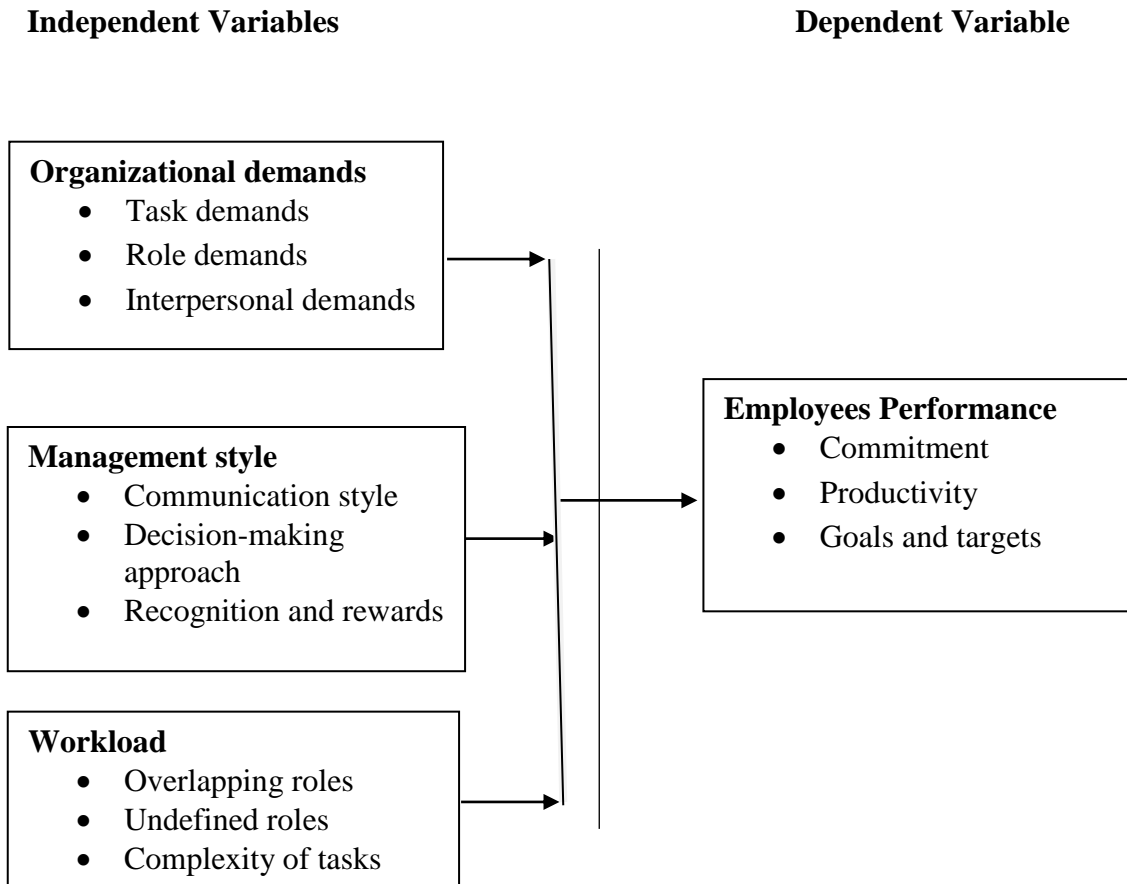
					in Kenya
Johari <i>et al.</i> (2018)	Workload and Job Performance	Quantitative research approach, 302 respondents were used, analysis done using Statistical Package for Social Sciences.	Work-life balance had a substantial effect on respondents' job performance.	Conceptual gap identified. National government administrators were also left out in the study.	Organizational demands will be looked at as part of the variables and NGAOs in Kenya.
Bruggen (2015)	Workload and Job Performance	9,210 observations made over a three-year and eight-month period by 27 respondents were examined using unique statistical models.	The association between workload and performance was inverted U-shaped	Conceptual gap identified.	Management style as part of variable.

Source: Researcher (2023)

## 2.5 Conceptual Framework

The foundation of this approach is built upon three independent variables: organizational demands, management style, and workload, along with one dependent

variable, employee performance. The conceptual framework for this study can be observed in Figure 1.1.



**Figure 2.1 Conceptual Framework**

Source: Researcher, (2025)

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

Methodologies utilized for data gathering, processing, and display are presented in this section. The research design, demographic, sample size, data collecting methods, data collection process, data analysis, and ethical issues are all covered in this chapter.

### **3.2 Research Design**

According to Lewis and Thornhill (2009), as referenced by Mwikali (2022), research design offers a method or road map for collecting, evaluating, and interpreting data. Karanja (2012) defines research design as the strategy or method utilized to come up with answers to research problems. To explore the effect of occupational stress on the job performance of National Government Administration Officers in Tharaka Nithi County, the study used both descriptive and exploratory methodologies. A descriptive study gathers information and determines how frequently research variables are utilized or interact with one another in an effort to characterize or explain a subject (Karanja, 2012). Usually, to do this, a group of subjects, people, or events are profiled. Descriptive survey research is the preferred method for studies where the focus is on the current situation in the field and no factors are changed.

### **3.3 Target Population**

The National Government Administration Officers (NGAO) in Tharaka Nithi County, Kenya, are the study's target demographic. According to the Ministry of Interiors and National Administration (2021), these executives consist of one County Commissioner (CC), nine Deputy County Commissioners (DCCs), twenty Assistant County Commissioners (ACCs), and fifty-three Chiefs. In Tharaka Nithi County,

there are 83 NGAO officers in total.

### **3.4 Sample Determination and sample Technique**

A sample is a representative number or subset of the entire population that can be used to make observations or conduct research Mwikali (2022). A sample size of 83 participants were utilized for the research. This research utilized the methodology espoused by Yamane (1967), which is contemplated to be the most suitable and basic approach in establishing the sample size.

Bearing in mind the population size, the  $n=N/(1+N(e)^2)$

Where;

N - Sample size, N - Population size, e - margin of error (0.05)

The sample size of each sub-section was proportional to the total sample size.

$$\text{Sample size} = 83 / (1+83(0.05)^2) = 68$$

The sample size of the research was 68 participants within Tharaka Nithi County

Stratified sampling was used as tabulated and shown in the table below. This is because national government administrators are employed and promoted based on cadres. Convenience sample was obtained from the strata.

**Table 3.1 Study Sampling Frame**

<b>County</b>	<b>Designation</b>	<b>Frequency</b>
	Police County Commissioner (CC)	1
	Deputy County Commissioners (DCCs)	7
Tharaka Nithi	Assistant County Commissioners (ACCs)	17
	Chiefs	43
<b>Total</b>		<b>68</b>

**Source: Researcher (2023)**

### **3.5 Data Collection**

#### **3.5.1 Data Sources**

This research utilized both primary and secondary data sources. The researcher opted for questionnaires as the primary method for data collection. This approach was selected due to its user-friendliness and the ease with which respondents could provide the required information. Additionally, the researcher did not need to be physically present for the questionnaire to be completed. Before distributing the questionnaire, the researcher sent cover letters to the chosen sample size asking for help completing the questionnaire. Information about the study's goal was also included in the cover letter. The study under consideration here used secondary data sources obtained from recent research studies on public policy and administration, all of which are cited in the reference section of this study (Mwikali 2022).

### **3.5.2 Data Collection Tools**

The opinions of the participants were expressed through statements on a 5-point Likert scale in a structured questionnaire, which comprised mostly close-ended and open-ended questions. The instrument allowed respondents the chance to give information very strung together; thus, it was self-contained and included open-ended questionnaires (Mwikali, 2022). Questionnaires were used to obtain primary data from the participants for this study. The study variables together with their operationalization processes were referenced as guidelines for the construction of the questionnaire.

### **3.6 Validity and Reliability of Research Instrument**

#### **3.6.1 Validity**

It was this aspect of content validity that rendered the research instrument effective. To evaluate the questionnaire's thoroughness and relevance, that is, by developing content validity through expert consultations including academic supervisors and industry practitioners; this was done according to Lindgren (2021). This feedback was intended to ensure that all relevant specifics of quality-control practices and project performance are effectively included, thereby enhancing the total validity of the study instrument.

#### **3.6.2 Reliability**

To ensure reliability of the research instrument, a pre-test was carried out. The questionnaire was given to a small representative sample of the participants of the target population, which should ideally be about 10% of participants (Creswell & Creswell, 2018). Such pre-test has normally been used in identifying ambiguities or

inconsistencies among the questions which could then be amended prior to the principal data collection. Reliability of the instrument was quantitatively assessed using Cronbach's alpha, with an internal-consistency threshold of 0.7 being satisfactory (Tavakol & Dennick, 2019). A Cronbach alpha of 0.813 was established from the study making the instrument reliable.

To determine the dependability of the study instrument, a pre-test was conducted. Trial run of the questionnaire was carried out on a small sample whose population is supposed to be representative of the target about 10% of the participants (Creswell and Creswell, 2018). Such a pre-test has normally been used in identifying ambiguities or inconsistencies among questions, which can then be amended before the principal data collection. Reliability of the instrument was quantitatively assessed by using Cronbach's alpha, with internal-consistency threshold deemed acceptable being 0.7 (Tavakol & Dennick, 2019). A Cronbach alpha of 0.813 was resulted from the study, thus making the instrument reliable.

### **3.7 Data Collection Procedure**

After the university granted permission to collect data, the data collecting process started. In addition to requesting authorization from the Ministry of Education-County Commissioner of Tharaka-Nithi, a research permit was acquired from NACOSTI. Research assistants were hired to distribute the surveys to the intended respondents when consent was received. Respondents are asked to voluntarily complete the surveys by the researcher. The questionnaires were gathered for examination during the projected one-month data collecting period.

### **3.8 Data Analysis and Presentation**

Classifying, arranging, modifying, and evaluating data from study topics are all done statistically using data analytical procedures (Mwikali, 2022). The data was examined through regression analysis and Pearson correlation statistics, both of which fall under the categories of descriptive and inferential statistics. The research employed ANOVA and regression analysis for inferential statistics. The study made use of the mean and standard deviations for its descriptive analysis. The correlation between the research variables is displayed by the regression analysis. In addition to the regression model produced by SPSS, the outcomes are displayed using frequency tables and percentages.

The regression model used in this study was;

$$Y = \alpha_0 + \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 X_3 + \varepsilon$$

Where,  $\alpha_0$  is constant (value of Y when  $X_s = 0$ )

$\alpha_1, \alpha_2$  and  $\alpha_3$  are the regression coefficients

Y – Employee performance

$X_1$  – Organizational demands

$X_2$  – Management style

$X_3$  – Workload

$\varepsilon$  - Error Term

### **3.9 Ethical Considerations**

The participants were approached quite well and asked whether they would be willing to participate. Detailed information on how the data would be used was given alongside assurances of confidentiality and privacy. Each participant was promised that their responses would be made willingly and that they will be following the

existing protocol. Permission to carry out this research and collect data was sought from Kenyatta University and all written permissions received are attached, including consent from both the University and NACOSTI. To avoid delays that might affect the project timeline, participants were urged to fill out the questionnaires quickly. Furthermore, the study correctly contacted and acknowledged sources and authors, including in-text citations and a reference list at the end of the research.

## CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

### 4.1 Introduction

Descriptive analysis was employed in analyzing data collected for the present research, and this chapter elaborated on data analysis, presentation, and interpretation. Additionally, the interpretation of the regression output took into account comparisons with other research findings, alongside possible explanations for the results obtained.

### 4.2 Response Rate

The researcher distributed a total of 68 questionnaires directly to the sample participants. Of these, 60 participants completed and returned their surveys, resulting in a return rate of 88.2%. This aligns with Bailey's (2007) assertion that a response rate exceeding 70% is considered very favorable. Consequently, the data collected was sufficient for the researcher to draw meaningful conclusions from the study. The response rate is exhibited in Table 4.1.

**Table 4.1 Response Rate**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Response	60	88.2%
Non-response	8	11.8%
<b>Total</b>	<b>68</b>	<b>100.0%</b>

**Source: Field Data (2024)**

### 4.3 Demographic Information of Respondents

The part outlines the general features of the participants. These include; gender, age category, educational level and working experience.

### 4.3.1 Participants' Gender

In the questionnaire, each participant was asked to select their gender. Table 4.2 below shows the participants' gender breakdown.

**Table 4.2 Participants' Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	39	65.0
Female	21	35.0
<b>Total</b>	<b>60</b>	<b>100.0</b>

**Source: Field Data (2024)**

As per the results shown in Table 4.2, there were 21 (35.0%) female participants and 34 (65.0%) male participants. Nonetheless, a good representation of both genders completed the research. It was helpful to represent the ways in which participants offered ideas to the study by include gender statistics. The participation of both males and females in ministry of interior and coordination of national government helps create a more inclusive, equitable, and just society by addressing gender issues from a well-rounded and comprehensive perspective.

### 4.3.2 Participants' Age Category

The research aimed to explore the ages of the participants. The results were exhibited in Table 4.3.

**Table 4.3 Participants' Age**

<b>Age category</b>	<b>f</b>	<b>%</b>
18 – 25 years	3	5.0%
26 – 35 years	17	28.1%
36 – 49 years	28	46.7%
Above 50 years	12	20.0%
<b>Total</b>	<b>60</b>	<b>100%</b>

**Source: Field Data (2024)**

Based on the outcomes in Table 4.3, 46.7% of the participants fell within the 36-49 age bracket, with 28.1% falling in the 26-35 age range, and 20.0% being over 50 years old. Additionally, 5% of the participants were aged between 18 and 25. This demographic distribution provided a well-rounded representation of different age groups, making it an ideal range for conducting the study.

#### **4.3.3 Educational Level**

The research aimed to explore the academic qualification of the participants. The outcomes are exhibited in Table 4.4.

**Table 4.4 Distribution of Participants By Educational Level**

<b>Educational level</b>	<b>Frequency</b>	<b>Percentage</b>
Certificate	7	11.7
Diploma	19	31.7
Bachelor's degree	23	38.3
Postgraduate	11	18.3
<b>Total</b>	<b>60</b>	<b>100.0</b>

**Source: Field Data (2024)**

As per the Table 4.4's data, 38.3% of participants had completed a bachelor's degree, followed by 31.7% with a diploma, 18.3% with a postgraduate degree, and 11.7% with a certificate. This indicates that a greater proportion of the participants held a bachelor's degree as their educational qualification. This suggests that every participant possessed the necessary knowledge to answer the questionnaires on their own. Kathimba and Anyieni (2018) assert that individuals with higher levels of education often exhibit improved critical thinking and problem-solving skills. Education provides the necessary skills for strategic planning, which is essential for coordinating various government activities and ensuring a cohesive approach to national development.

#### 4.3.4 Working Experience

The participants were asked how long they had been employed with the National Government Administration. The outcomes were shown in Table 4.5.

**Table 4.5 Working Experience**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
0 - 5 years	9	15.0%
6 - 10 years	31	51.7%
Above 10 years	20	33.3%
<b>Total</b>	<b>60</b>	<b>100</b>

**Source: Field Data (2024)**

According to Table 4.5's results, 51.7% of participants had worked for the ministry of interior and national administration for 6 to 10 years, 33.3% for ten years or longer, and 15.0% for fewer than five years. Workers with a lot of experience have probably dealt with a variety of circumstances, which improves their flexibility and crisis

management skills. This experience is particularly valuable during emergencies or situations that require quick and effective decision-making. It is a clear demonstration that the participants had a good working experience. According to Quiñones *et al.* (2015), job performance metrics showed the strongest associations with work experience.

#### **4.4 Descriptive Statistics**

In this study, the mean and frequency percentages were used to show the summary measures of the observed sample. Based on the data gathered, a descriptive statistical analysis was carried out on the study's target variables. This study's quantitative data analysis was based on the essential traits of the observed sample.

##### **4.4.1 Organizational Demands and Job Performance**

Determining the impact of organizational demands on work performance was the study's first objective. Using a 5-likert scale from 5 strongly agree to 1 strongly disagree show your agreement level to the stated statements pertaining to organizational demands. The outcomes were exhibited in Table 4.6.

**Table 4.6 Descriptive statistics on effect of organizational demands on job performance**

<b>Statements</b>	<b>Mean</b>	<b>Std. Dev</b>
NGAOs embrace task demands in Tharaka Nithi County	3.73	1.624
The organizational leadership affect employee job performance in Tharaka Nithi County	3.81	1.687
The interpersonal demands affect employee job performance	3.67	1.572
The role demands affect employees' job performance in Tharaka Nithi County	3.62	1.516
<b>Average scores</b>	<b>3.71</b>	<b>1.600</b>

**Source: Field Data (2024)**

As per the results in Table 4.6, it was revealed that most participants agreed that NGAOs embrace task demands in Tharaka Nithi County (mean =3.73; Std. Dev =1.624). The respondents agreed that organizational leadership affect employee job performance in Tharaka Nithi County (mean =3.81; Std. Dev =1.687). This indicate that organizational demands directly impact job performance among the workers. The findings are upheld by the results of a research by Bakker and Demerouti (2017) who revealed that excessive organizational demands, when not adequately managed, could lead to burnout and decreased performance among employees. Conversely, moderate levels of job demands have been shown to stimulate employees' motivation, challenge their skills, and enhance their performance. Effective communication, clear goal setting, and providing adequate resources and support are essential strategies for mitigating the negative impact of high organizational demands on job performance

(Pierce & Newstrom, 2008). The response of an employee to organizational expectations is primarily influenced by their skills, background, drive, and ability to bounce back from challenges (Parker & Ohly, 2008). Additionally, factors within the organization such as support systems, company culture, and leadership approach can impact the employees' ability to effectively manage their job responsibilities (Schaufeli & Taris, 2014).

As showed in Table 4.6, most participants agreed that interpersonal demands affect employee job performance (mean =3.67; Std. Dev =1.572). Also, participants agreed that role demands affect employees' job performance in Tharaka-Nithi County (mean =3.15; Std. Dev =1.516). NGAO officers experience higher levels of stress due to high organizational demands, including complicated jobs, significant workloads, and tight deadlines. This has a detrimental effect on work performance by impairing focus, increasing mistakes, and causing fatigue. The findings are upheld by Lu *et al.* (2017), which found that while job demands somewhat reduced performance when job security was lower, they dramatically boosted employee performance when job security was higher. Maintaining job satisfaction and general well-being among NGAO officers requires striking a balance between work duties and personal obligations. Organizational demands that encroach on employees' personal time or fail to provide adequate support for work-life balance can lead to increased stress and decreased job performance.

#### **4.4.2 Management Style and Job Performance**

The objective two of the research was to find out the effect of management style on the job performance among National Government Administrative Officers. The participants were enquired to specify their agreement level using 5-likert scale from 5-

strongly agree to 1- strongly disagree on stated statements pertaining to management style. The outcomes are exhibited in Table 4.6.

**Table 4.7 Effect of Management Style On Job Performance**

<b>Statements</b>	<b>Mean</b>	<b>Std. Dev</b>
The NGAO leadership in the county boosts self-esteem of staff to enhance job performance.	3.69	1.512
There is adequate participation of NGAOs in activities, meetings, events and seminars organized by the leadership.	3.52	1.457
NGAO have opportunity to participate in decision making that enhances their performance.	3.64	1.573
To enhance employee performance and mental well-being, the leadership of the county's NGAO recognizes staff contributions and awards them with prizes.	3.47	1.463
<b>Average scores</b>	<b>3.58</b>	<b>1.501</b>

**Source: Field Data (2024)**

According to Table 4.7's findings, most participants revealed that NGAO leadership in the county boosts self-esteem of staff to enhance job performance (mean =3.54; Std. Dev =1.512). The respondents agreed that there is adequate participation of NGAOs in activities, meetings, events and seminars organized by the leadership (mean =3.52; Std. Dev =1.457). Different management styles have varying impacts on employee engagement, motivation, satisfaction, and ultimately, job performance. An autocratic or micromanagement style hinder job performance by stifling employee autonomy, creativity, and motivation. When managers exert tight control over decision-making processes and closely monitor employees' actions, it can create a

stifling work environment characterized by low morale and disengagement. The results are reinforced by the outcomes of a research by Deci *et al.* (2017) who found that participative leaders enable workers to accept responsibility for their job, foster open communication, and involve them in decision-making processes. Employee autonomy, trust, and dedication are fostered by this, and as a result, job satisfaction and performance are raised.

The findings in Table 4.7 revealed that most participants agreed that NGAO have opportunity to participate in decision making that enhances their performance (mean =3.64; Std. Dev =1.573). Further, the participants agreed that NGAO leadership in the county recognizes the contribution of staff and rewards workers in order to boost emotional stability and enhance workers' performance (mean = 3.47; Std. Dev =1.463). Managers who prioritize employee well-being, recognize and address potential barriers to performance, and provide ongoing support create an environment conducive to high job performance and employee engagement within the NGAO. These results are consistent with a study conducted by Ogunola *et al.* (2013), which found that leaders who involve their staff in decision-making, solicit their opinions, and offer opportunities for professional development tend to encourage a sense of ownership and commitment in their team members. The effectiveness of leadership and management within the organization significantly influence NGAO officers' job performance. Supportive and empowering leadership styles that prioritize employee well-being and provide clear direction enhanced motivation and productivity. Conversely, ineffective leadership characterized by micromanagement or lack of direction may demotivate employees and hinder performance.

#### 4.4.3 Workload and Job Performance

Examining the effect of workload on job performance among National Government Administrative Officers was the third objective of the research. On a 5-likert scale ranging from 5-strongly agree to 1-strongly disagree, the participants were asked to indicate how much they agreed with each statement on workload. The outcomes were shown in Table 4.8.

**Table 4.8 Effect of Workload on Job Performance**

<b>Statements</b>	<b>Mean</b>	<b>Std. Dev</b>
There are unrealistic deadlines among NGAO that affects job performance.	3.66	1.546
There is performance pressure among NGAO that affects their performance.	3.49	1.534
NGAO face unbalanced work-life balance thus affecting their performance.	3.43	1.465
There are unrealistic targets that set to be achieved by NGAO.	3.34	1.415
<b>Average scores</b>	<b>3.48</b>	<b>1.490</b>

**Source: Field Data (2024)**

The findings displayed in Table 4.8 revealed that most respondents agreed that there are unrealistic deadlines among NGAO that affects job performance (mean =3.66; Std. Dev = 1.546). Respondents agreed that there is performance pressure among NGAO that affects their performance (mean = 3.49; Std. Dev = 1.534). High workload levels often lead to increased stress, fatigue, and burnout among employees. The results concurred with the outcomes with of Sonnentag and Frese (2012) who revealed that excessive workload is a significant predictor of job strain and decreased

job performance. When employees are inundated with numerous tasks or tight deadlines, they may experience difficulty in prioritizing their work, making decisions, and maintaining focus, ultimately impairing their ability to perform at their best. High workload negatively impact employee well-being and job satisfaction, further exacerbating performance issues. Employees who feel overwhelmed by their workload may experience feelings of frustration, helplessness, and dissatisfaction with their job, leading to decreased motivation and engagement (Bakker & Demerouti, 2017). This create a vicious cycle where low job satisfaction and morale contribute to further declines in performance.

Also, Table 4.8 uncovered that most participants agreed that NGAO face unbalanced work-life balance thus affecting their performance (mean =3.43; Std. Dev = 1.465). The respondents agreed that there are unrealistic targets that set to be achieved by NGAO (mean =3.34; Std. Dev = 1.415). When employees have a reasonable amount of work to accomplish within a given timeframe, they are more likely to maintain focus, prioritize tasks effectively, and produce high-quality outcomes. An appropriately balanced workload can lead to an increased sense of accomplishment and job satisfaction for NGAO officers. This favorable finding has the potential to significantly raise motivation and morale, which will improve work output. This aligns with an earlier study conducted by Johari et al. (2018), in which job performance among the sample participants was found to be greatly influenced by both autonomy and work-life balance aspects. On the contrary, an overload of work, though, would not only inhibit the job performance among the NGAO officers but rather be harmful to it would greatly harm the officers. Exposure to tasks, within dates, and responsibilities makes employees stressed as a result of fatigue and burnout. Reduced concentration leads to more glaring errors and inefficiency in doing

assignments. Again, more workloads will limit NGAO officers from maintaining a work-life balance which will finally lead to dissatisfaction and low overall well-being at work.

This result is also similar to a study, Johari et al. (2018), that reported a very high influence of autonomy and work-life balance on job performance among sample participants. Conversely, the excessive load harms job performance with a high exception for NGAO officers. Employees overwhelmed with tasks, deadlines, and responsibilities might increasingly experience symptoms of stress, fatiguing, and eventually burn-out. Decreased concentration leads to glaring errors and inefficiency in conducting assignments. More workloads would limit NGAO officers from maintaining a balance between work and life, thus leading toward dissatisfaction and the lowest overall well-being.

#### **4.4.4 Job Performance**

Participants were asked on a 5-likert scale, 5-strongly agree to 1-strongly disagree, on how much they agreed with 5 statements regarding their work performance. The findings can be seen in Table 4.9.

**Table 4.9 Descriptive Statistics On Job Performance**

<b>Statements</b>	<b>Mean</b>	<b>Std. Dev</b>
Job autonomy plays a significant role in reducing occupational stress and improving job performance.	3.68	1.612
Employees achieve better and greater work efficiency where there is ample work environment.	3.59	1.546
NGAO have developed good skills in terms of how they relate with members of the public through positive work environment.	3.47	1.489
Recognition and rewards for job performance positively impact their ability to cope with occupational stress.	3.63	1.524
High levels of occupational stress negatively impact their job performance.	3.60	1.597
<b>Average scores</b>	<b>3.59</b>	<b>1.554</b>

**Source: Field Data (2024)**

The results exhibited in Table 4.9 revealed that majority of the participants agreed that job autonomy plays a noteworthy role in minimizing occupational stress and improving job performance (mean =3.68; Std. Dev = 1.612). The participants agreed that employees achieve better and greater work efficiency where there is ample work environment (mean =3.59; Std. Dev = 1.546). Respondents agreed that NGAO have developed good skills in terms of how they relate with members of the public through positive work environment (mean =3.47; Std. Dev = 1.489). The respondents agreed that recognition and rewards for job performance positively impact their ability to cope with occupational stress (mean =3.63; Std. Dev = 1.524). Moreover, the respondents agreed that high levels of occupational stress negatively impact their job

performance (mean =3.60; standard deviation = 1.597). Occupational stress contributes to decreased motivation and job satisfaction among NGAO officers, which in turn affect their commitment and engagement at work. When individuals feel overwhelmed or unsupported in managing their workload and stress, they experienced feelings of disillusionment, detachment, or even resentment towards their job responsibilities. This resulted to lowered productivity, heightened absenteeism and turnover intentions, further deteriorating the negative effect on job performance within government administrative jobs. This finding corroborates the findings of Efawati (2020), which revealed that officers' experiences of stress and anxiety are aggravated when there is little or no management support, insufficient resources, ambiguous goals, and few opportunities for autonomy or advancement.

#### **4.5 Analysis of Qualitative Data**

Qualitative data were gathered using open-ended questionnaires and presented in themes and patterns. The first prominent theme emerging in the qualitative analysis was organizational demands. Officers often noted being under pressure to deal with bureaucratic processes, comply with strict rules, and meet deadlines while juggling conflicting priorities. These demands arise out of government policies, organizational policies, or other external stakeholders that shape the working environment and expectations of the officers. The finding highlights certain challenges that officers encounter in meeting those demands, relating to the issues of available resources versus these demands, conflicting demands, or formulating a clear decision pathway, which may be set out within the organization or have to be negotiated outside of it.

Second, based on the findings on managerial style, officers perceive their supervisors' leadership styles to range from supportive and empowering to autocratic or micromanaging. Officers emphasized that good leaders offer clear direction,

encourage open communication, and allow officers to make decisions concerning their work autonomously. On the other hand, negative experiences with management—such as lack of support, barriers to communication, and perceived favoritism—can undermine performance and morale.

Third, based on work-related issues, the results pointed to the heavy workloads, tight deadlines, and competing demands officers face in their jobs. Officers describe workload stress, time management, and the ability to get the job done as being impacted. Further, the findings revealed the strategies for coping with workload challenges include prioritizing tasks, seeking support from colleagues, or advocating for additional resources.

#### **4.6 Inferential Statistics**

The association between job performance and occupational stress among National Government Administrative Officers was investigated using multiple regression analysis. In this case, organizational demands, management style and workload were regressed on job performance among National Government Administrative Officers. The outcomes of Model Summary, ANOVA and Regression Coefficients are as presented in following parts.

##### **4.6.1 Model Summary**

The researcher determined the results of the coefficient of determination and correlation. The results are exhibited in Table 4.10.

**Table 4.10 Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
<b>1</b>	0.879	0.772	0.746	0.142

**a. Predictors: (Constant), Organizational demands, management style and workload**

**b. Dependent Variable: Job performance**

**Source: Field Data (2024)**

The outcomes in Table 4.10 demonstrate that the research factors had a substantial impact on the job performance of National Government Administrative Officers, with a coefficient of correlation of 0.879. The modified determination coefficient came out to be 0.746, or 74.6%. This demonstrates how changes in the independent variables workload, management style, and organizational demands explained differences in the dependent variables. There are more factors outside the purview of this study that could account for the 25.4% residual.

#### **4.6.2 ANOVA**

At the five percent significance threshold, an ANOVA was performed. The F calculated and F critical values were compared. The outcomes are shown in Table 4.11.

**Table 4.11 ANOVA Results**

<b>Model</b>	<b>SS</b>	<b>df</b>	<b>MS</b>	<b>F</b>	<b>Significance</b>
Regression	7.59	3	.241	1.89	0.003 <sup>a</sup>
Residual	54.32	57	1.146		
Total	61.91	60			

**a. Predictors: (Constant), Organizational demands, management style and workload**

**b. Dependent Variable: Job performance**

**Source: Field Data (2024)**

Table 4.11 shows that calculated F was 1.89 while the critical F was 1.26. Given that  $1.89 > 1.26$ , this infer that the overall regression model had a substantial impact on the research. The P-value was  $0.003 < 0.05$  indicating that job performance among National Government Administrative Officers was ominously impacted by the study variables. The results concur with those of Mwikali, (2022) who found that occupational stress significantly effect job performance among National Government Administrative Officers by impairing cognitive function, affecting physical and mental health, reducing motivation and job satisfaction, and influencing organizational culture and support mechanisms.

#### 4.6.3 Regression Coefficients

Regression analysis was utilized by the researcher to explore the individual effects of independent variables on dependent variables. The outcomes are exhibited in Table 4.12.

**Table 4.12 Regression Coefficients**

Multiple Regression Analysis Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	$\beta$	Std. Error	Beta		
(Constant)	5.262	0.158		1.246	.003
Organizational demands	0.324	0.0105	0.237	1.217	.002
Management style	0.347	0.0116	0.229	1.202	.001
Workloads	0.298	0.0117	0.224	1.227	.003

**Source: Field Data (2024)**

The association between job performance and occupational stress among National Government Administrative Officers was investigated using multiple regression analysis.

As per the SPSS generated table, the equation ( $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$ ) becomes:

$$Y = 5.262 + 0.324X_1 + 0.347X_2 + 0.298X_3$$

Where Y = Job performance

X<sub>1</sub> = Organizational demands

X<sub>2</sub> = Management style

X<sub>3</sub> = Workloads

Table 4.12 specifies that there was a positive significant coefficient ( $\beta=0.324$ , P-value = 0.002) for organizational demands, indicating that these demands had a beneficial impact on job performance. The research uncovered a positive significant coefficient ( $\beta=0.347$ , P-value = 0.001) for management style, indicating that among National Government Administrative Officers, management style positively influences job performance. The results indicate that workloads have a positive significant coefficient ( $\beta=0.298$ , P-value = 0.003), indicating that they positively impact National Government Administrative Officers' job performance. The results corroborated those of a study by Watetu (2017), which found that among national government administrative officials, occupational stress and job performance are strongly correlated negatively. Excessive stress has been shown to impede cognitive processes, decision-making capacities, and social skills, which in turn reduces productivity and effectiveness at work.

## **CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This section summarizes the main research results, draws conclusions, and offers recommendations and ideas for other study areas.

### **5.2 Summary of Findings**

Firstly, this research set out to find out how the task characteristic contributed to job performance of National Government Administrative Officers. The research revealed that: National Government Administrative Officers experience task demands in Tharaka-Nithi County; such leadership and interpersonal demands affect employee job performance. Balancing all professional duties and personal commitments is critical to job satisfaction and overall wellbeing of NGAO officers. Organizational expectations that intrude on personal time of employees or do not offer sufficient support for achieving work-life balance will result in stress and reduced job performance. Second, it was to explore the management style effects on the job performance of NGAO Officers. From the study, it was established that, for instance, National Government Administrative Officers leadership in the county boosts self-esteem of staff to enhance job performance. Also, the results discovered that the efficacy of leadership and management within the company has considerable effects on officers' performance. On the flip side, micromanagement limits employees' autonomy, along with their problem-solving aptitudes; thus, it contributes to decreased job satisfaction and productivity among NGAO officers. Thirdly, the research was aimed at establishing how workload affects job performance of National Government Administrative Officers. These findings show that NGAO suffers from

performance pressure, which cuts across their performance lines. Unbalanced work-life balance represents another factor that affects performance for National Government Administrative Officers. The other finding showed that sufficient levels of staffing, necessary tools and technology access, and appropriate support systems were significant in buffering the consequences of heavy workloads. Moreover, effective communication and realistic goal-setting management made it easy for NGAO officers to prioritize their tasks and manage their workloads effectively.

### **5.3 Conclusion**

The key research findings indicate that organizational stress, management style, and workload have the most significant positive impact on job performance in the National Government Administrative Officer population. Furthermore, organizational demands create pressure from the point of view of tight deadlines, complex tasks, and having to go through bureaucratic processes that often do not allow NGAO officers to perform optimally. Such conditions require preemptive action by management, in terms of providing an adequate number of resources, refining processes, and promoting a supportive environment. This would include low but real feasible expectations attached to organizational goals and ensuring clear communication as mitigating government agency measures to excess workload deleteriously affecting job performance among NGAO officers.

The management style practiced in any government agency thus plays an important role in determining how NGAO manages the workload and translates it into performance at work. A participatory and supportive management style where the employees are involved in decision-making, receive guidance and support, have open communication channels, could improve motivation and productivity from NGAO

workers. Authoritative or micromanaging management styles may increase stress at the workplace and might not allow employees to put their best efforts, due to limits put on autonomy and breed a culture of distrust.

The above statements are reinforced from the standpoint that workload-job performance association, among NGAO officers, co-varies with individual capacity and resilience. Adverse implications would range from high occupational stress levels in job performance, but the person may have adequate coping strategies, time management, and support from retained networks that would better facilitate absorbing workload with the organization while maintaining productivity.

#### **5.4 Recommendations**

The study recommends, in light of its findings, that

- i. 1. The government agencies should conduct comprehensive assessments of organizational demands to identify areas of inefficiency and opportunities for improvement. This entails reviewing processes, procedures, and workload distribution to ensure their fit within organizational goals and minimize an unnecessary burden on NGAO officers. Streamlining workflows, prioritizing and allocating workloads, and managing resources effectively can mitigate the workload and its effect on a job's performance.
- ii. 2. The boards of management should engage NGAO in participative decision-making processes, clear guidance and expectations for their involvement, and support their professional development in other aspects of work-related learning. Elicit open communication, recognition of the employee's contribution, and create an environment conducive to the argument that

managers have an adverse impact on job performance due to workload but do help in accountability and collaborative culture.

- iii. 3. The ministry of interior and national administration should invest in automation and technology to improve the cost of administration and reduce manual work that is transferred to the NGAO officer. Digitalization for document storage and workflow automation, as well as data analytics, would improve efficiency, accuracy, and productivity in government agencies, hence relieving workload pressure and improving NGAO officers' job performance.

### **5.5 Suggestions for Further Study**

Few additional areas of research that stand to be considered in Kenya's other counties entail training on workload management skills, thereby improving the job performance of National Government Administrative Officers. Another study would necessitate checking the correlations between workload distribution and performance levels among the National Government Administrative Officers.

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## APPENDICES

### Appendix I: Questionnaire

#### Introduction

This survey collects data on occupational stress and job performance among NGAO in Tharaka Nithi County in Kenya. This study will regard any information you give as private and will be utilized for academic reason only. Please do not reveal your name as you complete each section of the questionnaire as needed.

#### Consent

Are you willing to take part in this study?

Yes  No

Participant's signature \_\_\_\_\_ Date \_\_\_\_\_

#### Section A: Demographic Data

Kindly tick the box that is appropriate to you

1. Gender? Male  Female

2. What is your current designation in NGAO? .....

3. How many years have you been employed in National Government Administration Office?

0 – 5 years  6 – 10 years  More than 10 years

4. What is your highest academic qualification?

Certificate  Diploma  Bachelor Degree  Postgraduate

Other(s) (Specify) \_\_\_\_\_

5. What age category do you fall?

18 – 25 years [ ]    26 – 35 years [ ]    36 – 49 years [ ]    50 – 60 years [ ]

6. What is your marital status?

Single        Married        Widowed        Divorced   

Please select the option on the Likert scale that best reflects your opinion.

Where 5 – Strongly Agree, 4 – Agree, 3 – Don't know, 2 – Disagree and 1 – Strongly Disagree

**Section B: Organizational Demands**

7. On a scale of 1 to 5 show to what levels do you agree or disagree with the following factors of Organizational Demands to improve employee job performance of National Government Administrators in Tharaka-Nithi County.

Statements		5	4	3	2	1
a.	Do NGAOs embrace task demands in Tharaka-Nithi County?					
b.	Do organizational leadership affect employee job performance in Tharaka-Nithi County?					
c.	Do interpersonal demands affect employee job performance?					
d.	Do role demands influence employees' job performance in Tharaka-Nithi County?					

In your own words, explain how organizational demand affect the performance of NGA in Tharaka-Nithi County.

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**Section C: Management Style**

8. To what degree do you agree with the following statements concerning how management style affects job performance of National Government Administrators in Tharaka-Nithi County.

	<b>Statement</b>	5	4	3	2	1
a.	The NGAO leadership in the county boosts self-esteem of staff to enhance job performance.					
b.	NGAOs participate significantly in activities, meetings, events, and seminars organized by the leadership.					
c.	NGAO have opportunity to participate in decision making that enhances their performance.					
d.	The leadership at NGAO in the county acknowledges the valuable contributions of its staff and rewards employees to foster emotional well-being and improve overall performance.					

In your own words, explain how management style affects the performance of NGA in Tharaka-Nithi County.

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**Section D: Workload**

9. On a scale of 1 to 5 indicate to what extent you would agree or disagree with the following factors regarding workload in influencing employee job performance in Tharaka-Nithi County.

	<b>Statement</b>	5	4	3	2	1
a.	There are unrealistic deadlines among NGAO that affects job performance.					
b.	There is performance pressure among NGAO that affects their performance					
c.	NGAO face unbalanced work-life balance thus affecting their performance.					
d.	There are unrealistic targets that set to be achieved by NGAO					

In your own words, explain how workload affect the performance of NGA in Tharaka-Nithi County.

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### **Section E: Employee Job Performance**

10. On a scale of 1 to 5 show to what degree you would agree or disagree with the following aspects of Employee Performance in your organization.

	<b>Statement</b>	5	4	3	2	1
a.	The present work environment ensures that NGAO productivity is enhanced.					
b.	What are the effects of absenteeism on employee job performance among NGAO in Tharaka Nithi County?					
c.	Employees achieve better and greater work efficiency where there is ample work environment.					
d.	NGAO have developed good skills in terms of how they relate with members of the public through positive work environment.					

## Appendix II: Research Authorization Letters for KU



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 16<sup>th</sup> February, 2024

TO: Japheth Akello Olumu  
C/o Public Policy and Administration Dept.

REF: C153/OL/EMB/20744/2021

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL


This is to inform you that Graduate School Board at its meeting 14<sup>th</sup> February, 2024 approved your Research Project Proposal for the M.PPA Degree Entitled, "Effect of Occupational Stress on the Job Performance among National Government Administrative Officers in Tharaka Nithi County, Kenya".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and Progress Report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

  
ELIJAH MUTUA  
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Public Policy and Administration Department.

Supervisors:

1. Dr. Weldon Ng'eno  
C/o Department of Public Policy and Administration  
Kenyatta University

EM/inn



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

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P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 8710901 Ext. 57530

Our Ref: C153/OL/EMB/20744/2021

DATE: 16<sup>th</sup> February, 2024

Director General,  
National Commission for Science, Technology  
and Innovation  
P.O. Box 30623-00100  
**NAIROBI**

Dear Sir/Madam,

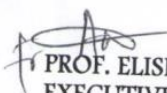
RE: RESEARCH AUTHORIZATION FOR JAPHETH AKELLO OLUMU – REG. NO. C153/OL/EMB/20744/2021.

I write to introduce Japheth Akello Olumu who is a Postgraduate Student of this University. The student is registered for M.PPA degree programme in the Department of Public Policy and Administration.

Japheth intends to conduct research for a M.PPA Project Proposal entitled “Effect of Occupational Stress on the Job Performance among National Government Administrative Officers in Tharaka Nithi County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

  
PROF. ELISHIBA KIMANI  
EXECUTIVE DEAN, GRADUATE SCHOOL

EM/Inn

### Appendix III: NACOSTI Research Permit

REPUBLIC OF KENYA  
Ref No: 920342  
RESEARCH LICENSE  
Date of Issue: 26/February/2024  
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION  
This is to Certify that Mr. JAPHETH AKELLO OLUMU of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Tharaka-Nithi on the topic: EFFECT OF OCCUPATIONAL STRESS ON THE JOB PERFORMANCE AMONG NATIONAL GOVERNMENT ADMINISTRATIVE OFFICERS IN THARAKA NITHI COUNTY, KENYA for the period ending : 26/February/2025.  
License No: NACOSTI/P/24/33464  
Applicant Identification Number: 920342  
Director General  
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION  
Verification QR Code  
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.  
See overleaf for conditions

**THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)**  
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

**The National Commission for Science, Technology and Innovation**, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

**CONDITIONS OF THE RESEARCH LICENSE**

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
  - i. Endanger national security
  - ii. Adversely affect the lives of Kenyans
  - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
  - iv. Result in exploitation of intellectual property rights of communities in Kenya
  - v. Adversely affect the environment
  - vi. Adversely affect the rights of communities
  - vii. Endanger public safety and national cohesion
  - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and  
Innovation(NACOSTI),  
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