

Effect of Occupational Stress on Employee Performance of Public Health Institutions in Kenya; A Case Of Employees In Kisii Teaching And Referral Hospital

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Abstract: Most organizations with the aim of attaining higher productivity end up saddling employees with overload of work in order to meet deadline and this creates psychological and physical discomfort on the employees which may result in something contrary to what these organizations want to achieve. The study sought to assess the effect of occupational stress on employee job performance in Kisii Teaching and Referral Hospital. The study adopted the following Research objectives, To establish the effects of physical workplace on employees performance in Kisii Teaching and Referral Hospital, determine the time pressure on employee performance in Kisii Teaching and Referral Hospital, determine the effects of work life balance on employee performance in Kisii Teaching and Referral Hospital, establish the effects of supervisor support on employee performance in Kisii Teaching and Referral Hospital. The study findings will add to studies that have been done, so that people in similar institutions can also appreciate the problem. It will also provide suggestions on how to reduce the effects of stress on output. Again, it was a source for further research. This study focused on the effect of occupational stress on employee job performance; the study was conducted amongst employees working in Kisii Teaching and Referral Hospital located in Kisii town, Kisii County. This study adopted a descriptive research design and targeted 745 employees working in Kisii teaching and Referral Hospital of which a sample 223 respondents was derived, the study used a questionnaire, interview schedules, and documents analysis in primary and secondary data collection. To ensure the reliability of the questionnaire, a pilot study was carried out while the Supervisors and research experts were used to test validity. Data was analyzed using descriptive and inferential statistics and presented using tables, figures and charts. From the findings that majority 64% of the respondents indicated that physical workplace affect employee's performance. The respondents indicated that response time pressure affect employee performance in Kisii Teaching and Referral Hospital, 66 % of the respondents indicated that time pressure affect

employee performance in Kisii Teaching and Referral Hospital. The respondents were asked to indicate work life balance affect employee performance in Kisii Teaching and Referral Hospital, 60 % of the respondents stated that employee work life balance affect employee performance, 53% of the respondents indicated supervisor support affect employee performance, 27 % of the respondents indicated the effects of supervisor support The study recommends that workplace environment to be improved to make the place conducive and easy to work for all hospital employees. Supervisors at various departments to undergo on job training to know how to guide others. Flextime schedules are the best in improving work life balance of employee. In this way they will work for the required time and offer quality services. The study further recommends that to explore this study well, other studies should be done to investigate the effect of occupational stress in privately sponsored hospitals in Kisii County. Key words: occupation stress employee performance.

Keywords; Occupational Stress, Job Demand, Stressors, Performance

Introduction

Occupational stress has been of great concern to employees and other stakeholders of organizations. Occupational stress researchers agree that stress is a serious problem in many organizations (Cooper and Cartwright, 1994; Varca, 1999; Ornelas and Kleiner 2003). The cost of occupational stress is very high in many organizations in recent times. For instance, the International Labour Organization (ILO) reports that inefficiencies arising from occupational may cost up to 10 percent of a country's GNP (Midgley, 1996).

Occupational stress is defined as the perception of a discrepancy between environmental demands (stressors) and individual capacities to fill these demands (Topper, 2007; Vermut and Steensma, 2005; Ornelas and Kleiner, 2003; Varca, 1999). Christo and Pienaar (2006) for example, argued

that the causes of occupational stress include perceived loss of job, and security, sitting for long periods of time or heavy lifting, lack of safety, complexity of repetitiveness and lack of autonomy in the job.

In today's world, stress has become a worldwide phenomenon, which is virtually there, in some form, in every workplace. Occupational Stress is a universal element experienced by employees around the globe. Stress has become major problem for employer particularly in developed nations especially in Norway and the entire Scandinavian countries, where the employer does not realize the impact of stress on employee performance. It is important to recognize and address properly job stress because it badly affects the employee's mental and physiological health. As there are so many resources for employees to perform excellent in their jobs but there is also some factors that hinders in their way. These factors lead to negative employee performance. Stress at work is seen as one of the major psychosocial risks of work. In Europe, Work-related stress is one of the problems confronting employees. It is of great concern to employees, employers and psychologists, because of its high growing rate in ill- health, as a result of long working hours of some employees (Joseph, 2007).

Robbins and Judge (2007), postulates that sources of stress are environmental, organizational and personal. They continue to add that, whether in which ever situation, stress depends on individual differences such as job experience and personality. Furthermore, when stress is experienced by an individual, its symptoms can surface as physiological, psychological and behavioral outcomes. Administrative stress experienced by employees' are of unpleasant emotions such as anger, tension, frustration, depression and nervousness, resulting from their work as employees. Doring (1993) and Friedman (1997) suggest that employees exhibit such unpleasant emotions because it is a psychological and/ or physiological response to threatening or overly demanding situations. They add that general factors that contributed to stress in employees included: human resource management, management of time and relationships. Stress in work-place, come in various ways.

Purpose of the study

Most organizations with the aim of attaining higher productivity end up saddling employees with overload of work in order to meet deadline and this might have psychological and physical effects on the employees which may result in something contrary to what these organizations want to

achieve. According to Munal, (2005) Although organizations are paying more attention than in the past to the consequences of the trauma their employees go through when they place extraordinary demands on them, there is still more room for improvement (Ngeno, 2007) The current turbulent environment in which some workers conduct their work requires that organizations examine their practices (Robbins and Judge 2007). Working at the hospital is an inherently stressful profession with long working hours, heavy workloads, difficult patients and conflicting demands. The physical and psychology demands of workers at the referral Hospital make them more vulnerable to high levels of stress. The effects of stress are evidenced as increased errors in surgical operations, high medical bills, lateness to work, low productivity and increased sick leaves. Despite the extremely negative effects of occupational stress on the human body and work performance, many organizations, with Kisii Teaching and Referral Hospital not being an exception has not put in any concrete measures to address these stress-related conditions that negatively affect productivity. Furthermore, there has not been a conscious establishment of a linkage between occupational stress and its negative effect on productivity. It is in the light of these problems that this research seeks to bring to the fore the implication of occupational stress on the overall performance of health institutions.

Research Objectives

The general objective for the study was to assess the effect of occupational stress on employee performance in Kisii Teaching and Referral Hospital, The study adopted the following Research objectives; To establish the effects of physical workplace on employees performance in Kisii Teaching and Referral Hospital, determine the time pressure on employee performance in Kisii Teaching and Referral Hospital, determine the effects of work life balance on employee performance in Kisii Teaching and Referral Hospital and establish the effects of supervisor support on employee performance in Kisii Teaching and Referral Hospital

Significance of the Study

The purpose of the study was to find out the effects of occupational stress on employees' performance. The researcher believes that this study will be very important and would go a long way to notifying all organizations, most especially those in the service sector on the need to ensure the effective management of occupational stress for their employees. The study will also add to existing store of knowledge. Thus, the findings will add to

studies that have been done, so that people in other part of the country can also appreciate the problem. It will also provide suggestions on how to reduce the effects of stress on output. Again, it was a source for further research and of relevance to stakeholders.

Literature Review

This chapter reviews the related literature on effects of occupational stress on employee job performance from various books and journals, discussed the theoretical framework and the conceptual framework to show the relationship between the independent variables and dependent variable. The chapter also presents the critique of the literature reviewed and the knowledge gaps that exist

Theoretical framework

The study has adopted a discussion on the interactional or transactional theories of occupational stress exposed that the researchers have conceptualized these theories in more than a few fundamentally dissimilar ways. These explanations of occupational stress differ according to the emphasis for the induction of stress and the different outcomes for the management of stress (LeFevre et al., 2003; Dollard, 2003).

Transactional Theory

Transactional theories of stress focus on the person's touching response related to their surroundings. The traditional causal model of stress has been prolonged from a unidirectional conceptualization to a transactional explanation, whereby stress is "entrenched in an ongoing procedure that involves individuals handle with their environments, making appraisals of those encounters, and efforts to cope with the issues that arise" (Cooper, et al., 2001, p. 12). At the

transactional analysis, strain occurs because of a perception that environmental demands go beyond personal possessions (Lazarus and Folkman, 1986). Moreover, causation can be mutual, whereby the level of nervous tension experienced by an individual may produce a tendency to meet stressors.

According to Folkman and Lazarus (1991), assessment comprises the successive processes of primary appraisal continuous-monitoring of environmental-conditions with a center on whether there are likely to be consequences for the individual's happiness, and secondary evaluation, what can be done should such cost occur, that is, the identification of a possible managing strategy. Coping refers to any effortful attempt to vary environmental circumstances or manage feeling regardless of outcome (Lazarus and Folkman, 1991). Following to the operation of a coping plan, reappraisal of the situation, and of the final effects of the coping response, occurs. The cognitive-nature of the appraisal process and the inevitability of its influence on the success of coping construct evaluation of coping outcomes largely one-sided and, therefore, very difficult to gauge (Hart and Cooper, 2001) the discussion on the interactional or transactional theories of occupational stress exposed that the researchers have conceptualized these theories in more than a few fundamentally dissimilar ways.

The conceptual framework below shows the relationship between the independent variable-aoccupation stressors: physical work place ,time pressure, work life balance and supervisor support on job performance characterized by employee job satisfaction, service quality, productivity, efficiency and effectiveness

Independent Variable

Dependent Variables

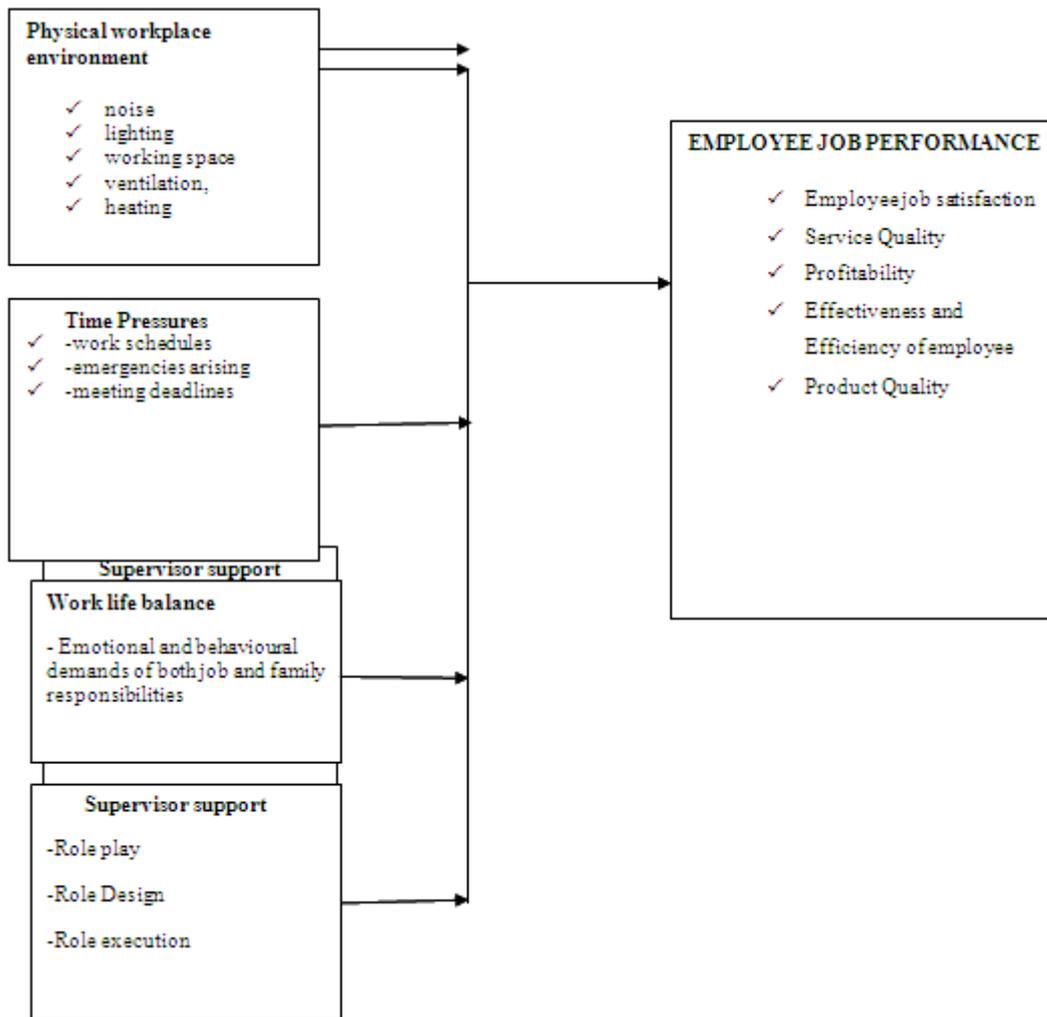


Fig 2.1: showing the relationship between occupational stress and job performance.

Research gaps

The literature reviewed observed that Individual behavior and its effects on the system can be seen as being a range, with absence due to sickness and task performance at one end, and labour turnover, low group-morale, output and poor labour-relations, at the other. The latter are less affected by a single individual's behavior (Cooper et al., 2001; Ivancevich and Matteson, 1980). Job satisfaction and organizational performance can be damagingly affected by stressful circumstances, although it should be noted that certain occupations are considered to be inherently more stressful than others (Cooper et al., 2001). Low self confidence amongst employees and managers is normally an organizational strain that requires an organization wide process to offset. If an appropriate action is not taken it can result in reduced productivity and high turnover, results in profits an ad dent in the

bottom line of the organizations. From the literature reviewed it was found out that no study had been conducted in Kisii teaching and referral Hospital to find out the effect of occupational stresses on job performance hence the study.

Research Methodology

This study adopted a descriptive research design. This is because the study aimed at describing the association between occupational stress and employee job performance. Descriptive design attempt to describe or define a subject, often by creating a profile of group of problems, people, or events, through the collection of data and tabulation of the frequencies on research variables or their interaction (Schindler, 2003). This approach was appropriate for this study as it helped

to analyze the state of affairs as they exist without manipulation of variables (Kothari, 2004).

The target population for this study comprised of all employees working in Kisii teaching and Referral Hospital. Currently, there are 745 employees (Kisii County Payroll, 2016). All the employees were considered for this study since they were in a position of knowing the effects of occupational stress on employee job performance.

Sample Size and Sampling Technique

A sample is a small part of large population, which is thought to be representative of the larger population. Sampling is the process of selecting a sub-set of cases in order to draw conclusions about the entire set. Any statements made about the sample should be true for the entire population. As noted by Cohen (2003), factors such as expense, time and accessibility frequently prevent researchers from gaining information from the whole population. Therefore there is need to obtain data from a smaller group or subset of the total population in such a way that the knowledge gained is representative of the total population under study. The researcher used 30% of the target population as sample size. According to Mugenda and Mugenda (1999) a sample of 30% is representative of the target population features hence a sample size of 223 respondents. For the purpose of getting a representative sample, the researcher stratified Kisii Teaching and Referral Hospital. Stratified sampling was useful blend of randomization and categorization thereby enabling both a quantitative and qualitative process of research to be undertaken (Cohen, 2003). The advantage in stratified random sampling is that it ensures inclusion, in the sample of subgroups, which otherwise were omitted entirely by other sampling methods because of their small numbers in the population.

Data Collection Instruments

The study used questionnaire, interview schedules, and documents analysis in primary and secondary data collection.

Questionnaire

A questionnaire is a research instrument that gathers data over a large sample (Comboand Tromp, 2006). In this study, structured and unstructured questionnaires were used to collect valuable information from employees on the effect of occupational stress on employee job performance. This allowed the respondents to give their opinions where necessary. The advantage of the questionnaire is that it generated a considerable amount of data and enabled the researcher to obtain

a wider coverage of description data at a comparatively low cost in terms of time, money and effort. Since it is a standard research instrument allowed for uniformity in the manner in which questions was asked and makes it possible to be compared across respondents (Cohen and Minion, 2003).

Interview Schedules

This is an oral administration of questions which involves a face-to-face interaction. Kothari (2008) observes that interview schedules were particularly suitable for intensive investigation. This study also used an interview schedule for collecting information from the managers. Structured and semi-structured interview questions were designed by the researcher for this exercise. The reason for use of interviews is that they are easy to administer in that questions are already prepared. They allowed a great deal of information to be gathered in a short period of time. Interviews eliminated many sources of bias common to other instruments like observations. This is because questions asked were confidential between the researcher and the respondent.

Document Analysis

This is critical examination of records containing information on the problem under study. Records regarding the occupational stress were examined.

Reliability and Validity of the Research Instruments

Reliability of Research Instruments

Reliability refers to the degree to which a measuring procedure gives consistent results. That is, a reliable test is a test that would provide a consistent set of scores for a group of individuals if it is administered independently on several occasions (UIIEP, 2005). It is to ensure that the consistency of this research measurement or the degree to which the questionnaire as a measuring instrument, measures the same way each time it is used under the same condition with the same subjects. A measure is considered reliable if a research's finding on the same test given twice or more is similar. Reliability ensures that there is precision with which data is collected. If the same results are gained time after time, no matter how many times you conduct a piece of research, this suggests that the data collected is reliable (Mugenda and Mugenda, 1999). To ensure the reliability of the questionnaire, a pilot study was carried out. The research instruments were administered to the same pilot group twice after a period of two weeks and the results compared. The Cronbach's coefficient alpha of 0.70 and above would imply that the research instruments are

reliable and therefore the researcher would adopt the research instruments (Orodho, 2005). Cronbach's coefficient alpha of 0.76 was obtained and therefore the instrument considered reliable.

Validity of Research instruments

Validity is the degree to which results obtained from analysis of the data actually represents the phenomenon under study (Orodho, 2005). It is the accuracy and meaningfulness of inferences, which are based on research results. Poor validity reduces ability to characterize relationships between variables of data in a research. In this study, the research instruments was availed to supervisor and selected experienced researchers and lecturer's in Jomo Kenyatta university of Agriculture and technology, who will examine the contents to be used in the questionnaires and interview schedule in relation to the purpose of the study. The feedback was provided to the researcher to modify the items to ensure that they covered the variables to be investigated in the research.

Data Analysis and Presentation

The process of data analysis involved several stages. The completed questionnaires were first edited for accuracy, completeness, consistency and uniformity. The data will then be coded and checked for any errors and omissions (Kaewsonthand Harding, 1992). The data was analyzed using procedures within Statistical Package for Social Sciences (SPSS) _version 21.0 the responses from the open- ended questions was listed so to obtain proportions appropriately; the mean and standard deviation was used. The mean will measure the average response of the population. The mode was used as an arithmetic measure of the most frequently identified observation. The standard deviation will look at the spread of the answers from the mean. For closed questions, a comparative analysis using distribution tables and graphical analysis was done to ascertain whether there is a significant difference within the pattern of responses and to improve the presentation of the analyzed results for ease of interpretation. In this study, descriptive statistical techniques was used and as stipulated by Mugenda and Mugenda (1999) it will include the statistical procedures that produce indices that summarize data and describe the sample. Data was presented using tables, figures and charts.

DATA ANALYSIS AND DISCUSSION

The study sought to establish whether the respondents were aware of occupational stress in Kisii Teaching and Referral Hospital. Table 4.7 indicates the response obtained from the field.

Table 4.7: Awareness of occupational stress

Response	Frequency	Percentage
Yes	192	86
No	31	14
Total	223	100

Table 4.7 indicates that majority 86% of the respondents were aware of occupational stress while 14% of them indicated that they were not aware of occupational stress. This implies that majority of employees aware that there were occupational stress at Kisii Teaching and Referral Hospital. This was also an indication that the respondents were able to give the study the required information. This concurs with Coleman and Conaway (1984) who conducted a study that supported this when they prescribed that Organizations employees might experience stress due to interpersonal clashes and conflicts, excessively taxing administrative responsibilities, time constraints and conflicting role expectation.

4.2.8 The effect of occupational stress on employee performance

The study further sought to find out whether occupational stress and employee performance in Kisii Teaching and Referral Hospital and the responses are presented below in table 4.8:

Table 4.8: Effects of Occupational Stress on employee Performance

	Frequency	Percentage
Yes	136	61
No	87	39
Total	223	100

The study found out that whether occupational stress affect employee performance in Kisii teaching and Referral Hospital as indicated by 61% of the respondents whereas 39 % of them indicated that occupational stress does not affect the performance of employees in Kisii Teaching and Referral Hospital. This concurs with Evans and Johnson (2000) who conducted a study and observed that technological change is a type of environmental factor that causes stress. This they say to be so because new innovations can make a high employee skills and experience become obsolete in a very short time. Moreover, they continue to point out, that those who are not computer literate and not conversant with robotics, automation and similar forms of technological

innovations are a threat to many employees and cause them stress and A research done by Mullins (2007) revealed that there is lack of power and influence, and office politics, are among the main sources of managerial stress within organizations and institutions.

4.2.9 The effects of physical workplace on employee’s performance

The study sought to establish the effects of physical workplace on employee’s performance in Kisii Teaching and Referral Hospital; the results are presented in the table 4.9 bellow

Table 4.9: The effects of physical workplace on employee’s performance

Response	Frequency	Percentage
Yes	143	64
No	80	36
Total	223	100

Table 4.9 shows that majority 64% of the respondents indicated that physical workplace affect employee’s performance whereas 36% of the respondents indicated that physical workplace does not affect the employees performance. Jaiyeoba and Jibril (2008) conducted a study on sources of employees stress in Kano state, Nigeria and their findings showed that administrative routine, workload, conflicting demands and role between work and family were the highest sources of stress. Additionally, they reported that 77.5 percent of the employees reported their job was stressful. The extent and level of stress vary from person to person. Simpson, (2008) points out that empirical literature generally points to the existence of a relationship between physical workplace and performance of employees in organizations.

4. 2.10. The time pressure on employee performance

The study further sought to determine the time pressure on employee performance in Kisii Teaching and Referral Hospital. The responses were as in Table 4.10

Table 4.10: time pressure on employee performance

	Frequency	Percentage
Yes	148	66
No	75	34
TOTAL	223	100

The respondents were requested to indicate the response on whether time pressure affect employee performance in Kisii Teaching and Referral Hospital and from table 4.10, 66 % of the respondents indicated that time pressure affect employee performance in Kisii Teaching and Referral Hospital, 34 % of the respondents indicated that time pressure does not affect employee performance in Kisii teaching and Referral Hospital. This concurs with Holme & Watts (2000) who observe that time pressure is real in many organizations given the limited available and many activities to be performed. Time pressure has been found to degrade performance across a variety of cognitive domains. The range of performance domain that have been found to suffer under time pressure include; Judgment and decision making (Entin and Serfaty, 1990; Raby and Wickens, 1990; Rothstein and Markowitz, 1982; Sperandio, 1971; Stokens, Kemper, and Marsh, 1992; Walton and Mckersie, 1965; Zakay and Wooler, (1984), visual search behavior, vigilance and attention processes (Streufert and Streufert, 1981; Wickens, Stokes, Barnett, and Hyman, 1991; Weight, 1974), Memory recall strategies (Cambell and Austin, 2002), concession making and integrative agreements (Pruitt, 1981; Pruitt and Carnevale, 1982; Rubin and Brown, 1975; Walton and McKersie, 1965), and subject’s self-rating of performance (Greenwood-Ericksen and Ganey, 2002).

4.2.11: The effects of work life balance on employee performance

The study sought to determine the effects of work life balance on employee performance in Kisii Teaching and Referral Hospital as presented in the table 4.11 bellow,

Table 4.11: the effect of work life balance on employee performance

Response	Frequency	Percentage
Yes	133	60
No	90	40
Total	223	100

The respondents were asked to indicate work life balance affect employee performance in Kisii Teaching and Referral Hospital, 60 % of the respondents stated that employee work life balance affect employee performance while 40% indicated that employee work life balance affect employee performance. Work-life balance has been defined by one researcher as satisfaction and good functioning at work and at home with a minimum

of role conflict (Clark, 2001), and by another as the degree to which an individual is able to simultaneously balance the temporal, emotional, and behavioural demands of both paid and family responsibilities (Hill, Hawkins, Ferris, & Weitzman, 2001). The two measurable aspects of balance between work and family roles in this study are work life conflict and extracurricular conflicts. The inability of employees to achieve balance between the work and home domains can have negative consequences for both the individual and the organization (Allan, Loudoun, & Peetz, 2007). Tausig and Fenwick (2001) measured perceived work-life balance using two items: the extent to which workers feel successful in balancing work and personal life, and the amount of conflict they face in balancing work and personal life. In response to this concern, an increasing number of hospitals now offer extensive work-life benefit programs for their employees.

4.2.12 the effects of supervisor support on employee performance

The study sought to establish the effects of supervisor support on employee performance in Kisii Teaching and Referral Hospital and the findings are indicated in table 4.12 bellow

Table 4.12 the effects of supervisor support on employee performance

Response	Frequency	Percentage
Yes	119	53
No	60	27
Not aware	44	20
Total	223	100

The respondents were requested to indicate whether supervisor support affect employee performance in Kisii Teaching and Referral Hospital and from table 4.12, 53% of the respondents indicated supervisor support affect employee performance, 27 % of the respondents indicated the effects of supervisor support does not affect employee performance while 20 % are not aware whether supervisor support affect employee performance. This concurs with Mullins (2007) who observed that the role that the employee is required to perform is consistent with their expectations on joining the organization and any subsequent job orientations. An organization's role expectations are typically reflected in formal documents, such as job design, job descriptions and analysis and role specifications. These expectations are in line with responsibilities allocated by the employee's immediate supervisor.

SUMMARY, CONCLUSION AND RECOMMENDATION

Summary

From the findings on Table 4.9 shows that majority 64% of the respondents indicated that physical workplace affect employee's performance whereas 36% of the respondents indicated that physical workplace does not affect the employee's performance. Table 4.14, indicates that the respondents observed that poor equipment use by the employees in Kisii Teaching and referral Hospital stress them and moderately affect the performance as indicated by 3.25. The respondents indicated that ventilation also to a moderate extent stress them and effect employee performance to a moderate extent as indicated by a score of 3.21; noise had a score of 2.89, lighting had a score of 2.72 while office space had a score of 2.62. This shows that, most of the respondents moderately agree that physical workplace environment cause employee stress and affect their performance.

The respondents were requested to indicate the response on whether time pressure affect employee performance in Kisii Teaching and Referral Hospital and from table 4.10, 66 % of the respondents indicated that time pressure affect employee performance in Kisii Teaching and Referral Hospital, 34 % of the respondents indicated that time pressure does not affect employee performance in Kisii teaching and Referral Hospital. The results in Table 4.13 indicate that the time pressure had a least effect on employee performance, conflicting responsibilities had a score of 3.31, increased employee responsibility with a score of 3.19, strenuous work had a score of 2.34, and performance without consultation had 2.02 while work for long hours had the lowest score of 1.79. This shows that, most of the respondents moderately agreed and disagreed that time pressure affect employee performance.

To determine the effects of work life balance on employee performance in Kisii Teaching and Referral Hospital, table 4.11; The respondents were asked to indicate work life balance affect employee performance in Kisii Teaching and Referral Hospital, 60 % of the respondents stated that employee work life balance affect employee performance while 40% indicated that employee work life balance affect employee performance. The inability of employees to achieve balance between the work and home domains can have negative consequences for both the individual and the organization, measured perceived work-life balance using two items: the extent to which

workers feel successful in balancing work and personal life, and the amount of conflict they face in balancing work and personal life

The respondents were requested to indicate whether supervisor support affect employee performance in Kisii Teaching and Referral Hospital and from table 4.12, 53% of the respondents indicated supervisor support affect employee performance, 27 % of the respondents indicated the effects of supervisor support does not affect employee performance while 20 % are not aware whether supervisor support affect employee performance.

Conclusion

In conclusion, the findings of this study reveal that physical workplace environment with a score of 2.62, work life balance with a score of 3.33, time pressure with a score of 2.87, supervisor support indicated by 2.62 supervisor. This shows that, most of the respondents moderately agree that occupational stressors affect employee performance. Dhamodharan and Arumugasamy (2011) found that, occupational stressors influence positively the coercive and authoritative leadership and influence negatively the affiliative, democratic, pace-setting and coaching.

Recommendations

The study recommends that workplace environment to be improved to make the place conducive and easy to work for all hospital employees. Supervisors at various departments to undergo on job training to know how to guide others. Flextime schedules are the best in improving work life balance of employee. In this way they will work for the required time and offer quality services.

Areas of further studies

The study recommends that to explore this study well, other studies should be done to investigate the effect of occupational stress in privately sponsored hospitals in Kisii County.

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