

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

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ABSTRACT

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. In order to provide both qualitative and quantitative data, the questionnaires that were utilized to gather primary data will include both structured and open-ended questions. 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. Regression analysis was utilized to do inferential statistics while the mean and standard deviation were employed to code and analyze the gathered data. 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. 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. The findings also revealed that P-value was $0.003 < 0.05$ indicating that job performance among National Government Administrative Officers was significantly influence by the study variables. The study concludes that organizational demands, management style and workload positive significant impacted the job performance among National Government Administrative Officers. The study recommends that 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 alignment with organizational goals while minimizing unnecessary burden on NGAO officers. Implementing streamlined workflows, prioritizing tasks, and allocating resources effectively can help mitigate workload pressures and enhance job performance.

Key Words: Occupational Stress, Management Style, Organizational Demands and Job Performance.

INTRODUCTION

The rapidly evolving global landscape is gradually raising employee pressure to maximize productivity and boost effectiveness. Unquestionably, in order to do a better job at their jobs, people must conduct a variety of duties at work in order to stay current with emerging technologies. It has been discovered that one of the key elements determining work stress is the fundamental results of this pressure (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).

The workplace has changed in a number of ways. Companies, organizations, and other employers demand performance and availability from their workers in a global market that is becoming more and more competitive; this has a noteworthy effect on the quality of life for these workers. The most notable instances of these circumstances are those involving schedule flexibility, occupational mobility, and employment versatility. It follows that the growing perception of occupational stress as a workplace and worker endemic phenomena is not surprising (Esteves *et al.*, 2013). The reasons behind the decline in employee performance include challenging working environment, low employee workability, and inept leadership. High-quality human resources, particularly high-performing personnel, are crucial to supporting the company's management structure in realizing organizational objectives. Creating a pleasant work environment, having highly qualified staff members, and having competent leadership are some strategies to improve employee performance (Efawati, 2020).

Companies and organizations bear a heavy cost from excessive levels of stress since it has a negative impact on employees' overall well-being and productivity. There is ample evidence to suggest that stress at work is becoming more commonplace. According to studies, a sizable portion of American workers report feeling stressed out at work. Numerous studies conducted in the United States have demonstrated that the yearly cost associated with absenteeism, decreased productivity, increased health insurance premiums, and other medical expenses approaches \$300 billion US dollars and is still growing (Kahora, 2012). To ensure optimal performance and dedication from individuals, it is imperative for workplaces to offer conducive working environments. For an employee to thrive within an organization, they need to experience comfort across social, psychological, financial, and physical dimensions (Wangeci, 2011). Wangeci elaborates on the significance of content employees for the prosperity of an organization. Content employees will contribute to a company willingly, without the need for external pressure to behave ethically. Recognizing this vital aspect, prosperous companies prioritize the well-being of their staff in various facets (Wangeci, 2011).

Africa is a part of the global village, and as a result, globalization has forced institutions and organizations to compete fiercely, forcing them to make drastic cost cuts. The speed at which company transactions

may be completed has increased thanks to information technology, which has also increased productivity expectations for employees. Workers are under a great deal of stress as a result of these demands on organizations. Owing to the intensely competitive nature of the workplace, a sizeable segment of the world's population dedicates a considerable amount of their time to work-related activities. Unfortunately, people frequently ignore the tensions that affect both their personal and professional life in the midst of this pursuit. The results of their job are usually the main focus, which can have a big impact on how they deal with clients and coworkers. As a result, people who experience high levels of occupational stress could become unsatisfied with their occupations and not be comfortable with their work (Ng'ang'a, 2016).

The traditional reaction of management within the African continent towards employees has been to blame the victim when defining occupational stress as an individual or personal problem that an employee brings from home to work. It is usually the case that managers and supervisors confronted with an employee who is stressed cannot understand the reason as to why others in their team are not also suffering from similar stress. The stress reaction is reliant upon what is termed as cognitive appraisal. The reaction of an individual depends on how an employee interprets or appraises, either consciously or unconsciously the importance of an injurious, frightening or challenging incident and whether they have the means to handle it. The entire variety of different issues including past experiences, personality, combined with an inflexible nature of the job, among other issues can influence the appraisal (Ojwang, 2012).

Globalization and external environmental variables have led to increased rivalry for organizations on the continent. All organizations are obligated to enhance employee performance due to its significance in achieving their ultimate objectives. Effective performance management should help a business succeed by ensuring that each employee's activities are connected to the firm's goals, which raises employee motivation and output. This is also accomplished by giving staff members opportunity for training and growth (Watetu, 2017). Employee engagement or disengagement is significantly influenced by the work environment. According to recent studies, a positive work environment boosts productivity while lowering complaints and absenteeism. The empirical evidence linking working conditions and job happiness is strong enough. Recent years have seen the recognition of the importance of working conditions and environment in determining an employee's well-being at work as a determinant of their productivity (Mokaya *et al.*, 2013).

Employees in Kenya's Civil Service face a variety of ongoing challenges, similar to those faced by those in private organizations. These challenges include multiethnic dynamics, family issues that affect the workplace, interpersonal conflicts, substance abuse, HIV and AIDS, increased stress and exhaustion or burnout, low morale, and poor financial and time management, among other issues. These difficulties have a negative impact on civil officials' psychological health and productivity. Numerous incidents of disruptive conduct and general lack of discipline, extended absences and responsibility neglect, low motivation, and the frequency of alcohol and drug misuse, among other unpleasant behaviors, are indicative of this (Ojwang, 2012).

In Kenya, there are still problems with subpar worker performance in the public sector. In Kenya, internal affairs and national security are under the purview of the Ministry of Interior and National Administration.

Maintaining excellent working conditions for its staff is essential for the ministry's overall functioning. Success in Kenya's public sector depends on proper planning, improved performance, and efficient service delivery. It was based on the International Labour Organization's global classification system for service-oriented organizations, which is primarily focused on the private sector (Mwikali, 2022).

Employees are finding it more and more difficult to successfully manage their family responsibilities due to modern trends in the nation, such as working longer hours and carrying more work home at night. As a result, there is now more pressure on work-family connections, making it difficult to coordinate work schedules, career goals, and child care choices. An increasing number of voices express concern about the potential problems that may arise if human resources management fails to notice the existing indicators of rising employee stress levels. Therefore, in order to increase their legitimacy and obtain the resources required for their survival, organizations must respond to the stress experienced by their personnel (Ng'ang'a, 2016). Therefore, it is critical to learn about and comprehend the working conditions of Kenyan public sector employees through study on management strategies, organizational needs, and workload.

As national government administrative officers work hard and ensure that they implement government policies and initiatives in Tharaka Nithi County, it is imperative that their overall well-being is understood and appreciated. The workplaces of administrators within Tharaka Nithi County as it is in other places have procedures, guidelines, philosophy, resources, working relations, and conditions that have great effect on their performance. Since most employees might experience chronic stress, modern human resource management has switched its focus to enhancing the working environment. There is enough real-world evidence linking organizational commitment and job satisfaction to working circumstances (Mwikali, 2022).

Situated in the Eastern part of the country, Tharaka-Nithi County is one of Kenya's 47 counties. The 2010 Kenyan Constitution established the Counties as geographical divisions with the intention of fostering closer service delivery to Kenyan inhabitants and stronger governance. The national government appointed a county commissioner to each county to act as a cooperative link with county government after Kenya's national administration was reorganized, including counties into a new national administration. Protocols are followed by this authority hierarchy all the way down to the assistant chiefs at the sub-locational level. The effective provision of national government services to the general public is the responsibility of these public servants. This research aimed to ascertain how National Government Administrative Officers' job performance is impacted by occupational stress in Tharaka-Nithi County.

Statement of the Problem

Over the years, a large number of studies on workplace stress have been carried out, and the results consistently show that prolonged or severe stress can negatively impact people's mental and physical health. Stress is a major factor in employee absenteeism and turnover, which eventually impedes the development and success of a company. Stress can be a contributing factor to various illnesses or bad health for an individual. Stress can show itself as a variety of illnesses and strained relationships with others if it is not addressed promptly, which can then have an impact on an individual's performance (Kahora, 2012).

Kenyan employee work environments have been well researched. Scholars and researchers in the domains of business and management have investigated the effect of work environment on employee performance in the private sector in great detail (Mwikali, 2022). However, as Mwikali goes on to say, not much is known about how occupational stress affects Kenyan national government administrative officers' performance. The primary responsibility of the department these officers work for is providing services to the public, and there is more pressure than ever to do so now. The country's national government administrative officers' job performance and occupational stress must be studied and knowledge deficiencies in this area must be filled in order for these officers to provide services efficiently and effectively. This study therefore, investigated occupational stress and performance of National Government Administrative Officers as they undertake their assignments and duties within Tharaka-Nithi County.

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 among National government Administrative Officers in Tharaka Nithi County.
- iii. To establish the extent to which workload affect job performance among National government Administrative Officers in Tharaka Nithi County.

LITERATURE REVIEW

This section examined the theoretical perspective, empirical literature and the conceptual framework.

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).

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.

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. An employee's capacity to manage several facets of their work is referred to as job control (Asamoah-Appiah *et al.*, 2013).

Asamoah-Appiah *et al.* (2013) elaborate on this concept by proposing that stress arises from a convergence of elevated job expectations and restricted chances to exert influence over tasks and procedures. This combination can ultimately result in adverse effects on employee well-being and diminished job contentment. Factors such as heavy workloads, limited breaks, prolonged work hours, and shift work, as well as demanding and repetitive jobs that lack inherent value, fail to utilize employees' skills, and provide them with minimal control, contribute to this scenario. In this study, the demand-control theory was relevant in that it showcases how organizational demands and workload at places of work considerably affect performance of public sector employees.

Herzberg's Two Factor Theory

Herzberg in advocating this theory in 1959 said that employees are either motivated or demotivated dependent on the existence or non-existence of specific facets or aspects of their job assignments. The theory also referred to as the Hygiene theory stipulates that there are features of a job whose existence improves motivation however, the presence of some other job factors demotivates and employee (Mwikali, 2022). Drawing from this theory, Mwikali (2022) further explains that opportunities for promotion, recognition of work done and efforts, as well as responsibilities given to employees are examples of factors that boost motivation when present. The Hygiene factors include salary, supervision, working environment, company policies, interpersonal relationships and job security.

This theory was sufficient in bringing out the theoretical understanding of how organizational demands, management style and workload are both linked to occupational stress and job performance.

Empirical Review

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) explored the association between transformational leadership and performance of organization by including an enlarged personal resource job demands-resources (JD-R) model. This research examined a number of hypotheses using a national sample of 1,011 workers from 107 Greek public and private enterprises that were working in a difficult financial situation. Utilizing multilevel structural equation modeling, the operational model was assessed. The results showed that job expectations, work burnout, work engagement, job resources totally and sequentially moderated the relationship between transformative leadership and organizational performance. This study looked at organizational demands and left a gap on facets of management style that is critical to job performance. Furthermore, the setting of the study was Greece, a European country. This research filled the gap by looking at management style as a key independent variable, and show how it influences job performance in the Kenya among national government administrators.

The impact of job security on the link between job demands and job performance was examined in this study by Lu *et al.* (2017). The research aimed to re-examine the association between job demands and job performance 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 research consistently showed that when job security was stronger, job demands had a considerable positive impact on employee performance. However, when job security was lower, job demands had a somewhat negative effect on performance. Furthermore, the research uncovered that the positive moderating effect of job security was more pronounced among employees with lower levels of traditionality compared to those with higher levels. The researcher left a gap on workload as a very important element that affects job performance. This study filled this gap by bringing out the how workload affects performance.

Management Style and Job Performance

Wangeci (2011) examined the factors contributing to occupational stress in Kenyan secondary schools, 115 teachers were evaluated using a descriptive survey design. As per the results, most participants named an oppressive management style as the main reason they felt stressed out at work. This study explored management style and workload and left a gap on aspects of organizational demands such as task demands and role demands, which considerably affect employee output. Furthermore, the study setting is among teachers and left behind national administration officers. This study filled this gap by exploring organizational demand as one of the independent variables.

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 study'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. It is imperative to emphasize that the research was conducted in Pakistan, a nation that exhibits notable distinctions from Kenya, the author's chosen focal point. This study filled this gap by studying management style with reference to Kenyan context and in the public sector.

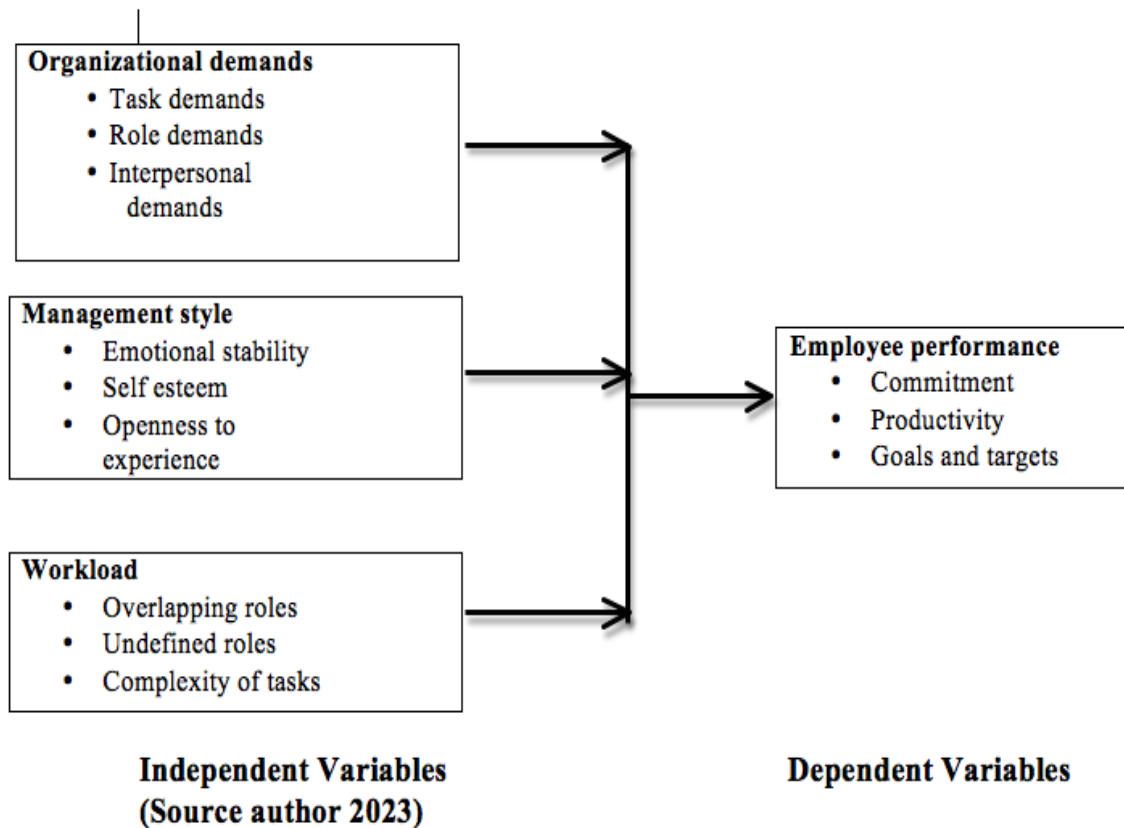
Workload and Job Performance

Ng'eno (2007) looked into the reasons behind elementary school teachers' burnout in Kenya's Kericho Municipality. Using simple random sampling and stratified sampling, a sample of 120 teachers was chosen from a population of 300 teachers for the survey study. A questionnaire for self-report was used to gather data. With the use of a computer software, descriptive statistics were utilized to analyze the data. According to the research report, the municipality's primary causes of teacher burnout were poor salary, little opportunity for advancement, a severe workload, and a lack of participation in decision-making. This study filled this gap by exploring independent variables such as management style and organizational demands and how they are linked to job performance.

A study on work-life balance, autonomy, workload, and job performance in the teaching profession was carried out by Johari *et al.* (2018). Examining the impacts of workload, work-life balance, and autonomy on teachers' job performance was the primary goal of the research. Teachers employed in public schools in Peninsular Malaysia's northern region were given a survey to complete. To achieve the research aims, a quantitative methodology was employed in the study. Details regarding the independence, work-life balance, workload, and job effectiveness of a group of 302 educators were provided. The Statistical Package for Social Sciences (SPSS) was utilized for the analysis of the gathered data. The results of the research revealed that the job performance of participants was greatly influenced by their autonomy and work-life balance. Conversely, the workload of school teachers in the study did not seem to have any noticeable effect on their job performance. This study filled gap by bringing out the facet of organizational demands and how it affects job performance.

Bruggen (2015) research on association between workload and performance. The survey goal was to investigate the impact of workload on job performance using qualitative and quantitative research technique. Over the course of three years and eight months, the research examined 9,210 observations made by 27 employees of a mid-sized food supplier using particular statistical models. The results uncovered that the association between workload and performance was inverted U-shaped, with employees' productivity rising first until it reached a particular threshold and then beginning to fall. Furthermore, the research uncovered that the highest level of performance was observed when workload was at a moderate level. The researcher left a gap on management style as one of key elements when it comes to job performance. This research filled this gap by bringing out the aspect of management style and how it impacts job performance.

Conceptual Framework



RESEARCH METHODOLOGY

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). The target population in this study was the National Government Administration Officers (NGAO) based in Tharaka Nithi County, Kenya. National Government Administration Officers working in Tharaka Nithi County comprise of the County Commissioner (CC), the Deputy County Commissioners (DCCs), the Assistant County Commissioners (ACCs) and Chiefs. The target population of the administrators in the county is 83. A representative sample of 68 respondents was chosen using the Yamane (1967) formula. Both primary and secondary data sources were employed in this research. A structured questionnaire, with close ended questions largely, whereby the thoughts of the respondents were expressed in statements in a 5-point Likert scale. The questionnaire involved closed-ended questions because the instrument provided a chance for the respondent to give information in a structured manner (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 results are displayed using frequency tables and percentages.

RESULTS AND FINDINGS

A total of 68 questionnaires were personally given out by the researcher to the participants in the sample. However, only 60 participants finished and sent in the surveys, yielding an 88.2% return rate. This is consistent with Bailey's (2007) finding that a response rate of more than 70% is seen as extremely positive. Data on gender distribution showed that 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. Data on age category showed that 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. Data on the level of education indicated that 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. Data on working experience indicated that 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.

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 findings were exhibited in Table 1.

Table 1: Descriptive statistics on effect of organizational demands on job performance

Statements	Mean	Std. Dev
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
Average scores	3.71	1.600

Source: Field Data (2024)

As per the results in Table 1, 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 indicated in Table 1, 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). High organizational demands, such as heavy workloads, tight deadlines, and complex tasks, increase stress levels among NGAO officers. This negatively affect job performance by reducing concentration, increasing errors, and leading to burnout. 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. Balancing work demands with personal responsibilities is crucial for maintaining job satisfaction and overall well-being among NGAO officers. 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.

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 2.

Table 2: Effect of management style on job performance

Statements	Mean	Std. Dev
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
NGAO leadership in the county recognizes the contribution of staff and rewards employees in order to boost emotional stability and enhance employee performance.	3.47	1.463
Average scores	3.58	1.501

Source: Field Data (2024)

According to Table 2'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 results of a study 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 outcomes in Table 2 uncovered 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.

Workload and Job Performance

The third objective of the survey was to explore the impact of workload on job performance among National Government Administrative Officers. The participants were asked to specify their agreement level with each statement related to workload on 5-likert scale from 5-strongly agree to 1-strongly disagree. The results were presented in Table 3.

Table 3 Effect of workload on job performance

Statements	Mean	Std. Dev
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
Average scores	3.48	1.490

Source: Field Data (2024)

The findings displayed in Table 3 revealed that majority of the 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 3 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. The outcomes are consistent with a study by Johari *et al.* (2018), which discovered that participant job performance was highly impacted by both autonomy and work-life balance. Conversely, an excessive workload has detrimental effects on job performance among NGAO officers. When employees are overwhelmed with tasks, deadlines, and responsibilities, they may experience increased stress, fatigue, and burnout. This lead to decreased concentration, errors, and inefficiencies in completing assignments. Moreover, a heavy workload may hinder NGAO officers' ability to maintain work-life balance, resulting in decreased job satisfaction and overall well-being.

Job Performance

The participants were inquired to specify their level of agreement with stated statements related to job performance on 5-likert scale from 5-strongly agree to 1- strongly disagree. The results were presented in Table 4.

Table 4: Descriptive statistics on job performance

Statements	Mean	Std. Dev
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
Average scores	3.59	1.554

Source: Field Data (2024)

The findings presented in Table 4 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 decreased productivity, increased absenteeism, and turnover intentions, further exacerbating the negative impact on job performance within government administrative roles. The findings corroborate with the outcomes of a research by Efawati (2020) who uncovered that lack of support from management, inadequate resources, unclear expectations, and limited opportunities for autonomy or growth exacerbate feelings of stress and overwhelm among officers.

Model Summary

The researcher determined the results of the coefficient of determination and correlation. The outcomes are exhibited in Table 5.

Table 5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	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 results in Table 5 demonstrate that the study 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.

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 6.

Table 6 ANOVA Results

Model	SS	df	MS	F	Significance
Regression	7.59	3	.241	1.89	0.003 ^a
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 6 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 significant impact on the study. 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 findings agree with those of Mwikali, (2022) who found that occupational stress significantly impact 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.

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 7.

Table 7: Regression Coefficients

Multiple Regression Analysis					
Variables	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	β	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

X₁ = Organizational demands

X₂ = Management style

X₃ = Workloads

Table 7 indicates 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 study found 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.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

From the results, the research concludes that organizational demands, management style and workload positive significant impacted the job performance among National Government Administrative Officers. Organizational demands, such as tight deadlines, complex tasks, and bureaucratic processes, exert pressure on NGAO officers and affect their ability to perform effectively. Addressing these demands requires proactive measures from management, including providing adequate resources, streamlining processes, and promoting a supportive work environment. By aligning organizational goals with realistic expectations and ensuring clear communication, government agencies mitigate the negative impact of excessive workload on job performance among NGAO officers.

The management style employed within government agencies plays a crucial role in shaping NGAO officers' experience of workload and its effect on job performance. A participative and supportive management approach that involves employees in decision-making processes, provides guidance and support, and fosters open communication can enhance motivation and productivity among NGAO officers. Conversely, autocratic or micromanaging management styles may exacerbate stress levels and impede job performance by limiting autonomy and creating a culture of distrust.

Furthermore, among NGAO officers, the association between workload and job performance is also influenced by individual capacity and resilience. While high levels of occupational stress have detrimental effects on job performance, individuals with effective coping mechanisms, time management skills, and support networks may be better equipped to manage workload pressures and maintain productivity.

Recommendation

The study recommends, in light of its findings, that

- i. 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 alignment with organizational goals while minimizing unnecessary burden on NGAO officers. Implementing streamlined workflows, prioritizing tasks, and allocating resources effectively can help mitigate workload pressures and enhance job performance.
- ii. The management board of National Government Administrative Officers should adopt a participative approach that involves NGAO officers in decision-making processes, provides clear guidance and expectations, and offers support for professional development. By promoting open communication, recognizing employee contributions, and facilitating a positive work environment, managers can mitigate the negative effect of workload on job performance and foster a culture of collaboration and accountability.
- iii. To improve administrative efficiency and lessen the amount of manual labor that NGAO officers must perform, the ministry of interior and national administration should make investments in automation and technology. Implementing digital tools for document management, workflow automation, and data analytics

can increase efficiency, accuracy, and productivity within government agencies, thereby alleviating workload pressures and improving job performance among NGAO officers.

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