

**RELATIONSHIP BETWEEN WORKPLACE STRESSORS
AND ORGANIZATIONAL PERFORMANCE IN KENYA'S
FLOWER INDUSTRY**

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**Relationship between Workplace Stressors and Organizational
Performance in Kenya's Flower Industry**

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Philosophy in Human Resource Management in the Jomo Kenyatta
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DECLARATION

This thesis is my original work and has not been presented for examination in any other university.

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DEDICATION

I dedicate this work to my family for their support as I pursue this course.

ACKNOWLEDGEMENT

I wish to express sincere gratitude to my supervisors Dr. Esther Waiganjo and Dr. Margaret Oloko for guiding and supporting me as I write this thesis. I am indebted as I recall the time spent in correcting my work through various stages.

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ABBREVIATIONS AND ACRONYMS

D-A fit	Demand-Ability fit
ECS	Employee Counseling Services
EAPs	Employee Assistance Programs
ERI	Effort Reward Imbalance
EHWP	Employee Health and Wellness Program
ETI	Ethical Trading Initiative
HR	Human Resource
ISR	International Survey Research
JDC	Job Demand-Control
JDCS	Job Demand-Control-Support
KFC	Kenya Flower Council
PC	Personal Computer
P-E fit	Person-Environment fit
PSUs	Primary Sampling Units
REBT	Rational Emotive Behaviour Theory
RET	Rational-Emotive Theory
SPSS	Statistical Package for the Social Sciences

S-V	Supplies-Values fit
SET	Social Exchange Theory
UK	United Kingdom
USA	United State of America
US	United States

DEFINITION OF TERMS

Employee Assistance Programs (EAP): EAP is a workplace-based program offered free of charge by the employer as a support intervention for distressed employees. It is usually helpful in situations such as alcoholism, family disintegration, financial or legal difficulties, marital problems, and substance abuse (National Business Group on Health, 2013).

Employee counseling: is a psychological health care intervention which aims to assist both the employer and employee by intervening with an active problem-solving approach to tackling the problems at hand (Subrahmanian, 2010).

Employee stress: the harmful physical and emotional responses that happen when there is a conflict between job demands on the employee and the amount of control an employee has over meeting these demands (Subrahmanian, 2010; Haltom, 2005).

Employee productivity: refers to attainment of performance targets and displaying desired behaviour on job related tasks (McLean, 2006).

Organizational performance: an analysis of a company's performance as compared to its goals and objectives (Stiffler, 2006).

Organizational growth: it is the expansion of business entities as a result of retention of employees-the overflowing employees can be utilized in the establishment of subsidiary entities (Allen, Maguire & McKelvey, 2011).

Organizational Policies: these are rules, regulations and accepted codes of conduct regarding decision making and operation of entities (Allen, *et al*, 2011).

Resources control: Refers to maximum utilization of organizational resources so as to obtain desired outcomes and organizational goals; corrective measures may be put in place in case of deviations (Rick, 2012).

Stress: is the non-specific body response to any stressor and demand made upon it (Holmström, 2008).

A stressor: is a chemical or biological agent, environmental condition, external stimulus or an event that causes stress to an organism (Subrahmanian, 2010).

Targets and Timelines: refers to as obtaining desired work outcomes in terms of behaviour and performance within stipulated time (Hyde, 2004).

Cognitive appraisal: the process which translates objective events into perceptual experiences (Subrahmanian, 2010).

ABSTRACT

Employee counseling helps the employee and the employer organization to identify weaknesses, and formulate strategies to improve performance through which the organization meets its goals and objectives. The aim of this study was to examine the relationship between workplace stressors and organizational performance in Kenya's flower industry. The specific objectives were to establish the influence of employee's financial stress on organizational performance in Kenya's flower industry, to examine the influence of employee's workplace relationships on organizational performance in Kenya's flower industry, to determine the influence of employee's working conditions on organizational performance in Kenya's flower industry and determine the moderating effect of counseling on organizational performance in Kenya's flower industry. The research adopted cross section survey research design and the target population were organizations in the flower industry in Kenya. The instrument of data collection was semi-structured questionnaires. The data collected was analyzed using descriptive and inferential statistics, and presented in the form of frequency distribution tables, pie charts, graphs, means, modes and percentages, SPSS was used to achieve this. Pearson's correlation coefficient and multiple regression analysis was the main tool to test relationships among variables. The study established that there existed an average level of financial stress within the organization that was associated with the overall organizational performance. The study also found out that, there was average level of workplace relationship, and working conditions within the flower sector were fair which contributed to organizational performance. The employees perceived themselves as always timely in performing their duties with high proportion always achieving their targets. The study concluded that counseling had a moderating effect on the relationship between workplace stressors and organizational performance in Kenya's flower industry. The study recommended that flower organizations should base evaluation of their employees' performance on their accomplishments and identify the reasons affecting the performance. Organizations should work hard to improve the workers financial situations through balanced payment and training. Organizations need to

maximize the use of counseling in their respective managerial systems, in order to correct the behaviour of employees with low performance and make them more efficient and effective. It also recommended that the Agricultural Employer's Association of which flower organizations are part of should develop a Workplace Counseling Policy for their employees to ensure their wellness as well as maximize on their performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Organizational performance is the heartbeat of successful businesses or organizations. When employees are stressed (distracted and unhappy), their work suffers, and ultimately so does the company. When employees are stressed, they don't perform to their highest potential (Wentland, 2009). Stressed employees often call in sick or aren't mentally present when they attend work. Most employers recognize that, on occasion, the work performance of some employees falls below the acceptable level that they've come to expect. Organizational performance is an important building block of any organization and factors which cause workplace stress, such as work tasks, psychosocial, and organizational stressors must be analyzed by the organizations. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Keller & Price, 2011).

Organizational performance encompasses three specific areas of firm outcomes: financial performance such as profits, return on assets, return on investment, product market performance such as sales, market share; and shareholder return (total shareholder return, economic value added). Many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as: financial performance such as shareholder return, customer service; social responsibility such as corporate citizenship, community outreach and employee stewardship (Holmström, 2008; Stiffler, 2006).

In work settings, stress can be produced by an array of stressors, such as work tasks, psychosocial, and organizational stressors. Reviews of studies done on physical and psychosocial stressors revealed that physical factors, such as repetitive movements,

awkward postures, high force demands, work posture, vibration and psychosocial factors, such as low co-worker support, high quantitative demands, low job control and low job satisfaction are of importance. These factors might be associated with poor organizational performance directly, or as a consequence of raising the level of stress in the work place and this will affect the organizational performance (Holmström, 2008; Larsson, Sjøgaard & Rosendal, 2007).

Studies done previously in workplaces have clearly established the association between high levels of stress and negative effects on health, productivity, and well-being of employees. It is argued that increased absenteeism and job turnover of employees is also a result of occupational stress which affects employees. One implication is that absence from work and job turnover which is stress-related is a direct cost for employers. Consequently, identifying major stress sources at the workplace and how to handle its effects is of benefit to the employees, management and company as it would affect organizational performance. Perceived Organizational performance can be obtained from measures of production, organization performance, by self-reports, and by interviews. (Holmström, Molander, Jansson & Barnekow-Bergqvist, 2008; Rick; Lundberg, 2006).

The health of the employee is also dictated by their ability to handle workplace stressors which consequently impacts on their performance. It is vital that attention should be given to aspects such as intensity, frequency, and the meaning individuals attribute to different events that stress them. Stress has been found to be related to factors such as job satisfaction, personality, and health. The theoretical base is Person-Environment Fit theory, the Demand-Control model, Transactional Process model and the Effort-Reward Imbalance model. Most measures of stress in working life evaluate the degree of agreement or disagreement with statements describing sources of work-related stress (Larsson, Sjøgaard & Rosendal, 2007).

The organizations therefore should be concerned with identifying the workplace stressors, and empowering their employees to deal with those stressors that cannot be completely eliminated. Employee counseling therefore becomes an important tool that organizations can use for this purpose (Rana & Rastogi, 2010; Bongard & al' Absi, 2005; Smith & Weikel, 2006).

Generally in any organization, about 10% of the employees are incapacitated by acute or chronic problems which cause loss of concentration, irritability, and reduced productivity. Such problems include and are not limited to financial stress, family and marital problems, drug and alcohol abuse, emotional upsets, conflicts and career problems. Studies show that employees with chronic personal problems have three times as many accidents and four times more the rate of absenteeism. They also make more health insurance claims and are more likely to make mistakes at their work stations and take more sick-offs under such circumstances (Barling *et al.*, 2005).

Every organization is made up of different department. Each department contributes to the running of the business. The most common departments are: finance and accounts, marketing and sales, Technical (Information Technology), Production (Operations) and Human Resource. The HR department deals with a variety of issues surrounding the work environment of employees including but are not limited to: recruiting, training, providing independent counseling to employees, resolving personal and work-related problems that may relate to performance and dismissal of employees, finding better ways of doing things essentially in response to organization's environment with emphasis on employee's attitudes towards work and the organization, competencies and skills, their ability to generate commitment and trust, communicating aspirations, and in complexity of relationships (Attridge, Cahill, Granberry & Herlihy, 2013).

Employee Assistance Programs (EAPs) are termed differently by various employees and often referred to as Employee Counseling Services (ECS), Employee Health and Wellness program (EHWP). EAPs counseling are programs through which distressed employees are recognized, counseled, rehabilitated and placed back on the job. The program addresses psychological and physical problems, work related stress, chemical dependency (alcohol and drugs), depression, marital and family problems, healthy, anxiety and even job boredom. These programs are initiated by employers to assist employees cope with workplace demands and to overcome difficulties that are work related (Stone, 2007; Smith & Weikel, 2006).

EAP movement started with the famous Hawthorne studies at the Hawthorne Works of the Western Electric Company, between the years of 1924 and 1933. The enthusiasm that ensued from the Hawthorne studies led to the employment of counselors by Western Electric Company in a drive to help increase productivity. EAPs broadened their portfolio beyond counseling to offer services such as stress management, critical and trauma debriefing and change management. EAPs came into existence in the US in the early 1950's. It took an important role in assisting employees with alcohol addictions. Over time the EAP movement spread to other parts of the world such as Australia and Europe. In the UK, EAPs started their operations in the 1980's (Weinberg, Sutherland, & Cooper, 2010; Smith & Weikel, 2006).

EAPs in Africa are relatively new workplace management phenomenon. They emerged during the early 1980's. They were initiated by private sector companies with a focus to provide solutions to employee problems as was in the case of USA. These programs were initially designed after the USA models and were introduced in South African workplaces by social workers and psychologists who had studied them in USA (Weinberg, *et al.*, 2010; Weinberg, Sutherland, & Cooper, 2010). In Kenya government has continuously developed and successfully implemented policies geared towards enhancing the productivity and wellbeing of its employees, since attaining independence.

The public service guidance and counseling policy have been developed to address the psycho-social challenges that affect the Kenyan workforce. It gives direction and addresses current and emerging challenges. It applies to all public servants in the Civil Service, State Corporations, Local Authorities, Judicial Service Commission, Parliamentary Service Commission, Teachers Service Commission, Disciplined Services and Armed Forces, Public Universities and Electoral Commission of Kenya (Munyi, 2012). Essentially counseling is meant to provide timely professional and confidential aid for employees whose personal problems might otherwise lead to work impairment, absenteeism, reduced productivity and cause accidents and conflicts in the workplace, or even job termination. The goal of counseling is to improve personal functioning by focusing on social, emotional, educational, health, developmental, family, and work-related issues (McLeod, 2008).

There are various reasons for implementing EAP counseling, such as cost reduction whereby organization increases its productivity with minimum investment due to preventive measures, and rehabilitative rates. Organizations save cost by being more preventive in attending to employees problems. Detrimental effects on organizations through the termination of valuable employees of the company because of alcoholism, drug abuse or any other problem can precipitate EAP implementation. Health relationships in workplace promote the commitment of all concerned within the organization's system to attain its goals. There is no lose situation as counseling saves time and financial cost that could be spent in disciplinary hearings. Employee counseling have proven to be valuable because once skilled and experienced employees overcome their problems, they often provide more productive services. It has emerged as the latest Human Resource tool to attract and retain organizations' best employees, increase the quality of the workforce and performance (Subrahmnian, 2010; Maravelas, 2005).

1.1.2 Kenya's Flower Industry

Flower farms have long been a key employer in Kenya, providing jobs in areas where there are few other alternatives and ensuring a valuable source of export revenue for the country. The Kenyan cut flower industry dates back from the late 1960s but it wasn't until the 1990s that investment transformed it into a major player in the international market. With an annual growth rate of 20%, the cut flower industry is among the fastest growing sectors of the Kenyan economy and, with revenues of more than \$250m a year, it is Kenya's second largest agricultural foreign exchange earner after tea (www. Kenya flower industry)

Kenya is the third largest flower exporter in the world, behind Netherlands and Columbia (KFI, 2013). Presently there are over 500 producers and exporters growing cut flowers in Kenya. Production is largely concentrated on some 60 or so medium to large scale flower operations of which account for over 75% of total exports. The larger flower farms range in size from 20 to over 100 hectares under production with labour force ranging from 250 to 3500 workers per farm. With more than half of Kenya's population of 37 million living in poverty, the cut flower industry plays an important role in providing employment and alleviating poverty.

Around 70,000 people, mainly young women, are directly employed in the industry, while 2 million people indirectly depend on the flower industry for their livelihoods (www. Kenya flower industry). The main production areas are around Lake Naivasha, Mt. Kenya, Nairobi, Thika, Kiambu, Athi River, Kajiado, Kitale, Nakuru, Kericho, Nyandarua, Trans Nzoia, Uasin Gichu and Eastern Kenya.

1.2 Statement of the Problem

Generally in any organization an average of about ten percent of the employees are incapacitated by acute or chronic problems as a result of stress caused by workplace stressors all of which affect work performance. Reviews of studies done on workplace

stressors (physical and psychosocial) revealed that physical factors, such as repetitive movements, awkward postures, high force demands, work posture, vibration (working conditions) and psychosocial factors, such as low co-worker support, high quantitative demands, low job control (working relationships), and low job satisfaction are of importance caused by factors such as financial stress. These workplace stressors are associated with poor organizational performance directly, or as a consequence of raising the level of employee stress in the work place. The modern workforce seems to demand more employees' time than ever before and levels of stress seem to be high as employees struggle to cope. Approximately 20 percent of any workforce is affected by stress that impact on their performance (Larsson, Søggaard & Rosendal, 2007; Mclead, 2008).

In Kenya, workforce is suffering from many issues that have befallen developing countries such as increased rate of family violence, divorce, stress related illnesses, homicides, suicides, alcohol, drug and substance abuse, financial stress and relationships problems. Others include physical, mental, social, identity, emotional and spiritual issues that adversely impact negatively on service delivery and performance (Ethical Trading Initiative ETI, 2005).

Kenya's flower industry has not been spared of these problems. Though it has engaged a large workforce, especially youth and women, they however face a myriad of problems such as low wages which result in financial stress (Munyi, 2012). Lack of adequate protective equipment from toxic pesticides and chemicals and their effect on workers health allegedly causing skin lesions, allergies and respiratory problems, failure of protection from repetitive strain injuries, and long working hours/excessive overtime, sometimes going for shifts of up to 15 hours a day without a break, especially during the annual peak seasons such as valentine day and mothers' day (Dolan, Opondo & Smith, 2003; Ethical Trading Initiative (ETI, 2005).

According to Attridge (2009), the Canadian Mental Health association reports that 10-30 percent of the workforce is incapacitated by acute or chronic personal stress. This affects job performance. The study show that troubled employee have 3 times as many accidents, 4times the rate of absenteeism, make more health insurance claims and are more likely to make more mistakes at work. Cooper (2009), stated that in each organization 10-12 percent of employees have personal problems/ stress that affect their productivity. Masi (2004) argued that a research done showed that decrease in productivity because of personal stress reach 25 percent.

Although stress related incompetence is not inevitable, employee counseling would do much to prevent the negative effects of stress at an individual level and ultimately at an organizational level (Munyi, 2012). The researcher noted that none of the scholars has emphasized critically in analyzing the relationship between workplace stressors and organizational performance of Kenya's flower industry. This study's aim was to investigate the relationship between workplace stressors (independent variable) and organizational performance (dependent variable) of Kenya's flower industry.

1.3 Objectives

This section outlines the objectives which were addressed by the study. The objectives were categorized into general objective and specific objectives

1.3.1 General Objective

The general objective of this study was to investigate the relationship between workplace stressors and organizational performance of Kenya's flower industry.

1.3.2 Specific Objectives

1. To establish the relationship between employees financial stress and organizational performance of Kenya's flower industry.

2. To determine the relationship between employees workplace relationships and the organizational performance of Kenya's flower industry.
3. To examine the relationship between employees working conditions and the organizational performance of Kenya's flower industry.
4. To determine the moderating effect of employee counseling on the relationship between workplace stressors and organizational performance of Kenya's flower industry.

1.4 Research Questions

1. What is the effect of employee's financial stress influence organizational performance of Kenya's flower industry?
2. To what extent do employee's workplace relationships affect organizational performance of Kenya's flower industry?
3. How do employees' working conditions affect organizational performance of Kenya's flower industry?
4. What is the moderating effect of employee counseling on the relationship between the workplace stressors and organizational performance of Kenya's flower industry?

1.5 Hypotheses

1. **H₀₁**: There is no significant relationship between employee's financial stress and organizational performance of Kenya's flower industry.
2. **H_{a1}**: There is a significant employee's relationship between financial stress and organizational performance of Kenya's flower industry.
3. **H₀₂**: There is no significant relationship between employee's workplace relationship and organizational performance of Kenya's flower industry.
4. **H_{a2}**: There is a significant relationship between employee's workplace relationship and organizational performance of Kenya's flower industry.

5. **H₀₃**: There is no significant relationship between employee's working conditions and organizational performance of Kenya's flower industry.
6. **H_{a3}**: There is a significant relationship between employee's working conditions and organizational performance of Kenya's flower industry.
7. **H₀₄**: There is no significant moderating effect of employee counseling on the relationship between workplace stressors and organizational performance of Kenya's flower industry.
8. **H_{a4}**: There is a significant moderating effect of employee counseling on the relationship between workplace stressors and organizational performance of Kenya's flower industry.

1.6 Significance of the Study

Kenya is now the third largest flower exporter in the world. Seventy per cent of all Kenyan flowers are exported to the Europe. Presently there are over 500 producers and exporters growing cut flowers in Kenya. Production is largely concentrated on some 60 or so medium to large scale flower operations who account for over 75% of total exports; where the 30 of largest producers are based in Naivasha. The larger flower farms range in size from 20 to over 100 hectares under production with labour force ranging from 250 — 3500 workers per farm. The cut flower industry plays an important role in providing employment and alleviating poverty. Around 70,000 people, mainly young women, are directly employed in the industry, while 2 million people indirectly depend on the flower industry for their livelihoods (www. Kenya flower industry). The target population will be flower farming organizations in Naivasha which are registered by Kenya flower Council. The area (Naivasha Sub- County) will be representative of other parts of the country for it has the largest number and well established flower farms in Kenya (kenyaflowerindustry.com).

Like many other industries that rely on a large supply of cheap labour, many jobs in the flower industry such as grading, packing, harvesting, tending beds and watering require

limited skills. Wages are usually low and companies fail to protect their employees from repetitive strain injuries and toxic pesticides. Employees sometimes work for long hours, sometimes going through shifts of up to 15 hours a day, without a break, especially during annual peaks such as Valentine's Day and Mothers' Day (ETI, 2005). This make flower industry one of the place where the workforce being faced by various social and psychological problems. Employee counseling therefore becomes a very powerful tool in the hands of organizations in improving the employees' performance.

However despite the popularity of the flower industry, prevalence of employees' problems and the historical emphasis on how counseling can improve work performance, there has been very little rigorous evaluation on the effects of employees counseling on organizational performance in Kenya's flower industry. This study therefore aimed at examining the relationship between workplace stressors and organizational performance of Kenya's flower industry.

The need to increase awareness of the counseling needs of the organization as a profession and as a discipline is very important in industrial psychology to be able to help organization to improve organizational performance. Kenya Flower Industry would be the main beneficiary of the study. It would help in pointing out the main issues affecting employees and organizational performance. Identifying the causes of employees problems and issues, would help in knowing what could and could not be changed, and explore alternative solutions. This study would also provide valid and genuine information on what may be done to motivate and ensure maximum organizational performance.

The role of counseling in organization performance would be identified and this would help the organizations to bring all the issues that may require counseling as a preventive measure above board. The other beneficiaries are the employees in various organizations. The study would have adequate information that would guide them on the way forward as far as performance and counseling is concerned thus reduce their

ignorance on the employees' problems, counseling and organization performance. Employers who access the findings would take the necessary precautions to avoid the issues and problems that could be affecting their employees and how to handle those they cannot prevent.

Kenya Flower Council would also benefit from this study in that it would consolidate whatever comes out of the research to formulate policies and procedures that would enhance the staff morale, boost confidence and self-esteem, improve organization performance and efficiency, and embark on employee counseling as an alternative to the usual discipline measures. The research institutions would benefit from this study by evaluating the findings and the recommendations which could be evaluated by researches to find out if there are meaningful ways in improving the employees counseling services. The areas of further research recommended would be followed by other research institutions as a means of increasing more knowledge on employee counseling and performance. The academicians would also add new knowledge and literature related to counseling and organizational performance.

1.7 Scope of the Study

The aim of the study was to investigate the relationship between workplace stressors and organizational performances of Kenya's flower industry. The specific objectives were to establish the influence of employee's financial stress on organizational performance in Kenya's flower industry, to examine the influence of employee's workplace relationships on organizational performance in Kenya's flower industry, to determine the influence of employee's working conditions on organizational performance in Kenya's flower industry and determine the moderating effect of counseling on organizational performance in Kenya's flower industry. It focused on the 30 flower farming organizations in Naivasha Sub- County, in Nakuru County which are registered members of the Kenya Flower Council (KFC). The area (Naivasha Sub- County) was a

representative of other parts of the country for it is the leading in Kenya with known and well established in flower farms.

1.8 Limitations of the Study

The limitation of this study was mainly from the characteristics and availability of the participants enrolled in the study and also the characteristics of the organizations setting in which the intervention took place. The first limit came from the diversity of organizational environments nationwide, which have effects on the employees and the nature of problems which they are facing every day. The study was restricted to Flower farms in Naivasha – Nakuru County. Some organizations did not have official counselors and thus could not fill questionnaires meant for counselors. To mitigate this, items that would give relevant information on employee counseling were included in the major questionnaires to verify whether there was actual employee counseling in the organizations. Most of the counseling is done by line managers and supervisors within the organizations. It is very difficult to access the flower farms due the nature of their tight schedules as flowers are perishable and has to be attended to at the set time schedules. The employees in the farms are also very busy as they work towards meeting the set timelines. The researcher tried to limit this inconvenient by including different organizations in the study and giving them a long period, ten days to fill in the questionnaire.

There was limitation in getting the actual figures in order to rate the actual organizational performance. The researcher had to reframe the questionnaires and work with the perceived organizational performance as reflected in the questionnaire items. The restructuring of the items was done after the pilot study. Another limitation of the research was that there are no follow up data to be analyzed, again due to the limited accessibility to the employees and organizations rules and procedures. There is limited research done in this area which makes it difficult to get enough secondary data for

comparison through review of published literature such as journals articles, scholarly materials, published theses and textbooks related to subjects being studied.

1.9 Summary of the chapter

This chapter has explored the background of the study concentrating on organizational performance, workplace stressors and employee assistance programs (EAPs) used to assist stressed employees, it has also looked at the Kenya's flower industry. Statement of the problem, the general and specific objectives, research questions, significance of the study, scope of the study, limitations of the study and mitigations are addressed.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter discusses and reviews literature on the theories adapted in the study. It discusses the various stress models in regard to workplace stressors which are i.e. financial, workplace relationships and working conditions. These are the independent variables. The stress models discussed in relation to independent variables are Transactional Process model, Person –Environment-Fit model, Demand-Control model and Effort-Reward Balance model. It also discusses and reviews literature on counseling theories adapted, which are suitable for employee counseling which is the moderating variable. These are Rational- Emotive Theory, Behavioral Theory and Social Learning Theory. It also explains what conceptual frame work is, as it clearly illustrates and discusses the relationship between the Dependent Variable, which is organizational performance and the Independent variable, workplace stressor. Empirical review and knowledge gap are also addressed in this study.

2.2 Theoretical Framework

Theory is defined as the opinion is to describe the knowledge or gross basis underlying the formation of (development) of knowledge. This means that the theory is an explanation of a thing, and the consequences can be based on future action. Theory is the assumption that contains several ideas to explain an event or a phenomenon and the function of that theory is to explain an event, control of certain conditions and forecast. The theory is used in a number of ideas to explain what happens when clients sit down with a counselor as well as provide a framework for the counselor to function. Counseling theory is the specific task of behavioral change (Dunn, 2009; Hyde, 2004).

Theory is important because it gives meaning, confidence, and direction to the counselor. This means that the theory focuses on the counselor about what to do on client. Theory in counseling is useful in four situations; to plan, contributing an understanding, suggests counseling techniques and identifies the objectives and goals. Counseling theory is a modeling which proposals for new action plan are developed. This model allows the counselor to recognize and distinguishes the behaviour of normal and abnormal, rational and irrational thoughts. The theory is said to provide a framework in which a counselor can help consolidate understanding of client behaviour more meaningful. Thus each theory has a variety of different procedures in terms of effectiveness (Cohen & Zinaich, 2013; Thyer, Dulmus & Sowers, 2012)

This study adopts and discusses the following theories; Behavioral Theory, Rational-Emotive Theory and Social Learning Theory because they provide a clear framework on how to assist the client recognize and deal with their irrational thoughts in a systematic way (Sommers & Sommers, 2013).

Occupational stress as a field of investigating job conditions and their consequences on performance and health is a relatively new research field, which crystallized in the early 1970's. However, the roots of the occupational stress concept can be traced back to Selye's research on animals, and Cannon's work on the physiological concomitants of emotion. In 1930's Selye discovered that a wide variety of noxious stimuli, such as exposure to extreme temperatures, physical injury, and injection of toxic substances evoked an identical pattern of physiological changes in the laboratory animal he used. He found that regardless of stressor the response patterns were the same non-specific reaction. Some years later Selye named this somatic response the General Adaptation Syndrome (GAS), and defined stress as the non-specific body response to any stressor and demand made upon it. In the beginning Selye used the term "nocuous agent" but he felt that it did not capture the real essence, and he looked for a more suitable term, he adopted the term "stress" instead. At different periods during his development of the "stress" concept, Selye has defined "stress" differently in terms of stimulus, response or

interaction between stimulus and response. To understand what happens between experiencing a stressor and the reaction of the stressor. Lazarus introduced the concept of cognitive appraisal, which is of importance for understanding the differences in experience. This concept is central in the Transactional Process Model. Cognitive appraisal can be defined as the process which translates objective events into perceptual experiences. This is an important contribution to the understanding of subjective factors and how they can play a much larger role in the experience of stress than objective factors (Cooper & Dewe, 2004).

Work stress caused by workplace stressors has a relatively brief history. In work settings, stress can be produced by an array of workplace stressors, such as work tasks, psychosocial, and organizational stressors. The Person-Environment Fit model concentrates on the relation between person and environment. The goodness of fit in these relationships is of importance, and misfit in the relationship can lead to psychological stress and ill-health. The other stress model which has had even greater impact in the field of stress is Demand-Control model. This model is a synthesis of two research traditions; from stress research the model inherited the notions of qualitative and quantitative job demands, and from sociology it inherited the notion of control. The intention with the Demand-Control model was to provide a framework for analyses of the way in which work is organized, and how it relates to alienation and ill-health among employees (Rydstedt, Devereux & Sverke, 2007) The psychosocial contribution to the field of occupational stress has helped in creating a more complex picture of the field through the dynamic interaction between environmental and individual conditions. Different dimensions of occupational stress such as individual differences in ability, personality characteristics, coping skills, and social support also contribute to occupational stress. These are all important dimensions for understanding the impact of stressful job-related stressors on individual and group level. What generates physiological stress is not the same as what is stressful from a psychological point of view (Larsson, Sjøgaard, & Rosendal, 2007).

Most of the research has focused on the negative consequences of abusive workplace relationships which is a workplace stressor among other stressors in the workplace. Abusive supervision results to such negative effects as lower job commitment and job satisfaction, aggressive and deviant behaviors, psychological distress, increased intentions to quit, and more resistance behaviors. This causes occupational or employee stress, due to these particular workplace stressors, among others. This can be assessed in several ways, for example through observation, measures of production and organizational performance, by self-reports, and by interviews. The way out of this problem is to use objective measures, and the use of objective measures of the effect of workplace stressors is to focus on organizational performance. This would give a better and broader picture of stressors in workplaces. Critics on the other hand, state that measures of objective occupational stressors are not often easy or even possible to obtain and that it would take an outside observer much time to identify and evaluate the social support situation of the worker/employee (Tepper, 2007).

Measures of self-report tend to be easily obtained, cheaper, and more convenient as they match ones performance. Whereas, objective measures, are more expensive, clumsy, and difficult to obtain. The two measurement strategies won't need to be competing with each other, they could give the researcher important and complementing information, which help the understanding and evaluation with an extended perspective on the occupational stress in the actual organizations. Job stressors relates to a large number of work-related environmental conditions regarded as having an impact on the health and well-being of the employee. Strain is about the employee's psychological and physiological reactions to such exposures. Health outcomes refer to negative health conditions thought to result from exposure to workplace stressors. This in turn impacts negatively on organizational performance (Milyavskaya & Koestner, 2011; Allen, Maguire & McKelvey, 2011).

Work place stressors perceived as very severe and appearing with high frequency are more likely to produce greater strain, thus contributing to the development and

progression of stress-related illnesses. Failure to take into account how often a workplace stressor is experienced by an individual increases the risk for an overrating of highly stressful events that occur infrequently, while underestimating the impact of moderately stressful events that frequently occurs. For example, if a co-worker is killed in a workplace accident this would be extremely stressful for other employees at the workplace. However, this highly stressful event is rarely experienced, and therefore contributes relatively little to the overall experience of employee stress at the workplace. In contrast, even though excessive working conditions is only moderately stressful for most employees, it occurs with very high frequency; therefore it contributes substantially to the overall experience of employee stress ((Milyavskaya & Koestner, 2011; Rick, Briner, Daniels, Perryman & Guppy, 2001) There are various stress models but for this study, the models that are dealt with are those workplace stressors that are directly related to work or occupations which cause employee stress. They have demonstrated the causes and the consequent effects.

2.2.1 Transactional process model

According to the Transactional process model, stress is a result of an interaction between an individual's characteristics and appraisals. These appraisals may consist of external or internal stressors (e.g., events or environments), and the individual's internal or external resources available to him or her at that moment. Stress is not a belonging of the person, or of the environment. Stress is the result when there is conjunction between person and environment, and only when this transaction is evaluated by the person as harm, threat, or challenge to the wellbeing of the person. Harm is about damage that has already occurred, as in a loss of employment, failure when applying for work, or disapproval by management or co-workers. Threat refers to a harm that has not so far happened, but is expected in the future by the person. Stressors that are appraised as challenging are conditions of high demands in which the emphasis is on mastering the demands, overcoming obstacles, growing and expanding as an individual. In fact, focus

is on the positive outcome and possibilities (Tsutsumi & Kawakami, 2004; Van Vegchel, de Jonge, Bosma & Schaufeli, 2005).

Appraisal is an essential concept in the Transactional process model, and there are two central kinds of appraisals in the model, primary and secondary. An individual's primary appraisal refer to the concerns of whether or not there is any personal stake in the encounter, and it has been referred to as the motivational relevance part of an encounter. Secondary appraisal refers to the accessible options for dealing with harm, threat, or challenge. The assignment of appraisal is to incorporate two sets of forces operating in every adaptation transaction, namely, personal agendas such as goals, beliefs and experiences brought to the transaction by the individual, and the environmental realities that affect the outcome. (Tsutsumi & Kawakami, 2004; Van Vegchel, de Jonge, Bosma, & Schaufeli, 2005).

Personal agendas vary between persons and even within the person from moment to moment, and since the environment is often quite ambiguous and complex, persons attend selectively to what is happening, and evaluate it in different ways. This can result in a great variation in the appraisals individuals make in the same environmental context. The coping process is a special form of appraisal which is define coping as the cognitive and behavioural efforts a person makes to manage demands that tax or exceed the individuals resources. Coping shall be seen as a process because the relationship with the environment is constantly changing. Even if stable coping styles do exist and are of importance, the coping process is highly contextual. Effective coping styles have to change over time and across different conditions. The coping patterns also change with age. Coping has a profound effect on psychological stress and emotional states. Coping is seen as a mediator in the relationship between stress and illness. The Transactional process model identifies different coping categories based on the intention, function and meaning of coping efforts. For example, in the original model there is problem-focused and emotion-focused coping and there is meaning-based coping, introduced by Problem-focused coping refers to cognitive and behavioural

efforts used to manage or change the problem, and includes such strategies as gathering information, planning, problem solving, and effort. If this process is successful and alters the person-environment relationship for the better, it will reduce or eliminate the psychological grounds for harm or threat (Fortes-Ferreira, Peiró, González-Morales & Martin, 2006).

Emotion-focused coping refers to strategies, which only try to change the way individuals attend to or interpret what is happening. For instance, a threat that the individual successfully avoid thinking about, even if only temporarily, doesn't bother the individual. Another strategy is reappraisal of a threat into a no threat, meaning that the cognitive basis of the stress reaction is removed. For example, if the employee can reinterpret a negative comment from the supervisor as the unintended result of job stress, the appraisal basis for reactive anger will dissolve. Emotion-focused coping does not change the objective terms of the person-environment relationship, but it changes how these terms are interpreted or attended to (De Raeve, Jansen & Kant, 2007).

Denial, distancing and positive thinking can at times be useful techniques for controlling psychological stress. Meaning-based coping is expected to promote personal growth in the midst of chronic stress. For instance, this strategy is the redefinition of personal goals (stop drinking, in order to manage the job), which may bring a new sense of purpose and direction into the individuals life. It may also help the individual to sustain personal efforts for dealing more efficiently with a stressor. Coping is central to the stress process and its adaptational outcome. If the individual makes the appraisal that this is an encounter he or she can control or handle with his/her actions, problem-focused coping strategies dominate. Emotion-focused coping predominates if the person judge that nothing can be done to change the situation. Research has shown that coping patterns vary between stressful encounters and over time (Fortes-Ferreira, Peiró, González-Morales & Martin, 2006).

Strategies, such as positive thinking are relatively stable across encounters; this strategy is obviously influenced by personality. Which strategies are good or bad depend on the situation and can vary over time within a situation. For example, denial is widely seen as unhelpful, but can be useful in certain circumstances. If a person experiences symptoms of a heart attack, denial can be dangerous in the sense that it can lead to delay in seeking treatment. The same coping strategy can be successful during recovery from a operation after a heart attack, but it can become unhelpful again if it continues for too long, so it prevent the person to change lifestyle in order to prevent further attacks (Tepper, Moss & Duffy, 2011).

Research has shown that problem-focused coping is linked to an increase of job satisfaction and a reduction in anxiety and psychological. The results of the research on emotion-focused coping give a contradictory picture, some studies show that emotion-focused coping reduces somatic symptoms and psychological stress and other studies show evidence of increased psychological stress and psychosomatic symptoms. Another point discussed in research literature is the absence of clarity in the findings of coping's moderating role between different stressors and the outcome (Fortes-Ferreira, Peiró, González-Morales, & Martin, 2006).

2.2.2 Job Demand-Control-Support model

The JDC model is a situation-centered model, and the model identifies psychological job demands and job control (or decision latitude) as two primary job sources which can lead to stress at work or employee stress. Karasek defined job demands as psychological stressors presented in the work environment such as high working pace, high time pressure, difficult and mentally exacting work. Job control refers to the individual's ability to control his or her work activities Decision latitude consists of two aspects, namely the width of skills used by the workers on the job (skill discretion), and the workers authority to make own decisions on the job (decision authority) (Kristof-Brown & Guay, 2010).

In the JDC model there are two different hypotheses, the strain hypothesis and the learning hypothesis. The model assumes that having control over the work process will reduce stress and increase learning, while psychological demands will increase both stress and learning. The strain hypothesis states that psychological strain and physical illness are expected in the combination between high demands in work and low control of the work process. The learning hypothesis states that high demands in combination with high control leads to increased learning, motivation, and development of skills (Taris & Kompier, 2003).

Another perspective of the JDC model implies that control can buffer negative effects of high demands on health and well-being. The Job Demand-Control-Support (JDCS) model acknowledges that social support is vital for the employee when coping with different demands at work. The social support dimension makes a distinction between isolated jobs (jobs with few opportunities for social interaction), and collective jobs (jobs in which interactions with co-workers are integrated). The evolution of the JDC model to the JDCS model has meant that the two hypotheses have been slightly reshaped. The “iso-strain” hypothesis predicts that jobs which are characterized by high demands, low control, and social isolation lead to more illness, both psychologically and physically. The buffer hypothesis states that job control and worksite social support moderate the negative effects of high demands on the employees well-being. It has been argued that the JDC(S) model is a “male” model because women are less vulnerable to (iso) strain than men. Some authors found that social support is a more important predictor for cardiovascular diseases for women than work control. The argument about “male” model is in line with the suggestion that job strain is another way of measuring social status. There are also a number of different reviews of the models, and the results from them show that the models are capable of predicting health as well as motivational and productivity outcomes (Kristof-Brown & Guay, 2010; Verhoeven, Maes, Kraaij & Joekes, 2003).

A limitation of the above reviews is that they are mainly based on cross-sectional designed studies. A cross-sectional design is ill-suited to display the causal relationship between variables because it can't provide evidence regarding the order of the variables. Therefore a longitudinal design is needed in order to give evidence on the causal order of variables (Kristof-Brown & Guay, 2010).

2.2.3 Person-Environment fit

The Person-Environment fit (P-E fit) approach characterizes stress as a lack of correspondence between characteristics of the person (abilities, values) and the environment (demands, supplies). The central hypothesis of P-E fit is that misfit between person and environment leads to psychological, physiological and behavioural outcomes which can increase the risk for morbidity and mortality. Occupational/employee stress research guided by the P-E fit model has investigated a wide range of content, as, for example, job satisfaction, job and organizational characteristics, individual differences in attitudes, health status, employee skills and traits (Taris & Kompier, 2003; Verhoeven, Maes, Kraaij & Joeke, 2003).

The outcome of the P-E fit can take two separate versions. One version focuses on the correspondence between personal skills, abilities, and environmental demand such as Demands-Abilities fit. The other version focuses on the correspondence between environmental supplies and personal values, motives, and goals (Supplies-Values fit). These two types of fit (S-V and D-A fit) are often discussed together under the heading of P-E fit. The S-V and D-A fits are fundamentally different, both in terms of their underlying processes and their associated outcomes. The differences in process are implicit in the components that constitute the S-V and D-A fits. That is, the D-V fit suggests a process where the individuals have to assemble their abilities and skills to meet the demands of the environment. The S-V fit suggests another type of process where individuals draw from their personal value structure cognitively evaluate the surrounding environment. These processes may be causally related, as when an

individual needs to satisfy environmental demands in order to achieve valued states, but the processes are conceptually different (Attridge, Cahill, Granberry & Herlihy, 2013; Taris, Kompier, 2003; Verhoeven, Maes, Kraaij & Joeke, 2003).

There are differences in outcome. When environmental supplies deviate from individual values, this can lead to dissatisfaction and other negative well-being symptoms. In contrast, when environmental demands exceed individual abilities, the individual's performance is likely to decrease. In some cases well-being may be directly influenced by the D-A fit, as when meeting environmental demands is inherently valued by the individual. The S-V and D-A fits are different versions of P-E fit, both in terms of underlying processes and associated outcomes. Studies of P-E fit often neglect these distinctions, and in some cases overlook them entirely (Tepper, Moss & Duffy, 2011; Attridge, Cahill, Granberry & Herlihy, 2013; Verhoeven, Maes, Kraaij & Joeke, 2003).

2.2.4 Effort-Reward Imbalance

Effort-Reward Imbalance (ERI) model is an alternative theoretical model, which looks at the reward rather than the control structure of work. The ERI model has put its focus on the centrality of paid employment in working life. Effort at work is spent as part of a social contract exchange process, where the society contributes in terms of occupational rewards. Rewards can come in three different ways: money (adequate salary, pay raise), esteem (respect and support), and security/career opportunities (promotion prospects, job security and status). The ERI model anticipates that an imbalance in "cost" and "gain" (a condition of high effort and low reward) can cause stress, which can lead to health problems (cardiovascular risks, sickness absence and poor subjective health). For individuals, who have jobs which are demanding and unstable at the same time, and who are not offered any promotion possibilities, a state of stressful imbalance would be existing. The ERI model makes an explicit distinction between personal (intrinsic) and situational (extrinsic) components of effort-reward imbalance. A combination of both the personal and the situational components provide a more accurate estimate of

experienced stress than a restriction to one of these sources. (Kristof-Brown & Guay, 2010; Taris & Kompier, 2003; Verhoeven, *et al.*, 2003).

The situational components consist of efforts (psychological and physical demands at work) and the three dimensions of occupational rewards (money, esteem, and security/career opportunities). No specification is made of the health effect outcomes of the different types of demands and rewards. It is rather the mismatch between high cost and low gain received which matters most. The term over commitment is introduced in the personal components, a specific pattern of coping with job demands and of eliciting rewards. This type of coping defines a set of attitudes, behaviours, and emotions, reflecting extreme striving in combination with strong desire of being approved and esteemed. There is evidence that excessive efforts result from perceptual distortion (underestimation of challenge), which in turn may be triggered by an underlying motivation of experiencing esteem and approval. In empirical studies it has been found that high effort and low reward at work is a risk factor for cardiovascular health, subjective health, and mild psychiatric disorders (Dunn, 2009; Tsutsumi & Kawakami, 2004; Van Vegchel *et al.*, 2005).

2.2.5 Rational- Emotive Theory

Rational-Emotive Theory (RET) was developed by Albert Ellis. REBT is based on the assumption that emotional and behavioural reactions are largely caused by conscious and unconscious beliefs which stress employees. Stress may be considered as the 'wear and tear' our bodies experience as we adjust to a continually changing organizational environment (Cohen & Zinaich, 2013). It is important that managers and team leaders be able to recognize its causes and its effect on performance and productivity.

High levels of stress over a long period of time often results in increased absenteeism, work-related conflicts and lower work performance. It has physical and emotional effects, both positive and negative. As a positive influence it can motivate some

employees to accept many of the changes and new opportunities. Other employees may experience negative reactions such as anger, distrust, withdrawal, rejection and depression, resulting in health problems such as headaches, insomnia, stomach upsets; decreased motivation and risk taking; increased sick leave and higher staff turnover; and internal conflict as they question their loyalty to the organization itself (Kristof-Brown & Guay, 2010; Chan, Berven & Thomas, 2004).

During organizational change, self-defeating internal self-talk may cause employees to experience strong self-defeating emotions such as resentment, hostility, anxiety, depression, and the like. Russel, a REBT employee trainer asserts that REBT theory focuses on providing employees with strategies and tools that can lead to professional growth and development, better workplace relationships and less conflict and stress. These can be used individually or as part of a team to accept change and come to terms with the difficulties involved. It is a directive confrontation form of psychotherapy designed to challenge client's irrational beliefs about themselves and others. The theory is based on the assertion that individuals develop psychological problems because of their own beliefs (Dunn, 2009; Raabe, 2002).

Ellis theorizes that humans have the capacity to interpret reality in a clear, logical and objective fashion, and avoid unnecessary emotional-behavioral upsets, but also says that humans are predisposed to irrational interpretations. They are susceptible to crooked thinking, draw illogical conclusions which are not objective, and are cognitive distortions of reality like imagining and convincing self that the supervisor, the manager and other workers are against him/her (Thyer, Dulmus & Sowers, 2012). Irrational beliefs cause people to view undesirable beliefs as catastrophe rather than as disappointment or an inconvenience. Irrational beliefs can cause people to feel depressed, worthless or enraged instead of simply disappointed or annoyed. The theory helps them to understand rationally and logically, that their false beliefs with rational ones, their emotional reactions and psychological approach to issues become more

appropriate, less stressing and more likely to constructive behaviour (Sommers & Sommers, 2013).

In most organizations events happen that employees disagree with, yet remain out of their control to stop or change. Some form of organizational change will always be present, resulting in increased work load, deadlines, conflicts, uncertainty and frustration. The goal of REBT is to help employees begin to understand the links between their own ways of thinking in response to change and their increased stress levels. This theory, can be used to help the employees identify their irrational beliefs in workplace, social and personal aspects to perform satisfactory in the organization and relate appropriately with co-workers and the management (Thyer, Dulmus & Sowers, 2012)

2.2.6 Behavioral Theory

The emphasis on this theory is on how behavior is learned or acquired. The underlying principle behind this theory is that behavior can be learned, unlearned, and relearned (Nyaga, 2011; Watt, 2004) asserts that the view is that learning and its process within the environment critically affects the way people think and act. This theory is grounded on a scientific view of human behaviour that applies a structured approach to counseling. Behavioral modification is the application of basic research and theory from experimental psychology to influence behaviors for purposes of resolving personal and social problems and enhancing human functioning (Thyer, Dulmus & Sowers, 2012).

Behaviour modification aims at increase people's life skills, making them competent in various aspects hence empowering them to deal effectively with issues in that arise in their work places that would otherwise affect their performance negatively. This knowledge therefore help the organizations understand the value of counseling their employee to ensure their continued performance. The various techniques used in behavioural counseling such as summarizing, reflection, clarification and open- ended

questioning help the employee re-examine their attitudes, thoughts, values, beliefs and behaviour. Through this, employees get ways of dealing with interpersonal difficulties in and out of the workplace. Behavioural approach properly applied help employees to competently and effectively deal with their individual and organizational problems and conflicts that would otherwise impact negatively on performance (McLeod, 2008).

2.2.7 Social Learning Theory

Social learning theory stresses the importance of perceived self-efficacy in determining behavior. In Raabe's (2002) theoretical framework the decision to engage and persist in behaviour is mediated by both efficacy expectations and outcomes expectations associated with behaviour. According to (Cohen, 2013), outcome expectancy is defined as a person's estimate that a given behaviour will lead to certain outcomes. An efficacy expectation is the conviction that one can successfully execute the behaviour required to produce the outcomes. Outcomes and efficacy expectations are differentiated because an individual can believe that a particular course of action will produce certain outcomes. But if they entertain serious doubts of expectations whether they can perform the necessary activities, such information does not influence their behaviour (Raabe, 2001).

Efficacy expectations and outcomes expectations are influenced and modified by one's behaviours, by observed outcomes and by the environmental context. In turn efficacy and outcome expectations influence individual behaviour and performance. Social learning theory can be applied readily to group behaviour. Groups have distinct behaviours and characteristics that distinguish them from other individuals and other groups. The effects of conceptualized on group behaviour in a manner parallel to individual behavior. Though group level expectations influence individual outcomes, individual may have personal expectations such as Satisfaction with a job well done, or a promotion, which are not related to group expectation and efficacy expectations are differentiated, because he can believe that a particular course of action will produce certain outcomes (Cohen & Zinaich, 2013).

The social learning theory of Albert Bandura emphasizes the importance of observing and modeling behaviours, attitudes, and emotional reactions of others. Bandura stresses that behaviour is not solely determined by inner drives or the environment. It is a result of an interactive association between inner processes and environmental variables. The inner processes are covert events based on earlier experiences and are controlled by external environmental influences to bring about overt responses (Minter & Thoms, 2000).

According to Nyaga (2011) verbal representation and imaginable representation of the environment guide a person's behaviour. One can therefore use insight and foresight to solve their problems. Learning also occurs through observation or modeling. Employees who are exemplary can therefore act as models to problematic employees. The conviction of the individual that certain behaviours will produce certain outcomes, concept of efficacy expectations, which is a person's judgment about his or her ability to plan, execute and maintain particular action or behaviour, will influence choices of activities and environmental setting. In provision of EAP counseling, understanding of an employee efficacy expectation in his place of work is important (Minter, & Thomas, 2000).

Bandura explained the issues on motivation based on representation of future outcomes, which generates current motivators of behavior because of the anticipation promotion or salary increment. The anticipation of self-approval or self-criticism motivates or demotivates behaviours (Minter & Thomas, 2000). Employees can be motivated to achieve the set performance targets in their workplaces. Through EAP counseling, employees can be encouraged to raise their limits of expectation efficacy, i.e. an employee who expects to be a manager one day will worker harder to achieve this in days to come. Such a manager would drive the workforce to impact positively on organizational performance for him to be recognized and to stand out as an eligible for promotion (Haltom, 2005).

2.3 Conceptual Framework.

A Conceptual framework is a diagrammatic presentation of a theory and is presented as a model when research variables and the relationship between them translated into a visual picture to illustrate the interconnections between the independent, intervening and dependent variables (Robert, 2009; Babbie & Mouton, 2001). The conceptual framework is the scheme of concepts this study used to achieve the set objectives.

The researcher conceptualized that the dependent variable of this study was organizational performance while the independent variable were workplace stressors (financial stress, workplace relationships and working conditions) and employee counseling was the moderating variable.

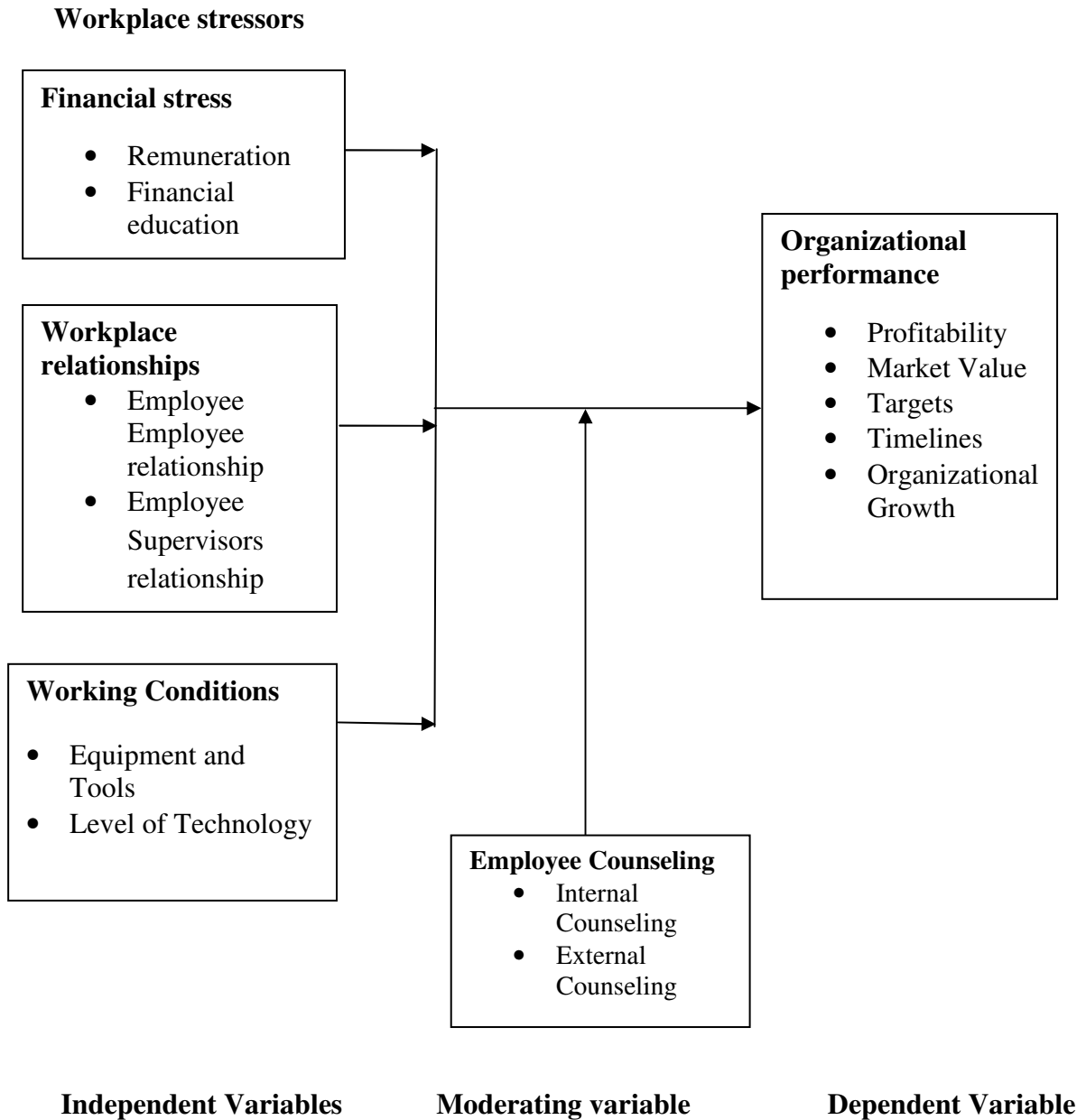


Figure 2.1: Conceptual framework

2.3.1 Financial stress

Financial stress is conceptualized as the subjective perception of one's personal finances. Financial problems occur when one is unable to meet their financial responsibilities (Blair, 2012). A study done by Kim and Garman (2003) showed that employees with high financial stress spent more time handling financial matters at work instead of working than those with moderate financial stress. They were absent from work more frequently than the low and moderate financially stressed groups and they were also less likely to be satisfied with pay. Financial stress affects the workers attitudes and behaviours at work. They feel they do not have enough money for living expenses. They also worry about the amount of debts and are dissatisfied with their savings for retirement and overall general financial situation which have negative impact on their performance and productivity/work output. All employers should realize that there is a group of employees in their workplaces who are stressed about their personal financial matters. The number may be 10% or 30% or even higher (PWC, 2016; Danninger, 2009; Kim & Garman, 2003).

The actual number of financially distressed employees in a particular workplace depends primarily on the makeup of the workforce, the educational level of the employees and their incomes among other variables. The kind of remuneration that employees receives from their employers, and the financial education or know how of how to manage finances is equally important when dealing with financial related stress. Financial stress is a significant variable in understanding organizational commitment and absenteeism (Kim & Garman, 2003). Workplace financial education/counseling can help workers handle their personal finances better, reduce their financial stress, increase workers' pay satisfaction and improve productivity (Rösch & Scheule, 2008; Kim & Garman, 2004).

Researchers who have investigated the effects of financial strain on individual's well-being suggest that as one repeatedly reacts to stressful events, the disastrous effects on the body accumulates so that the individual becomes increasingly susceptible to

emotional problems, accidental injuries, physical illnesses and behavioural disorders. Prolonged financial stress such as continuous credit problems and financial needs can have negative effects on one's health. Financial strain has been associated with individual's health, drinking problems and substance abuse, decreased self-esteem, marital stress, depression and reduced psychological well being, which all affect organizational performance. Teaching employees how to manage their money or to prepare for financial security improves the employees' quality of work (Guichard & Turner, 2008; Millar, 2002).

2.3.2 Workplace Relationships

Workplace relationships are unique interpersonal relationships with important implications for the individuals in those relationships and the organizations in which they develop (Dent, 2009). Because workers spend an average of fifty hours in a week in the workplace, these long hours result to formation of friendships which may be both positive and negative. Studies show that relationships at workplace directly affect a workers ability to succeed. Positive workplace friendships leads to more cohesive workgroups, more satisfied and committed employees, greater goal attainment, increased positive feelings about the organization can make both good and bad jobs better and are a factor in preventing employee turnover and employee desire to leave the organization (Luecking *et al*, 2004).

The employee relations office works with staff, supervisors and administrators in maintaining a positive work environment, and positive interactions between employees and employer. Primary functions of the office are working with employees and supervisors on resolving differences and conflicts at work, maintaining productivity, enhancing organizational performance, and promoting work-life balance (Erica, 2012). Though workplace friendships tend to have a positive impact on the employees overall production and attitude towards the job, they can also lead to low performance and reduced productivity. This happens when these relationships lead to competition, envy,

gossip and distraction from work related activities because there is a more tightly webbed emotional and occasionally physical connection that goes beyond the typical co-worker relationship or boss- worker relationship (Guichard & Turner, 2008; Pembroke, 2004).

Personal relationship between the supervisors and their employees are at times frowned at. There is a great temptation to engage in favoritism when the supervisor has overly friendly or even romantic relationship with an employee. Such relationship can potentially ignite sexual harassment claims if the supervisor or employee engages in an inappropriate or discriminatory employment practice. Personal relationships can also disrupt employee morale and make other employees feel less valued when they are not the ones with personal relationship with someone who can possibly improve their employment status (Wall, 2008).

If the employees feel the relationship with their manager or supervisor is so rigid, they may be afraid or ashamed to admit they have a problem that is affecting their work even though all the underlying signs and symptoms exist in their deteriorating performance. A rehabilitative or work related problem solving approach, where a manager works with the employee to help them resolve the performance issues is more effective than taking punitive measures. These professional working relationships also consist of honest guidelines, clear expectations and open communications. More importantly a definitive role clarification between the manager and employee is essential (Nixon *et al*, 2011).

2.3.3 Working Conditions

With more and more people committed to improved health and quality of life in general, it is not surprising that there is deep interest in employees 'workplace physical conditions and general environment. It's hard to be productive when you're physically uncomfortable. Anything that makes your employees uncomfortable, including chairs, desks, workstations, lighting, temperature and noise levels, can affect productivity

(Flanagan & NetLibrary, 2006). A comfortable and ergonomic office design motivates employees and substantially increases performance. All the feel-good, psychological methods of improving employee productivity are great, but they're useless without the right tools. The right tools mean the right technology. For an employee to be efficient and productive in today's job environment means equipping employees with the right gear. Companies that don't upgrade or ignore the necessity for tech tools run the risk of diminished employee productivity (In Lee, Eyraud, & International Labour Office, 2008).

Employees' comfort level with equipment and software can also affect productivity. If employees don't understand how to use equipment or software or use it incorrectly, performance and productivity suffers. Problems also occur when your existing equipment isn't sufficient to handle your department's needs. Upgrading equipment and tools, and providing ongoing training to employees is expensive, but is essential in maintaining or improving productivity. Organizations should evaluate equipment and software yearly to catch problems before they affect performance (Hyde, 2004). Intel, the world's largest semi-conductor maker, found that wireless notebook PC users increased their productivity by 100 hours per year. They studied the work habits and productivity of more than 100 Intel employees who were upgraded to wireless notebooks and found a gain of more than two hours per week, more than paying for the cost of the upgrades in the first year. They also found that when workers were able to control more of their time, that productivity increased as well (Milyavskaya & Koestner, 2011).

2.3.4 Employee Counseling

Counseling is the service offered to individuals who are undergoing problems and needs professional help to overcome. It involves two people, one seeking help, counselee/employee and the other a professionally trained person who guides, consoles, advises and helps the counselee to explore and resolve their problem, orients and directs him towards a goal (McLeod, 2008). Essentially counseling is meant to provide timely

professional and confidential aid for employees whose personal problems might otherwise lead to work impairment, absenteeism, reduced productivity and cause accidents and conflicts in the workplace, or even job termination. Technically, psychological counseling is used by the experts to analyze the work related performance and behavior of the employees to help them cope or resolve their conflicts and tribulations (Butts *et al.*, 2009).

Human resources are valuable and they may be tapped most effectively and consistently, by mutually consistent policies that promote commitment and which, as a consequence, foster willingness of employees to act flexibly in the interest of the organization pursuit of excellence. Organization success depends on employees' attitudes, competencies, skills, and wellbeing. Employee assistance programs assist employees with virtually any behavioral or personal problems that can affect employee's performance. It is a psychological health care intervention which aims to assist both the employer and the employee by intervening with active problem solving approach to the problem at hand. This requires setting up of pro-active programs in the workplace to deal with deteriorating job performance, early identification, prevention and intervention which have strengthened the need for employee counseling (Buon, 2005).

Workplace counseling may be defined as the provision of brief psychological therapy for employees of an organization. Workplace counseling offers the employer a service that is valued by employees, has the potential for savings by reducing sickness absence, takes pressure off managers through the availability of a constructive means of dealing with 'difficult' staff or situations, and contributes to its reputation as a caring employer (Hyde, 2004). Today there is virtually no organization free of stress or with stress-free employees. The employees can be stressed, depressed, suffering from too much anxiety arising out of various workplace related issues like managing deadlines, meeting targets, lack of time to fulfill personal and family commitments, or bereaved and disturbed due to personal problems.

Counseling programs geared specifically for employees have grown steadily in recent years across the globe, primarily because employers have come to recognize the importance of developing and preserving valuable human resources. They have realized the importance of attracting, retaining and managing highly skilled, quality workforce as a necessary component of their competitive advantage. Organizations should therefore treat their employees as partners, with dignity and respect as the most important assets (McLeod, 2008).

Riggan and Maki (2004), states that for the EAP to be successful, it's important to have an EAP policy that clearly outlines guidelines and procedures relevant in the management of EAP. There should be consistency between the EAP policy and the company policy to avoid confusion. Policies and procedures are set to reflect a set of values and establish mutual expectation from the organization and the EAP practitioner. The policy on EAP should be clearly written and be widely publicized within the organization before implementation and the written policy should serve as a guide to the managers, supervisors, employees and union officials. An EAP policy will outline problems handled by EAP and stresses confidentiality. Procedures will outline a model of referral if employees experience problems. Models of referral will be outlined, namely, self or voluntary referral, suggested referral or mandatory referral. Masi (2004) points out that the decision by an employee to use EAP is voluntary; therefore the supervisor need not threaten him or her to use it.

There are two types of counseling models namely internal counseling model and external counseling model which are used separately and can also be combined. Rossi (2006), indicate that internal/ in- house counseling models are placed in the main stream of a work institution. A part- time or full-time counselor or a team of counselors is employed to work with employees within the organization where they screen problems of troubled employees. Internal counseling model is the norm in a number of companies; however the large companies with 2000 or more employees may opt to have an in-house service delivery (McLeod, 2008; Mayor, 2001).

Millar, (2002), also acknowledges that there are two types of internal counseling models namely employee counseling model and union counseling model. Internal counseling model allows EAP practitioners to function within the organization. The internal service delivery also known as in-house can range from simple giving information to intensive face to face psychotherapy treatment. Minter and Thomas (2000), state that some organizations develop this model because they believe it to be the most tangible way to express their humanitarian concerns to employees and it is cost effective. Some companies employ the services of an EAP because of legal mandates which compel employers to recognize and concern itself with the welfare of its employee's e.g. Basic Conditions of Employment 1997, Constitution of the Republic of South Africa 1996, Occupational Health and Safety Act 1993 and Labour Relations Act 1995.

Ranaand and Rastogi, (2010), states that company's contract with outside organizations to provide mental health services for troubled employees. These are services offered by the staff outside the company. This external model gives small companies access to human resource consultations services that are lacking. This type of service can be offered by a single or a consortium of firms that jointly provide EAP. Valentine, (2004) defines consortium as a type of EAP where services are offered by a non-profit organization to meet the needs of small organizations which have less than 2000 employees. The external programme varies according to the type of programme and services provided. These might include a variety of options besides assessment and treatment, such as supervisors training, special workshops, programme evaluation or appropriate referrals for other agencies.

2.3.5 Organizational performance

Carton and Hofer, (2006) found that it is important to classify what performance means because if performance cannot be defined then it can't be measured or managed. Organizational performance is a multi-dimensional construct, the measurement of which varies depending on a variety of factors. McLean, (2008) defines performance as

behaviour, it's something done by the employee. Performance does not have to be directly observable actions of the individual. It can consist of mental production such as answers or decisions.

However, performance needs to be under individuals control regardless whether the performance of interest is mental or behavioral (Armstrong, 2009). Job performance is a commonly used yet a poorly defined concept in industrial psychology, the branch of psychology that deals with the workplace and it's also part of Human Resource Management. It mostly refers to whether a person performs their job well. Performance is a very important criterion that relates to organizational outcomes and success. Job performance is an individual level variable i.e. performance is something a single person does (Armstrong, 2009).

Organizational performance is measured in multiple dimensions such as financial performance (profits, return on assets, return on investment); product market performance (sales, market share); shareholder return (total shareholder return, economic value added); customer service; social responsibility (corporate citizenship, community outreach); and employee stewardship (Stiffler, 2006). Performance means both behaviors and results. Behaviors emanate from the performer and transform performance from abstraction to action not just the instruments for results, behaviours are also outcomes in their own right-the product of mental and physical effort applied to task and can be judge apart from results. Cole (2002) defined organizational performance as referring on how an employee carried out the general duties in his or her roles together with meeting specific targets that has been set. In order to establish that the individual has performed, use of performance appraisal is necessary.

Performance appraisal evaluates the individual in terms of their role and performance. Performance problems can be dealt with through the use of five basic steps. Identify and agree on the problem – analyze the feedback and as far as possible, obtain agreement from the individual on what the shortfall has been. This takes place when individuals are

aware of their targets and standard, know what performance measures will be used and either receive feedback control information automatically or have easy access to it. They will then be in a position to measure and assess their own performance and take action (Carton & Hofer, 2006).

Establish the reasons for the short fall – when seeking reasons for any shortfall the manager should not crudely be trying to attach blame. The aim should be for the manager and individual to jointly identify the facts that have contributed to the problem. It is on the basis of this factual analysis that decisions can be made and what to do about it, by the individuals together. It is necessary to identify factors which are external and outside the control of the individual and manager and the factors that are within the control of individual and manager (Cole, 2002).

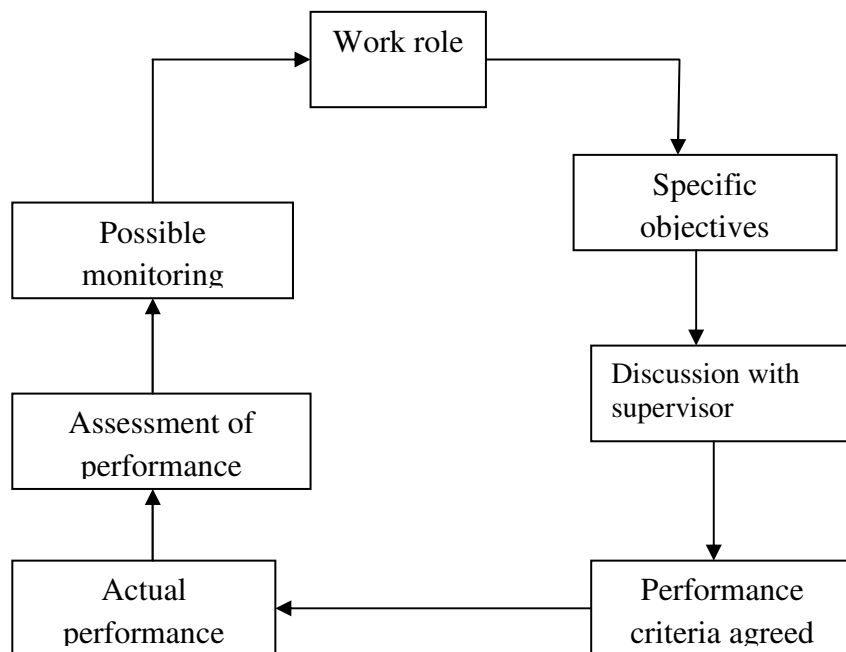


Figure 2.2: Performance appraisal cycle

The issues of just one staff member often affect the performance of a team or department, once again for better or worse. Concerns that are satisfied by management for just one team member can often uplift the performance of the whole group. On the down side, should management not address concerns of even one team member, performance of that employee – and possibly the entire team – typically suffers (Stiffler, 2006).

Employees may occasionally be less productive than usual or may disclose that they are stressed or are going through a difficult time in their lives. Their manager may suggest that they visit an Employee Assistance Program (EAP) counselor to assist them in meeting their challenges. The framework may be used to guide the managers through the process of referring troubled employees to the EAP in order to boost their performance / productivity. Arthur (2000), propose that people (employees) should be helped to manage their problems in living and work for them to be more effectively and develop unused opportunities fully. Counseling improves employee well-being; the intervention helps employees in alleviating symptoms of workplace stress, burnout and depression

2.3.6 Relationship between Employees Performance and Stress

A decrease in productivity is very troubling and can be a sign of a serious problem with employees, equipment or the office environment. It's important to investigate the cause of productivity problems promptly to avoid loss of revenue and possibly damage to organization's/ department's reputation. It's no secret that unhappy employees often don't perform well and often share their negative opinions with their co-workers. If employees' morale is the cause of the decrease in productivity, it is good to find out why the employees are unhappy. Involving employees in the solution help to ensure that a workable plan that increases both morale and productivity is developed (Davis, Eshelman, & McKay, 2000). Major employees' problems/ stress include the following:

Financial Stress; Financial troubles such as having difficulty meeting a mortgage or an unexpected car repair may impede productivity. Offset employees' anxiety by providing them with a solid financial education is important. Teaching employees how to manage their money or how to prepare for financial security improves the employees' quality of work (Kim & Garman, 2004). Compensation guidelines are normally in place for larger companies, those with unionized workforces, and government agencies. However, most businesses are classified as smaller companies and it appears that this group often lacks this employee feature, generating confusion and concern from staff. Employees want to feel secure and they are earning compensation equal to those who are in similar positions and have comparable experience (Millar, 2002). Contemporary workers want and expect their H.R. departments to be fountains of knowledge about a myriad of issues (benefits, compensation, corporate plans and goals, legal and insurance issues, positions to be open in the future).

Personal issues such as relations problems divide an employee's attentions. It's hard to focus on work when home issues need to be resolved. Even unmarried employees may face relationship problems that affect work. A chronically sick employee affects not only the employee's productivity but those around her as well. When one employee is out of the office, someone else must carry the workload. Sick employees who experience frequent pain or other effects from illness are less likely to work to their best ability. The best way to counteract diminishing productivity is to provide health coverage for employees. Health and fitness perks such as gym memberships and holistic clubs are constructive ways to promote health for employees (Milyavskaya & Koestner, 2011; Davidson, 2001).

Poor management sometimes called “over management” or “micro management,” relates to employees feeling that their every activity is separately managed and little judgment or freedom is permitted. Employees have a need to believe they are “in the loop” by having as much information as possible on employer plans, goals, dreams, news. Management can be a contributing factor to low productivity (McLean, 2006).

Managers who are too controlling can unwittingly slow down work flow by requiring even the simplest task to have manager approval. A hands-off management style also can be a problem. When managers are uninvolved or unavailable, employees have no one to turn to for direction or guidance. Managers also set the tone for the department. Managers who adopt a positive attitude help foster the same attitude in their employees (Hyde, 2004).

An employee's productivity is also determined by their relationship with their immediate supervisor. When the bad boss fails to keep promises, never gives credit when due, makes negative comments, or blames others for their mistakes, the productivity level of their employees is significantly impacted. It's been my experience that a good supervisor will motivate, inspire, encourage and reward good performance. A poor supervisor, of course, is just the opposite, only in multiples. Employees who do not have a direct connection with the company begin to lose all the reasons for wanting to do that little bit extra and take the additional time to make something right (Erica, 2012).

With more and more people committed to improved health and quality of life in general, it is not surprising that there is deep interest in their workplace physical conditions. It's hard to be productive when you're physically uncomfortable. Anything that makes your employees uncomfortable, including chairs, desks, workstations, lighting, temperature and noise levels, can affect productivity. A comfortable and ergonomic office design motivates employees and substantially increases performance. All the feel-good, psychological methods of improving employee productivity are great, but they're useless without the right tools. And the right tools mean the right technology (Allen, Maguire & McKelvey, 2011; Adrien *et al.*, 2002).

For an employee to be efficient and productive in today's job environment means equipping employees with the right gear. Companies that don't upgrade or ignore the necessity for tech tools, run the risk of diminished employee productivity. Employees' comfort level with equipment and software also affect productivity (Alderton, Seafarers

International Research Centre, & Bureau international du travail, 2004). If employees don't understand how to use equipment or software or use it incorrectly, performance and productivity suffers. Problems also occur when your existing equipment isn't sufficient to handle your department's needs. Upgrading equipment and tools, and providing ongoing training to employees is expensive, but is essential in maintaining or improving productivity. Evaluate equipment and software yearly to catch problems before they affect performance (Cooper, 2009).

2.4 Empirical Literature Review

Over the past 25 years, Employee Assistance Programs (EAPS) have grown dramatically in quantity, focus, scope and importance to all work organizations. Counseling Program (Employee Assistance Programs) is to provide employees with knowledge, education and motivation to help them deal with their employers if they have problems of their workplace. Employee assistance program is very important to organization and employee because they tended to focus on level of uptake by workforce. Overall, there is growing awareness that it makes practical, humane and economic sense to provide some counseling forum where employees can deal with their personal and professional problems. How this is done varies widely from the use of personnel or welfare officers within the company to the use of in-house counselors or EAPS, either internally or externally, or both (Acoras & Cames, 2007).

According to surveys conducted by Brace (2007) establishment of EAPs on worksites vary anywhere from 6 to 53 per cent, depending on the size of the organization. Interest continues to grow. In Canada, various branches of government, as well as health and education services were found to be more likely to have EAPS, whereas the construction and retail trade sectors were found to be under-represented. Acoras and Cames (2007) argues that in 2005 alone, Canadians lost 83 million days of work due to emotional and behavioral problems. Of the employees surveyed, 61 per cent reported emotional

problems as the primary reason for absence from work. In addition, 65 to 80 per cent of employee terminations were due to personal rather than technical factors.

There is empirical evidence to suggest that counseling generally can have a positive impact on short-term outcomes, such as self-awareness and decision-making skills (Cooper, 2009). Evidence on longer term impacts is very limited, and will need better longitudinal research (Coaley, 2010). In varying forms EAPs have also been adopted by unions and by medical, legal and other professional societies as well as by most civilian federal workers in the United States. More than two decades ago, the Washington Business Group on Health suggested that EAPs would become the most effective and practical system/method for delivering mental health services to employees in the future (Allen *et al*, 2011; Davis *et al*, 2000).

Arthur (2000) surveyed 35 large United Kingdom organizations and discovered that all but three had occupational health facilities and, whereas nurses employed within these departments had undergone short-term counseling training, had been provided. Two later surveys (Haltom, 2005 & Brace, 2007) indicate that employee counseling provision has grown recently. Conclusion drawn from the surveys is quite impressive from 400 replies from companies, 85 percent saw themselves as providing some form of employee counseling service. About twice as many organizations offer in-house counseling and related activities as those that depend on external employee counseling provision. Nearly 60 percent of companies provide stress counseling to their employees by personnel departments or line managers, or both. The other 40 per cent offer stress counseling to their employees in additions or as alternatives (Allen *et al*, 2011).

The study done by Attridge (2009) revealed about organizational rationales for the introduction of EAP. Aims of this study was to examine typological assistance or advisory programmes (EAP`S) in United Kingdom organizations. Findings from three companies had a wide range of reasons and rationales behind why the individual companies were introducing EAP`S among employees and organization. This study

concluded that more support is offered for organizational change as a rationale for EAP introduction than more humanistic consideration, which appears to be better related to manager work roles.

Research done by Davey, Obst, and Sheehan (2010) has revealed about work demographic and officers perception of the work environment which add to the prediction of at risk alcohol consumption within an Australian police sample. 4193 participants were the sample among police personnel recruited from Australian state police services. The result of the study indicated that gender, age and marital status are individual risk factors for problem drinking and being on operational officers also emerged as significant predictor of at risk alcohol consumption patterns. From findings, researcher suggested of informed interventions within the police service that could reduce officer risk of harm from alcohol consumptions.

One of the studies done by Appelbaum and Giraid (2007) revealed about toxins in the workplace effect on organizations and employees. The aims of this study were to define toxins such as toxic leader, toxic manager, toxic culture and toxic organization and explored their effect on organization and organizational performance. The study basically was twofold; it utilized a selective bibliography providing advice on information source and comprehensive in that the objective was to cover mainstream and unique contributors of toxicity. From the finding among 30% employee deviance was found to the cause of all business failure.

According to Buon (2005) in his studies had three components of mutual help; if there are two employees with similar abilities (capacity factor), one of the energy will have a high ability in his employment. These components are inter-related in the event of changes one of these components will result in the observed changes in performance. For example, a fun work environment (O) may increase the willingness of people to work (W) which provides effect on job performance (P). Performance will improve

workers' skills and knowledge Capacity (C) is determined by the physical, psychological, knowledge, and skills.

A study conducted by Ajak (2004) confirmed the trend in Malaysia is concerned with the management of the counseling needs of the organization for employees who have problems in achieving effectiveness and to improve productivity. To achieve the level of effectiveness of such work should follow the principle of a systematic division of labour and quality management from the top organizations in order to avoid the problems faced by workers there. People seek more meaning in their day-to-day work than they do in their personal lives. This implies that employers should be seeking to make work meaningful by finding out what matters to their employees (Tepper & Henle, 2011).

A research done by Cantrell (2006) suggested a connection between employee engagement and business results. Numerous examples revealed increased corporate profitability due to increased employee engagement. There is clear evidence in the psychological literature of the effect of individual factors on work performance. It was suggested that individual factors shape a person's nature, which in turn, affects their ability to personally engage or disengage in all or some types or role performances. Furthermore, perception and personality have been suggested to be key influences on how individuals respond, thus shaping and directing how engaged they are. Evidence also suggests that organizational performance is related to emotional experiences and wellbeing (McLeod, 2008; Cantrell, 2006; Millar, 2002).

2.5 Critique of the existing Literature

One of the most influential studies of organizational performance was carried out by Erica (2012). Conceptually, Erica proposed that, "people's attachment and detachment to their role varies." To gain further understanding of the varying levels of attachment individuals expressed towards their roles, Erica examined several disciplines. The terms

Erica (2012) uses to describe these calibrations are ‘personal engagement’ and ‘personal disengagement’, which refer to the “behaviours by which people bring in or leave out their personal selves during work role performances”. These terms integrate previous ideas taken from motivation theories that people need self-expression in their work lives as a matter of course.

McLeod (2008) undertook a qualitative study on the psychological conditions of personal engagement and disengagement by interviewing summer camp counselors and staff at an architecture firm about their moments of engagement and disengagement at work. He defined disengagement as the decoupling of the self within the role, involving the individual withdrawing and defending themselves during role performances. Disengaged employees displayed incomplete role performances and were effortless, automatic or robotic. McLeod (2008) found that there were three psychological conditions related with engagement or disengagement at work: meaningfulness, safety, and availability. He argued that people asked themselves three fundamental questions in each role situation: how meaningful is it for me to bring myself into this performance; how safe is it to do so; and how available am I to do so? He found that workers were more engaged at work in situations that offered them more psychological meaningfulness and psychological safety, and when they were more psychologically available.

Previous studies have suggested that people’s perceptions of ‘meaning’ with regard to the workplace are clearly linked to their levels of performance. They argue that employees actively seek meaning through their work and, unless organizations try to provide a sense of meaning, employees are likely to quit. Findings from other researchers have suggested that many people experience a greater search for meaning in the workplace (70 per cent) than in life in general. There are numerous possible reasons for this, for example, it may be because people generally spend longer at work than on other parts of their lives. High levels of performance can only be achieved in workplaces where there is a shared sense of destiny and purpose that connects people at

an emotional level and raises their personal aspirations (Miller, 2002; Pearsall, Ellis & Stein, 2009).

According to Johor (2007) a stronger theoretical rationale for explaining organizational performance can be found in Social Exchange Theory (SET). SET argues that obligations are generated through a series of interactions between parties who are in a state of reciprocal interdependence. Employee counseling helps to set the minds and perception of the employees to focus on performance. They are able to see things rationally, for irrational thoughts interfere negatively with organizational performance (McLeod, 2008). A basic principle of SET is that relationships evolve over time into trusting, loyal, and mutual commitments as long as the parties abide by certain 'rules' of exchange. Such rules tend to involve reciprocity or repayment rules, so that the actions of one party lead to a response or actions by the other party. For example, when individuals receive economic and socio-emotional resources from their organization, they feel obliged to respond in kind and repay the organization (Cantrell, 2006).

McLean (2006) argues that one way for individuals to repay their organization is through their level of performance. In other words, employees will choose to engage themselves to varying degrees and in response to the attention and resources they receive from their organization which include emotional support. Bringing oneself more fully into one's work roles and devoting greater amounts of cognitive, emotional, and physical resources is a very profound way for individuals to respond to an organization's actions. Thus, employees are more likely to exchange their performance for services, resources and benefits provided by their organization.

Practitioners and academics tend to agree that the consequences of organizational performance are positive. There is a general belief that there is a connection between organizational performance and organization results; a meta-analysis conducted by Carton and Hofer (2006) confirms this connection. They concluded that, "...employee wellbeing and performance are related to meaningful organization outcomes at a

magnitude that is important to many organizations”. The International Survey Research (ISR) team has similarly found encouraging evidence that organizations can only reach their full potential through emotionally engaging employees.

Coaley (2010) found critical links between organizational performance business growth and profitability. Whilst this research does not show investors and business leaders exactly what organizations are doing on a day-to-day basis to develop organizational performance, the findings do demonstrate differences in overall performance between companies, and the meta-analyses present strong evidence that highly performance workgroups within companies outperform groups with lower organizational performance levels, and the recent findings reinforce these conclusions at the work group level.

According to Stephen Robbins, Timothy Judge (2011), Organizational/workplace stressors that cause employee stress and manager’s inability to find solutions for employee stress result in great cost on Organization through lowered productivity, excessive absenteeism, increased insurance costs and increased turn over. He asserts that People are the core base of any organization, so, caring and concerning about their individual issues is a pillar for success, and that is what employee stress management fulfils, where it is a declaration that an individual’s health is the overall health of the organization. This is also an indication that separation among employees’ different life aspects is no longer an option, hence organizations are becoming responsible and involved in these other life aspects, all in an attempt to reduce levels of employee stress as much as possible, which means that employee counseling plays a major role in improving work productivity.

The meta-analysis study shows that top-quartile business units have 12 per cent higher customer advocacy, 18 per cent higher productivity, and 12 per cent higher profitability than bottom-quartile business units. In contrast, bottom-quartile business units

experience 31 per cent to 51 per cent more employee turnover and 62 per cent more accidents than those in the top quartile of workplace performance (Coaley, 2010).

2.6 Summary

People's perceptions of meaning with regard to the employees problems has connections with how engaged they are and their level of performance. At any time, employees may experience challenges which may seriously affect success at the company. If these difficulties go unresolved for a period of time, they are likely to impact the employee's ability to cope effectively on the job. For senior-level professionals, the impact can be even more devastating because their work usually has a direct impact on overall business strategy and direction. Good indicators of when one should seek counseling are when they are having difficulties at work, when ability to concentrate is diminished or when the level of pain becomes uncomfortable. Managers know that many problems at work often stem from an employee's personal life rather than just the work situation. Counseling is an effective and preventive people management strategy for organizations to help employee's better in managing stress, personal issues or work related problems (Pearsall *et al*, 2009; Tepper, Moss & Duffy, 2011).

Employee counseling is a strategic resource that employees can use and managers can rely on when work performance, career transition, personal conduct in the workplace and/or cultural fit becomes an issue. It provides a means for employers to encourage their employees to seek career assistance early to prevent small problems from getting out of hand and creating greater barriers to success. It is also a way to help key employees reach higher career aspirations so that they continue to add significant value to the company (Hyde, 2004). Organizations can enhance the effectiveness and productivity of their employees' by making proactive efforts to support their emotional and physical wellbeing. These efforts may involve assessing threats to safety, monitoring employees' fitness for duty, and referring employees to the Employee Assistance Program.

2.7 Research Gaps

The review of the literature shows that many studies show critical links between organizational performance, organizational growth and profitability; suggested a connection between employee engagement and business results; disengaged employees displayed incomplete role performances and were effortless, automatic or robotic. In another related study, Kelloway, Teed, Kelley, (2008), evidence suggests that organizational performance is related to emotional experiences and wellbeing. However this study leaves a gap by not addressing how to increase employee engagement; exactly what organizations are doing on a day-to-day basis to develop employees' performance; do not explore how to sustain employees emotional experiences and wellbeing. The researcher also noted that none of the scholars has emphasized critically in analyzing the relationship between employee stress and organizational performance of Kenya's flower industry.

Appelbaum and Giraid (2007), says it makes sense to have a health and a high performing workforce, not only does it create happier individuals who provide quality service, but it contributes to overall profits of the organization. A team leader or manager will at times, come across team members feeling low and not performing as expected. Most of the times, this is due to low morale or lack of motivation, arising from problems they may be facing at individual level or in the workplace. With excess work pressure, employees tend to get worked up and stressed. An effective way of dealing with such issues is providing proper counseling at the right time. Counseling has been known to solve motivation related performance issues quite well.

The main aim of this study therefore was to critically analyze the effect of employee counseling on performance in Kenya flower industry with specific reference to flower farming organizations in Naivasha. This study provides a new insight into employee counseling on performance. It adds a new insight into the existing body of literature as it measure employees counseling and performance; previous research has focused

primarily on performance, issues affecting performance or counseling separately. This research into employees stress and performance provides a degree of proof whether employee counseling correlates to employees stress and organizational performance (business outcomes).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was used in data collection and analysis. It comprises the research design, population, sample and sampling technique, data collection procedure, data processing and analysis.

3.2 Research Design

The study aimed at obtaining numeric (quantitative) as well as non-numeric (qualitative) data. Quantitative data helped to determine the relationship of the employees' stress and organization performance. The quantitative method also provided clear information of the counseling approach in solving employee stress to improve performance in organizations. The study also involved testing the hypotheses asserting a relationship between employee stress and organizational performance of Kenya's flower industry, which supported the appropriateness of the quantitative data. The qualitative data allowed for the description of the relationship between employee stress and organizational performance of Kenya's flower industry. The approach was considered appropriate due to its description of the state of affairs of the relationship between employee stress and performance of flower farming organizations at the time of the study. The researcher only reported what had happened and what was happening.

This study used cross sectional survey research design to obtain numeric (quantitative) as well as non-numeric (qualitative) data. According to Dunn (2009), collecting data through surveys is the best way, for it only takes a short time to collect and only a selected number of respondents are involved to answer a set of questionnaire containing a string of questions that have been specially designed to collect data to achieve the objectives of the study. Researcher used cross sectional survey research design in order

to assess people`s thoughts, opinions, and feelings. Researcher also used this survey style because surveys are specific and limited in scope (John, 2006). The questionnaires were administered randomly so that the employees had equal chances to be a respondent. They were also given the same period to respond to the questionnaire, and the fact that the researcher did not know them individually, also contributed to remove the bias. The interaction with the employer was minimal due to the organizations rules and regulations.

3.3 Target Population

A population is the total collection of element about which inference is made and refers to all possible cases which are of interest for a study. For the purposes of this research the target population was Kenya flower industry. Flower farms have long been a key employer in Kenya, providing jobs in areas where there are few other alternatives and ensuring a valuable source of export revenue for the country. The Kenyan cut flower industry dates back from the late 1960s and The larger flower farms range in size from 20 to over 100 hectares under production force ranging from 250 to 2000 workers per farm. With more than half of Kenya`s population of 37 million living in poverty, the cut flower industry plays an important role in providing employment and alleviating poverty (www. Kenya flower industry). With an annual growth rate of 20%, the cut flower industry is among the fastest growing sectors of the Kenyan economy and, with revenues of more than \$250m a year, it is Kenya`s second largest agricultural foreign exchange earner after tea. Kenya is the third largest flower exporter in the world, behind Netherlands and Columbia (Rikken, 2011). The main production areas are around Lake Naivasha, Kiambu, Athi River, Kajiado, Kitale, Nakuru, Kericho, Nyandarua, Trans Nzoia, Uasin Gichu and Eastern Kenya. Presently Naivasha has the highest number of producers and exporters of flowers in Kenya. Production is largely concentrated on some 30 medium to large scale flower operations of which account for over 45% of total exports (www. Kenya flower industry).

3.4 Sampling Frame

Sampling frame is the actual set of units from which a sample has been drawn. Sampling frame is the complete list of all the cases in the population, from which a probability sample is drawn (Johnston, 2002). The study population was 30 flower farming organizations from Naivasha which are registered by Kenya flower Council with a total population of about 28,000 workers - both the managers and the employees (kenyaflowerindustry.com).

The sample that was selected to respond to questions were 370 calculated from 28,000 workers, using the formulas given as $n = \frac{z^2 \times P(1 - P)}{d^2}$.

$$d^2$$

3.5 Sample and Sampling Technique

According to Dunn (2009) determining adequate sample size in research is ultimately a matter of judgment and experience by the researcher. The underlying factor, however is to ensure that the information collected is evaluated against its quality and the research product intended. During the sampling process, the researcher should be cautious to pick a representative sample.

As noted by Eelko, (2007) the sample sizes should not be too small, making it difficult to achieve data saturation, theoretical saturation, or informational redundancy. At the same time, the sample should not be too large to make it difficult to undertake a deep and case-oriented analysis (Mugenda & Mugenda, 2003).

In this study, the sample was drawn from thirty (30) flower farming organizations in Naivasha, where nine (9) flower farming organizations which represent 30% of the total organizations. Mugenda and Mugenda, (2003), recommend that for small populations a sample of 30 is statistically significant. The nine (9) farms were selected using simple

random sampling in order to give all the organizations equal chance of being selected. The employees of the nine sampled organizations had a total population of 9440 members (the managers and the employees). The population was very high and it was reduced to a sample that was calculated using the Fischer's formula.

$$n = \frac{z^2 \times P(1 - P)}{d^2}$$

n – Required sample size

z – Confidence level at 95% (standard deviation of 1.96%)

p – Estimated number of employees with problems (60%)

d – Margin of error (standard deviation of 0.05)

The sample size will thus be;

$$n = \frac{1.96^2 \times 0.6(1 - 0.6)}{(0.05)^2}$$

$$= \frac{3.8416 \times 0.24}{0.0025}$$

$$= \frac{0.921984}{0.0025} = 368.7936 = 370$$

Table 3.1: Samples of respondents per farm

Farm	Population total	sample size	Top man	Ordinary employees
Farm A	3768	57	8	49
Farm B	3025	46	5	41
Farm C	2435	23	2	21
Farm D	4125	60	9	51
Farm E	2871	34	3	31
Farm F	3279	51	6	45
Farm G	2800	33	3	30
Farm H	2468	23	2	21
Farm I	3229	43	4	39
TOTAL	28000	370	42	328

Simple random sampling technique was used to select the respondents as shown in table 3.1 above, where staff in the organizations were selected and issued with questionnaires, which were collected later (after ten days). Simple random sampling was used in the study because it gave each of the sampling units (organization staff and managers) an equal probability of being selected, (Mugenda & Mugenda, 2003). This technique also enabled the researcher to obtain relevant information from all respondents under the study.

3.6 Data Collection Instruments

The Primary data was collected by use of structured questionnaires that captured the various variables of the study. The questionnaire was designed to address specific objective, research question and test hypothesis (Kothari, 2004). The questionnaires were administered to all sampled 370 respondents (both the Management Staff and Subordinate staff). The questionnaires allowed the respondents to fill/ give the required

information at their appropriate time and also saved time of the researcher in collecting the data.

The researcher used likert-scale questionnaire and the questionnaires had both open-ended and close-ended questions and this enabled the researcher to gather the required information by restricting the respondents from giving unnecessary information. Researcher chose this design so as to obtain accurate data. It also made the process of filling in the questionnaire easy by ticking where necessary. Face to face interviews was also conducted where possible in order to fill the same questionnaires where respondents were unable to fill in themselves.

3.7 Data Collection Procedure

The initial procedure performed by the researcher was to find title and problem statement on this study. Secondly, researcher tried to find reference materials related to research and collect, compile and provide information from reference materials. Next the researcher chose an appropriate location (area) to conduct the study. Researcher also developed variety of questions related to the subject of study. After providing the framework of questions, researcher studied the field to know the level of reliability and validity of questions developed through distributing questionnaires to 20 respondents from two different counties, Kiambu and Machakos counties. After results from the field, amendments were done on the questionnaires which were then distributed to employees in the nine randomly selected organizations using 370 employees as a research sample.

The researcher assured respondents on confidentiality of their response sheets since the identities were not be disclosed. Participation in the study was on a voluntary basis. The respondents were informed on the expectations of the study for them to give informed consent. No respondent was manipulated against his/her will to satisfy the needs of the study.

3.8 Pilot Study

Before the actual study was carried out, the first pilot study was closely linked with the construction and testing of research instrument. The main purpose of the pilot study was to improve the relevance of the items in the research instrument with the possibility of identifying any problem that could be controlled before the actual study and tested the validity and reliability aspects of the research instruments. To obtain a good instrument, pilot studies must be carried out on the subject of study appropriate to the target. Reliability is the measure of the degree an instrument used in research would yield the results or data after repeated trials. It is the consistency of the measurement, accuracy or precision of a measuring instrument (Kothari, C.R.2004). The data collection instruments were piloted at two different counties, Kiambu and Machakos, before administration to the real sample of the study. The farms on which the pilot study was done were picking at random and the respondents were also taken randomly as a matter of convenience. It also proved difficult to get into the initially targeted farms due to organizational technicalities; however it was still done in recognized farms.

Some of the tools or items in the questionnaire were modified for reliability and validity of the study. The items on organizational performance had to be changed because the management of the flower organizations in both counties concurred that the earning of the organization was a private matter and they were not willing to reveal their actual profit. The researcher had therefore to restructure items that gave perceived organizational performance.

During the pilot study the researcher also realized it was not easy to access flower farming organizations and that employees were not allowed to interact with visitors once they reported for work. There was also fear for outsiders who would come and incite the employees. The managers informed the researcher that employees' strikes in flower farms are very expensive and can cause great losses to the organization, noting that cut

flowers are perishable and any slight delay to pick, sort, pack and deliver should be avoided under any cost.

It was for this reason that the researcher realized that the questions could not be filled the same day they were distributed and that employees needed a span of about ten days or there about to be able to respond. This also gives a view of why quite a number of employees– 131, which translates to 35.4%, were not able to respond.

3.8.1 Validity

Validity has been defined as the degree to which an instrument measures what it purports to measure. It has been defined as the accuracy, truthfulness and meaningfulness of inferences that are based on the data obtained from the use of a tool. Validity is determined by the presence or absence of systematic error in data, (Kothari, 2004). There are two steps that are being promoted in a pilot study done by researchers in understanding and testing of test validity and reliability.

A research instrument should have validity and reliability, which is a measure of what should be measured. According to Jackson (2007), the validity of the instrument can be made by requesting evaluation of the expert (referred to as the external evaluator) on each item in question.

Testing by this method can identify the content validity of the instrument. According to many experts, the number of evaluators' maybe one person or several evaluators (Jackson, 2007). However, for this study there were two supervisors and a set of instruments were prepared for criticism and evaluation. Response to this questionnaire was based on 1-5 points on all choice of positive and negative items.

3.8.2 Reliability

According to Schindler & Cooper (2006), the respondents in a pilot test do not have to be statistically selected. Cronbach's alpha was used to test the reliability of the measures in the questionnaire. The Cronbach's alpha results need to range from 0.64 and above for each construct to be acceptable. Hence all those results that were above 0.64 were accepted as reliable while those below 0.64 were unreliable and not considered. Cronbach's alpha is the most commonly used coefficient of internal consistency and it's computed as; $\text{Alpha} = \{Nr / 1 + r (N-1)\}$ where r = mean inter item correlation, N = number of items in the scale. It is tedious to calculate the correlation of each item with every other item to derive the mean inter-item correlation. However, this is easily done using computer statistics packages. The percentage of agreement is comparable to the validity of instrument such as the table 3.2

Table 3.2: Validity of the Instrument

<u>Validity</u>	<u>percentage</u>
Not valid	$.10 \leq V < .46$
Low validity	$.46 \leq V < .64$
Sufficient validity	$.64 < V \leq .82$
High validity	$.82 < V \leq 1.0$

Based on the validity of the categories, the mid-point (cut-off point) is the validity is 64%. Items with a value V above 64% are considered to have sufficient validity and are considered as a research instrument, but if value V equal to or less than 64% and then the instrument has a minimum level of 46%, it is considered adequate research

instrument with low validity. The items with a value V of above 82% are considered to have high validity and accepted. Those with a value V below 46% are not accepted.

Reliability coefficient is ultimately the accuracy of test scores, but only provides a measurement accuracy of relive for test scores. Cronbach alpha reliability coefficients using the method of internal consistency involves (1) the administration of the test to a group of individuals, (2) calculation of the correlation between each item and the average inter-correlation calculations, and (3) using the formula for estimating reliability.

3.9 Data Analysis and Presentation

The data was recorded from question responses into meaningful prevalence variables. Double data entering was done to ensure data quality. Thereafter data was transferred into the Statistical Package for the Social Sciences (SPSS) and analyzed. The quantitative data was summarized and presented using descriptive statistics including percentages, frequency distribution tables and figures. These tools helped to reduce information to understandable form.

The qualitative data was presented through description that is, explaining the findings in a narrative way as it was stated or explained by the respondents. Due to the nature of the data collected, the Pearson correlation coefficient (r) was used to measure the correlation between independent variables and dependent variable. To analyze the respective relationships which are defined in conceptual framework, linear regression analysis was performed using the following general models:

$$Y = \beta_0 + \beta_i X_i + e \dots \dots \dots \text{Model 1}$$

Where;

Y= Organization Performance.

X_i = Independent Variables

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \dots \dots \dots \text{Model 2}$$

Where;

Y= Organization Performance.

X₁ = Financial Stress.

X₂= Working Relationship.

X₃= Working Conditions

While β_0 is a constant which denotes organization performance; β_1 – β_3 are slope coefficients representing the influence of the associated independent variables over the dependent one and e - Standard error.

The model was first subjected to F-test to establish whether the variables were jointly significant. T-test was further computed for the individual variables' coefficients to determine their significance in the model. Null hypothesis was accepted or rejected based on the p-value obtained. The decision rule was to reject the hypothesis where p-value <0.05. Recommended procedures were done step by step according to the test for analysis. Overall analytical procedure was clarified and simplified in table 3.3.

The moderation effects of employee counseling was tested using Hierarchical Moderated Multiple Regression (MMR) analysis where the combined relationship between the independent variables X₁*Z, X₂*Z, and X₃*Z and dependent variable (organization performance) was tested (Baron & Kenny, 1986).

$$Y = \beta_0 + \beta_1 X_1 * Z + \beta_2 Z + \beta_3 X_1 * Z + e \dots \dots \dots \text{Model 3}$$

Where,

Y= Organization Performance.

Xi = Independent Variables

Z = Employee Counseling (moderating variable)

β_0 is constant (Y- intercept) which is the value of dependent variable when all the independent variables are zero

β_i are regression constants or the rate of change induced by $X_1 * Z$, $X_2 * Z$ and $X_3 * Z$ on Y.

e is the standard error term.

Table 3.3: Study Data Analysis

Procedure	Analysis	Statistics Method
1	Reliability and validity of tests used to determine the measurement was valid at the variables involved in the structure of research /studies that examined.	The Reliability Test (Cronbach`s Alpha).
2	Identify the mean, variance, maximum and minimum frequency dependent and independent variables in the theoretical framework and run the profile of respondents.	Descriptive Analysis Statistics.
3	Ho ₁ : There is no significant relationship between employee`s financial stress and organizational performance in Kenya`s flower industry.	Analysis of Pearson correlation.
4	Ho ₂ : There is no significant relationship between employee`s workplace relationship and organizational performance in Kenya`s flower industry.	Analysis of Pearson correlation. Linear regression
5	Ho ₃ : There is no significant relationship between employees working conditions and organizational performance in Kenya`s flower industry.	Analysis of Pearson correlation. Linear regression
6	Ho ₄ : There is no significant moderating effect of counseling on employees stress and organizational performance in Kenya`s flower industry.	Analysis of Pearson correlation. Linear regression

3.10 Variables Measurement

Financial stress: Financial concerns spill over into workers responsibilities at home and by extension to the workplace. Financial stress for this study was adopted from the study by Kim and Garman (2004) which showed that employees with high financial stress spent more time handling financial matters at work instead of working than those with moderate financial stress. Financial stress was measured through level of Remuneration and Financial Education on financial matters. A five point likert scale (5 = strongly agree, to 1= strongly disagree) was used for each of the statements corresponding to the various parameters of Financial stress.

Workplace relationships: Positive workplace relationship leads to more cohesive workgroups, more satisfied and committed employees, greater goal attainment, increased positive feelings about the organization can make both good and bad jobs better and are a factor in preventing employee turnover and employee desire to leave the organization (Luecking *et. al*, 2004). The parameters will be Employee - Employee relationship and Employee – Supervisors relationship. A five point likert scale (5 = strongly agree, to 1= strongly disagree) was used for each of the statements corresponding to the various issues of workplace relationship.

Working conditions: Anything that makes employees comfortable, including chairs, desks, NetLibrary, 2006). All the feel-good, psychological methods of improving employee productivity are great. A comfortable and ergonomic office design motivates employees and substantially increases performance. The respondents were asked to choose the significant equipment, Tools and Level of Technology in the work place. A five point likert scale (5 = strongly agree, to 1= strongly disagree) was used for each of the statements corresponding to the various issues on working conditions.

Moderating variable: The moderating variable in this study was employees counseling. Employee counseling refers to confidential individual assistance and support service designed to help employees to cope with personal problems that adversely affect their lives, behavior, and/or performance (Subrahmanian, 2010). A study conducted by Ajak (2004) confirmed the trend in Malaysia was concerned with the management of the counseling needs of the organization for employees who have problems in achieving effectiveness and to improve productivity. Employees counseling was measured as Internal Counseling and External Counseling.

Organizational performance: Performance means both behaviors and results. In this study, organizational performance was measured by objective and subjective measures of perceived profitability, sales growth, market valuation, targets, timelines and overall organizational success during the past three years (2011, 2012, and 2013). Profitability was measured as the degree of the firms' profitability, sales growth was measured as the annual percentage growth in total sales, while market valuation was measured through business valuation, divided payment and net asset value. Targets and timelines were measured through employees' productivity and efficiency. Organizational success was measured through customer service social responsibility and employee stewardship.

Table 3.4: Operationalization of Variables in the Study

Variables	Measures	Questionnaire Item
INDEPENDENT VARIABLES		
Financial stress	<ul style="list-style-type: none"> • Remuneration • Financial Education 	5 and 6
Workplace relationships	<ul style="list-style-type: none"> • Employee - Employee relationship • Employee – Supervisors relationship 	7 and 8
Working Conditions	<ul style="list-style-type: none"> • Equipment and Tools • Level of Technology 	9 and 10
MODERATING VARIABLE		
Employee Counseling	<ul style="list-style-type: none"> • Internal Counseling • External Counseling 	11,12 and 13
DEPENDENT VARIABLE		
Organizational performance	<ul style="list-style-type: none"> • Profitability • Market Value • Targets • Timelines • Organizational Growth 	14 to 19

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter covered the analysis of the data collected from the field and the main study findings. The purpose of the study was to investigate the relationship between workplace stressors and organizational performance of Kenya's flower industry. This was guided by the specific objectives which were to establish the relationship between financial stress and organizational performance, determine the relationship between workplace relationships and the organizational performance, examine the relationship between working conditions and the organizational performance, and to determine the moderating effect of counseling on the relationship between the workplace stressor and organizational performance. This chapter addressed the set objectives and presented the data analysis in the descriptive and inferential statistics, correlation and regression analysis and the data results were presented in form of figures, tables and charts. In this chapter the hypothesis set for the study were tested mainly by using F-test.

4.2 Response Rate

The sample population composed of 370 employees from flower farming organizations from Naivasha which are registered by Kenya flower Council. Out of 370 questionnaires distributed to the respondents, 239 of them were returned. This constitutes 74.5% of response which far exceed 70% suggested by Mugenda and Mugenda (2003) as very good. It also concurs with Kothari (2012) who rated any response rate above 70% as excellent. According to Babbie and Mouton (2002) a response rate of above 50% is adequate for analysis thus a response rate of 74.5% % in this study was considered adequate.

4.3 Results of the Pilot Study

Pilot test of the study was carried out prior to implementation of the study to ensure that the questionnaires measured what was intended (Cooper and Schindler, 2010). The results of the pilot study are shown in Table 4.1.

Table 4.1: Reliability Test Statistics

Constructs	Cronbach's Alpha	No. of Items
Financial Stress	6	0.706
Work Place relationships	7	0.790
Working conditions	7	0.923
Employee counseling	10	0.801

Reliability Test was done where Cronbach's Coefficient Alpha was used. According to Kline (1999) a value of 0.8 is generally acceptable for cognitive test as an indicator of reliability. For social-science constructs values below 0.7 can be expected because of the diversity of the construct being measured (Kline, 1999). The items on each of the variables in the questionnaire were subjected to Cronbach's Coefficient Alpha test of all the items were found to be reliable for measurement because the reliability coefficient were found to be above the recommended threshold of 0.7 (Kline, 1999) as indicated in Table 4.1.

Validity test was done to ensure that the degree with which a measurement procedure or a questionnaire measures the characteristic it is intended to measure (Lewis, 1999). These include, content, construct, and criterion validity (Orotho, 2009). Content validity was done by designing the questionnaires according to the study variables and their respective indicators of measurement; construct validity, was done through restricting the questions to the conceptualizations of the variables and ensuring that the indicators of a particular variable fall within the same construct.

4.4. Background of the respondents

The study targeted a sample size of 370 employees from flower farming organizations from Naivasha which are registered by Kenya flower Council with a total population of about 28,000 workers. Out of the targeted 370 employees, 239 participated in the study, which translated to a questionnaire return rate of 64.6%. This response rate is higher than the minimum recommended by research experts such as Baruch and Holtom (2008), who argue that research conducted at the organizational level seeking responses from organizational representatives or top executives can expect a response rate of about 50%. The study participants were drawn from 30 flower companies in Naivasha County.

4.4.1 Gender of the Respondents

Both male and female respondents who were staff from the flower organizations were sampled in this study. Usually there is a general believe that the flower farms employs more women and youth. To verify this, the respondents were requested to indicate their gender in the questionnaire. The results indicated that males accounted for 43.9% whereas the females accounted for 56.1% of the respondents. This was in agreement that there were more women than men working in flower farms as shown in table 4.1. It also emerged that out of 134 (56.1%) females who participated in this study, 46 (58.1) experienced more financial stress than males, 33 (41.8 %). Females suffered more stress from workplace relationships 45 (52.3%), as compared to males, 41 (47.78%). Working conditions stressed females more 43 (58.1%) more than males, 31 (41.9 %). This shows that females in these organizations were more prone to stress than males.

Table 4.2: Respondents Gender

Category	Total		Financial stress		Workplace relationships		Working Conditions	
	F	%	F	%	F	%	F	%
Female	134	56.1	46	58.2	45	52.3	43	58.1
Male	105	43.9	33	41.8	41	47.7	31	41.9
Total	239	100.0	79	100.0	86	100.0	74	100.0

4.4.2 Age of the Respondents

Majority of the respondents, 118 (49.4%) were in the age bracket of 30-40 years. 47 (55.3%) suffered financial stress, 41 (50.6%) suffered stress form workplace relationships and 30 (41.1%) experienced stress from working conditions. This was followed by 91 respondents who were in the age bracket of 18-29 years who accounted for 38.1% of the respondents. 27 (31.8%) suffered financial stress, 33 (40.7%) suffered stress form workplace relationships and 31 (42.5%) experienced stress from working conditions. The lowest numbers of respondents recorded were 30 in the ages of above 41 years and above, who accounted for 12.6%. 11 (12.9 %) suffered financial stress, 7 (8.6%) suffered stress form workplace relationships and 12 (16.4%) experienced stress from working conditions. This supports the literature that the flower industry creates employment for women and youth. This proves what the literature says is right. The study also shows that the respondents aged 40 years and below suffered more stress as compared to those who are above 41 years.

Table 4.3: Age Distribution of the Respondents

Age of the respondents	Total		Financial stress		Workplace relationships		Working Conditions	
	F	%	F	%	F	%	F	%
18-29 years	91	38.1	27	31.8	33	40.7	31	42.5
30-40 years	118	49.4	47	55.3	41	50.6	30	41.1
41 years and above	30	12.6	11	12.9	7	8.6	12	16.4
Total	239	100.0	85	100.0	81	100.0	73	100.0

4.4.3: Length of Service in the Organization

Figure 4.1 shows the length of service the respondents had served in the organizations. The length of service ranged from less than one year to 10 years and above, with an average of 2.49 years and standard deviation of 1.06. It therefore emerged that majority of the respondents had served long enough to be aware of the relationship between workplace stressors and organizational performance of Kenya's flower industry. They had interacted among themselves (workplace relationships) and with the work environment (working conditions) long enough to appreciate the workplace stressors in their respective organizations.

According to the responses from the respondent out of the 51 (21.3%) employees who had worked in flower organizations for a period below one year, it is 12 (17.1 %) were experiencing financial stress , 17 (24.6%) experienced stress from workplace relationships and 22 (22.0%) experienced stress from working conditions. Among the 72 (30.1%) respondents who had worked for duration of 1 to 5 years, 21 (30.0%) experienced financial stresses, 22 (31.9%) had stress from workplace relationships and 29 (29.0%) had stress from working conditions. Those who had worked for a period

between 5 to 10 years were 63 (26.4%) and 21 (30.0%) had financial stress, 17 (24.6%) stress from workplace relationship and 25 (25.0%) from working conditions. Among the 53 (22.2%) who worked for more than 10 years 16 (22.9%) had financial stress, 13 (18.8%) had stress from workplace relationships and 24 (24.0%) had stress from working conditions. The new employees had less stress than those who had been in employment for longer periods.

Table 4.4: Length of Service in the Organization

Length of Service	Total		Financial stress		Workplace relationships		Working Conditions	
	F	%	F	%	F	%	F	%
Below one year	51	21.3	12	17.1	17	24.6	22	22.0
1-5 years	72	30.1	21	30.0	22	31.9	29	29.0
5-10 years	63	26.4	21	30.0	17	24.6	25	25.0
10 years and Above	53	22.2	16	22.9	13	18.8	24	24.0
Total	239	100.0	70	100.0	69	100.0	100	100.0

The length of service ranged from less than one year to 10 years and above, with an average of 2.49 years and standard deviation of 1.06. It therefore emerged that majority of the respondents had served long enough to be aware of the relationship between workplace stressors and organizational performance of Kenya's flower industry. They had interacted among themselves (workplace relationships) and with the work

environment (working conditions) long enough to appreciate the workplace stressors in their respective organizations.

Table 4.4 shows the length of service the respondents had served in the organizations. The respondents served in various positions in their organizations as shown in figure 4.2. Having worked in various sections shows that majority of the employees are exposed to the various workplace stressors in the various sections and department. Their responses then are informed by the experience from those sections. They have been in the organization long enough to understand what goes on and expectations the organization have on them, and what could hinder such achievement like employee stress from workplace stressors.

4.4.4 Status of Employment

The results in Table 4.5 shows the status of employment the respondents held in the organizations. The majority of the respondents 176 (74%) were employed on permanent bases followed by those employed on contract 53 (22%) and the least 10 (4%) on casual bases. This indicates that all categories were represented and the process was inclusive. Most of the respondents in the study, 176 (74%) were permanent employees, 44 (76.4%) had financial stress, 51 (66.2%) stress from workplace relationships and 83 (79.0%) from working conditions. The casual workers who participated in the study were 10 (4.0%) and 2 (3.4%) had financial stress, 3 (3.9%) had stress from workplace relationships and 5 (4.8%) from working conditions. Among the 53 (22.0%) respondents who were on contract, 13 (22.0%) had financial stress, 23 (29.9%) stress from workplace relationships and 17 (16.2%) from working conditions. The study shows that the employees who are on permanent employment suffer more stress as compared to the casual workers and those on contract.

Table 4.5: Status of Employment

Employment Status	Total		Financial stress		Workplace relationships		Working Conditions	
	F	%	F	%	F	%	F	%
Casual	10	4.0	2	3.4	3	3.9	5	4.8
Contract	53	22.0	13	22.0	23	29.9	17	16.2
Permanent	176	74.0	44	74.6	51	66.2	83	79.0
Total	239	100.0	59	100.0	77	100.0	105	100.0

The study sought to establish the effects of financial stress, working relationships and working conditions on organization performance and the moderating effect of employee counselling on the relationship between the independent variables and the dependent variable. Descriptive statistics were computed using SSPS version 22 to reduce the large amount of data to manageable levels for easy understanding and interpretation (Kent, 2001). This section provides descriptive statistics (means and percentages) on independent, dependent and moderating variables.

4.5 Descriptive Statistics of Independent Variables

This section provides descriptive statistics (means, standard deviation, frequencies and percentages) on independent variables and moderating variable.

4.5.1 Relationship between financial stress and organizational performance of Kenya's flower industry

To establish the relationship between financial stress and organizational performance, the researcher analyzed the descriptive statistics for the set variables. The study looked at six core aspects of financial stress on organizational performance. These were, Employees in the organization usually have no financial problems, Financial problems are due to poor remuneration at work place, Financial problems are due to poor

individual financial management, Financial problems are due to poor individual financial management, Employees do have a hard time doing work due to financial problems, Financial problems kept many from concentrating on work and because of Financial stress employees are not able to enjoy their work.

Table 4.6: Financial Stress in Organization

Opinion on item	SD	D	N/O	A	SA	Mean	Std
	%	%	%	%	%		
Employees in the organization usually have no financial problems	31.14	46.4	3.8	11.7	6.7	2.159	1.185*****
Financial problems are due to poor remuneration at work place	15.5	38.5	7.1	28.9	10.0	2.795	1.288***
Financial problems are due to poor individual financial management	15.9	25.9	7.1	41.0	10.0	3.034	1.309
Employees do have a hard time doing work due to financial problems	14.6	26.4	10.0	36.8	12.1	3.054	1.307
Financial problems kept many from concentrating on work	8.8	23.4	6.7	40.2	20.9	3.410	1.290
Because of Financial stress employees are not able to enjoy their work	8.8	20.1	6.7	39.7	24.7	3.515	1.296

Note: Reliability Alpha – Financial stress = 0.706

Ranked on a scale where 1 = SD- Strongly disagree; 2= D-Disagree; 3= N/O- No opinion; 4 =A-Agree; 5 = SA-Strongly agree. n = 239.

The response on six questionnaire items on financial stress were ranked in this research on a likerts scale of 1 – 5 (1 – Strongly disagree, 2-Disagree, 3- No opinion, 4-Agree, 5- Strongly agree). To establish the index of financial stress, the means of the individual ranking on the items were calculated. The means obtained were therefore used as an index for financial stress.

The results in Table 4.6 show that Majority of the respondents disagreed with the assertions that employees in the organization had no financial problems, 31.14 strongly disagreed while 46.4% disagreed. It therefore implies that employees in their respective organizations agreed that they had financial problems according to responses of the majority of the respondents (77.54%). The financials problems that employee in the respective organizations experienced caused them financial stress. They also asserted that financial problems were due to poor remuneration, 38.5% in terms of salaries and wages given by their organizations for work done.

Majority of the respondents 41.0%, also agreed with the assertions that financial problems were due to poor individual financial education that resulted in poor management of the monies i.e., salaries and wages resulting in financial stress since they could not meet their expectations. Employees had had hard time doing work due to financial problems, 36.8%, which would result in absenteeism from work and also using working hours trying to sort out their own financial issues. Financial problems had kept many from concentrating on work, 40.2% and that because of financial stress employees were not able to enjoy work 39.7%.The result showed that Employees in the organization usually have financial stress. Indicated by 46.4% disagreed and 31.14% of the respondents strongly disagreed with the statement. This is results are shown in Table 4.6.

This was ascertained by the respondents noticing that in their Organizations; financial problems are due to poor remuneration at work place and poor individual financial management. This was similar to a study done by Kim and Garman (2004), showed that

employees with high financial stress spent more time handling financial matters at work instead of working than those with moderate financial stress. Employees were absent from work more frequently than the low and moderate financially stressed groups and they were also less likely to be satisfied with pay. Financial stress affects the workers attitudes and behaviours at work. Employees feel they do not have enough money for living expenses. Employees also worry about the amount of debts and are dissatisfied with their savings for retirement and overall general financial situation which have negative impact on their performance and productivity/work output (Kim & Garman, 2004).

4.5.2 Relationship between workplace relationships and the organizational performance of Kenya's flower industry

To investigate the effect of workplace relationships on organizational performance, the study analyzed the descriptive statistics for the set variables as shown in Table 4.7.

Table 4.7: Workplace Relationships

Opinion	SD	D	N/O	A	SA	Mean	Std
	%	%	%	%	%		
Employee to employee relation at work is good	2.9	9.2	4.6	63.2	20.1	3.883	.932
Employee to Management relation at work is good	5.0	13.0	6.3	56.1	19.7	3.724	1.076
I often feel good at work	5.0	15.1	8.8	48.1	23.0	3.690	1.132
Thinking about being at work makes me upset	21.8	42.3	10.5	15.5	10.0	2.498	1.266
I am unhappy most of the time at work	23.4	43.1	6.7	17.2	9.6	2.464	1.282
I do not carry out my duties well because of poor work relationship	25.9	41.4	4.6	18.8	9.2	2.439	1.304
I can't wait to get away from work	23.8	36.8	10.9	17.6	10.9	2.550	1.318

Ranked on a scale where 1 = SD- Strongly disagree; 2= D-Disagree; 3= N/O- No opinion; 4 =A-Agree; 5 = SA-Strongly agree. n = 239.

Majority of the respondents agreed with the assertions that employee to employee relation at work was good (63.2%), that employee to management relation at work was good (56.1%) and that they felt good at work (48.1%). Majority of the respondents disagreed with the assertions that thinking about being at work made them upset (42.3%), that they were unhappy most of the time at work (43.1%), that they did not carry out their duties well because of poor work relationship (41.4%) and that they could not wait to get away from work (36.8%). This depicted fairly positive workplace relationships at these flower farms.

The results in Table 4.7 revealed that Employee to employee relation at work is good (mean = 3.883 and standard deviation of .932), Employee to Management relation at work is good (Mean = 3.724 and standard deviation of 1.076), Employees often feel good at work (mean = 3.690 and standard deviation of 1.132) and Thinking about being at work makes employees upset (mean = 2.498 and a standard deviation of 1.266). Positive workplace friendships leads to more cohesive workgroups, more satisfied and committed employees, greater goal attainment, increased positive feelings about the organization can make both good and bad jobs better and are a factor in preventing employee turnover and employee desire to leave the organization (Gordon & Hartman, 2009; Lee & Park, 2006). Cronbach reliability test attained was 0.790 which is considered an acceptable level of internal reliability (Bryman, 2008).

4.5.3 Effect of employees' working conditions on organizational performance

To investigate the effect of working conditions on organizational performance, the researcher analyzed the descriptive statistics for the seven variables on working condition. The reliability test of items on working condition achieved a Cronbach Alpha of 0.923 indicating a strong internal consistence, thus verifying reliability of scale. Most of the employees were in agreement that the working conditions are good and comfortable.

Table 4.8: Employee Working Conditions on Organizational Performance

Opinion on statement	SD	D	N/O	A	SA	Mean	Std
	%	%	%	%	%		
The organization furniture are good and comfortable	7.9	13.8	8.4	51.5	18.4	3.5858	1.17035
Work equipment and tools are appropriate and effective	5.9	13.0	3.3	53.1	24.7	3.7782	1.13250
The organization work processes, systems and procedures are conducive	4.6	13.8	9.2	51.0	21.3	3.7071	1.09141
The technology adopted by the organization is up to date	4.2	16.7	10.9	49.8	18.4	3.6151	1.09350
Employees are fully satisfied with organizations' tools equipment and technology	7.1	19.2	9.6	41.4	22.6	3.5314	1.23246
Tools and equipment make me perform my work well and on time	5.0	12.6	4.6	51.5	26.4	3.8159	1.11125
The organization's culture and atmosphere are comfortable and supportive	5.4	13.4	6.3	47.7	27.0	3.7722	1.14924

Ranked on a scale where 1 = SD- Strongly disagree; 2= D-Disagree; 3= N/O- No opinion; 4 =A-Agree; 5 = SA-Strongly agree. n = 239

The result shown in Table 4.8 indicated that majority of the respondents agreed with the assertions that the organization furniture were good and comfortable (51.5%), work equipment and tools were appropriate and effective (53.1%), the organization work

processes, systems and procedures were conducive (51.0%), the technology adopted by the organization was up to date (49.8%), employees were fully satisfied with organization's tools, equipment and technology (41.4%), tools and equipment made them perform work well on time (51.5%) and that the organizations culture and atmosphere was comfortable and supportive (47.7%). This showed an above average working condition as per the views of the respondents.

The result shown in Table 4.8 revealed that the organization furniture were good and comfortable (mean = 3.586 and a standard deviation of 1.17035), Work equipment and tools were appropriate and effective (mean = 3.77 and a standard deviation of 1.133) and the organization work processes, systems and procedures were conducive (mean = 3.307 and a standard deviation of 1.091). Based on the results, it was evident that organizations offer good working conditions for the employees and this contributed to organizational performance.

It's hard to be productive when you're physically uncomfortable. Anything that makes your employees uncomfortable, including chairs, desks, workstations, lighting, temperature and noise levels, can affect productivity (Hyde, 2004). A comfortable and ergonomic office design motivates employees and substantially increases performance. All the feel-good, psychological methods of improving employee productivity are great, but they're useless without the right tools. The right tools mean the right technology. For an employee to be efficient and productive in today's job environment means equipping employees with the right gear. All the feel-good, psychological methods of improving employee productivity are great, but they're useless without the right tools. The right tools mean the right technology; companies that don't upgrade or ignore the necessity for tech tools run the risk of diminished employee productivity (Erica, 2012).

4.5.4 Effect of employee counseling on organizational performance

The results in Table 4.9 shows that most of the respondents agreed with the assertions that the organization offered counseling services for the employees (52.3%), that they had attended counseling programs (47.7%), that they felt stimulated and passionate about their jobs after counseling (50.2%), that their financial life was nearly perfect (32.2), that they were able to relate with other employees well (55.6%) and cope with job situations/conditions (55.2%), that so far their life seemed to be going on very well (44.4) and that they were satisfied with their jobs as a whole (45.6). However majority disagreed that there wasn't anything about their lives that had changed (35.6%) and that they were very disappointed about their jobs (31.4%). This depicted that counseling had been relatively adopted in the flower farms.

Table 4.9: Employees Counseling on Organizational Performance

Opinion on statement	SD	D	N/O	A	SA	Mean	Std
	%	%	%	%	%		
The organization offer counseling services for the employees	9.6	14.6	4.6	52.3	18.8	3.5607	1.22452
I have attended counseling programs	10.0	20.5	4.6	47.7	17.2	3.4142	1.26689
After counseling I feel stimulated and passionate about my job	8.8	10.5	13.4	50.2	17.2	3.5649	1.15363
My financial life is nearly perfect	9.2	30.1	15.5	32.2	13.0	3.0962	1.22781
I am able to relate with other employees well	3.3	7.1	8.4	55.6	25.5	3.9289	.96098
I am able to cope with job situations/ conditions	3.3	8.8	9.2	55.2	23.4	3.8661	.98244
So far my life seems to be going very well	13.4	20.9	9.6	44.4	12..7	3.2008	1.27411
I am satisfied with my job as a whole	9.6	18.8	11.3	45.6	14.6	3.3682	1.21890
There isn't anything about my life that changed	20.9	35.6	14.2	22.2	7.1	2.5900	1.23977
I am very disappointed about job	34.7	31.4	8.4	15.6	10.0	2.3473	1.35686

Ranked on a scale where 1 = SD- Strongly disagree; 2= D-Disagree; 3= N/O- No opinion; 4 =A-Agree; 5 = SA-Strongly agree. n = 239.

The results in Table 4.9 also revealed that, the organization offer counseling services for the employees (mean = 3.56 and a standard deviation of 1.224), most employees have

attended counseling programs (mean = 3.414 and a standard deviation of 1.266), After counseling the employees felt stimulated and passionate about their job (mean = 3.564 and a standard deviation of 1.154), employees in the organization had always been trained in a variety of jobs or skills and could perform more than one job (mean = 3.53 and a standard deviation of 1.07) and the core group of workers in the organization had off - the job training in the past year and had improved communication and team work (mean = 3.52 and a standard deviation of 1.01). Based on the results, those firms that embraced counseling had positive effects on organizational performance.

Similar to the assertions that counseling programs geared specifically for employees have grown steadily in recent years across the globe, primarily because employers have come to recognize the importance of developing and preserving valuable human resources. They have realized the importance of attracting, retaining and managing highly skilled, quality workforce as a necessary component of their competitive advantage. Organizations should therefore treat their employees as partners, with dignity and respect as the most important assets (McLeod, 2008). Conclusion drawn from the 1993 survey is quite impressive from 400 replies from companies, 85 percent saw themselves as providing some form of counseling service. About twice as many organizations offer in-house counseling and related activities as those that depend on external counseling provision. Nearly 60 percent of companies provide stress counseling by personnel departments or line managers, or both. The other 40 per cent offer stress counseling in additions or as alternatives.

4.6 The Descriptive Statistics for Organizational Performance

The dependent variable of the study was organizational performance. The results of the descriptive statistics for organizational performance were represented in tables.

Table 4.10: Organizational Performance

	Frequency	
percentage		
Profit has increased	185	77.4
No change experienced	20	8.4
Profit has declined	34	14.2
Total	239	100.0

The findings as shown in Table 4.10 above indicated that the profit of the organisations has increased for the last 3years as indicated by the majority of the respondents are employee in the various flower farming organizations. 77.4% of the respondents responded in the affirmative and having worked in these flower organizations long enough, and then their response is out of experience, knowledge and practical, hence credible. 8.4% indicated that the there was no change while 14.2% indicated that the profit has declined in their organisations.

Table 4.11: Rate in Profitability

Rate in Profitability	Frequency	Percent
0-2%	63	26.4
21-40%	49	20.5
41-60%	88	36.8
61-80%	27	11.5
80-100%	12	5.0
Total	239	100.0

The study as show in Table 4.11, established that majority 36.8% of the respondents indicated that there was increase in profits of 41-60%, 26.4% indicated an increase in profit of 0-20%, while only5% of the respondents indicated an increase of 80-100%. Though the profitability is perceived because it was not possible to get the actual figures due to organizations policies, the majority of the employees indicated there was average profit realized by the flower farming organizations.

Table 4.12: Major Factors affecting the Organizations Profitability

Factors	Frequency	Percent
Production cost	134	56.1
Employees performance	49	20.5
Total	239	100.0

The findings as in Table 4.12 indicated that majority 56.1% of the respondents felt the major factors affecting the organisations profitability is the production cost. The production cost include all the material used in production such as seedlings, spraying chemicals, fertilizers, pesticides and any other chemical used in the green houses. Payment of wages, salaries allowances and transport of the cut flowers and employees also add to the production cost.

23.4% of the respondents felt it was caused by other factors while 20.5% felt it was caused by the employees' performance.

4.6.1 Sales of the Organizations

From the findings on the Table 4.13 the majority 75.7% of the respondents indicated that the sale of their organisations has increased for the last three years. Though the actual figures were not provided, majority of the responded were in agreement that in their various organizations sales had increased. However some employees were not in consensus as 9.6% indicated that there was no change while 14.6% indicated that the sales have declined

Table 4.13: Sales

	Frequency	Percent
Valid sales have increased	181	75.7
No change experienced	23	9.6
Sales have declined	35	14.6
Total	239	100.0

From the findings above majority of the employees 35.1% indicated that the sales have increased by 41-60%, 27.6% indicated an increase of 21-40%, 27.2% indicated an increase of 0-20%, and 8.4% indicated an increase of 61-80% while 1.7% of the respondents indicated an increase of 80-100% in sales of their organizations as presented in the table 4.11. The findings also found out that the major factors that affect sales are the diseases that affect the flowers and lowering the quality and the state of the market demand.

Table 4.14: Rate of sales increase

Sales rate	Frequency	Percent
0-20%	65	27.2
21-40%	66	27.6
41-60%	84	35.1
61-80%	20	8.4
80-100%	4	1.7
Total	239	100.0

The results shown in table 4.15 found out that majority of the respondents 38.9% rated the market valuation as high while 36.0% rated the market valuation as moderate and only 0.4% rated it as very low. Since the majority, 58% rated the business as high; it is an indication that the organization can be termed to be doing well in the current market hence performing relatively well.

Table 4.15: Market valuation

	Frequency	Percent
Very high	46	9.2
High	93	38.9
Moderate	86	36.0
Low	13	5.4
Very low	1	0.4
Total	239	100.0

The study established that the majority of the respondents 48.5% rated the dividend payment as moderate 24.3% as high while only 3.8% rated the dividend payment as very low as indicated in Table 4.16. This gives a perceived perception that the organization is making profits.

4.6.2 Divided Payment

A dividend is a distribution of a portion of a company's earnings, decided by the board of directors, to a class of its shareholders. Dividends can be issued as cash payments, as shares of stock, or other property. The dividend rate may be quoted in terms of a dollar amount each share receives, this is also referred to as divided per share (DPS) or it can be quoted in terms of a percent of the current market price, which is referred to as the dividend yield (<http://www.investopedia.com>).

Table 4.16: Divided Payments

	Frequency	Percent
Very high	30	12.6
High	58	24.3
Moderate	116	48.5
Low	26	10.9
Very low	9	3.8
Total	239	100.0

4.6.3 Net Asset Value

The study found out that majority of the respondents 42.3% rated the net asset value as moderate while 34.3% rated the net asset value as high. 15.5% of the respondents rated the net asset value as very high and only 0.8% rated very low this is as in Table 4.17 it could them be concluded that the net value of the assets in those organizations are moderate.

Table 4.17: Net Asset Value

	Frequency	Percent
Very high	37	15.5
High	82	34.3
Moderate	101	42.3
Low	17	7.1
Very low	2	8
Total	239	100.0

4.6.4 Valuation

Majority of the respondents thought that the business valuation of their organization was high (38.9%) as compared to other organization while dividend payment (48.5%) and net assets value (42.3%) were moderate as compared to other organizations this is shown in Table 4.18

Table 4.18: Valuation

Remarks	Very high	High	Moderate	Low	Very low
Market valuation	46(19.2)	93(38.9)	86(36.0)	13(5.4)	1(0.4)
Divided payment	30(12.6)	58(24.3)	116(48.5)	26(10.9)	9(3.8)
Net asset value	37(15.5)	82(34.3)	101(42.3)	17(7.1)	2(0.8)

4.6.5 Targets

The study as shown in Table 4.19 found out that majority 87.4% of the respondents rated of employees' productions in accordance to the set targets as on target, while 39.4% rated it as above targets. Those respondents who rated the employees' production as below targets are 12.6%.

Table 4.19: Targets

Targets	Frequency	Percentage
Above targets	94	39.9
On targets	115	48.1
Below targets	30	12.6
Total	239	100.0

The finding on whether it happens always or occasionally majority of the respondents 65.3 % indicated always while 34.7% occasionally. This is indicated in the Table 4.20. The respondents are then able to meet the targets always, which is in favour of the organizations performance. When the majority of employees are able to meet their set targets, then it denotes that the organizational performance is good and always in time, or rather most times as indicated in Table 4.20.

Table 4.20: Targets execution

	Frequency	Percentage
Always	156	65.5
Occasionally	83	34.7
Total	239	100.0

4.6.6 Timelines

The findings as indicated in table 4.21 indicated that majority of the employees 87.9% in the organisation perform their duties in time. This means that somehow they are able to deal with workplace stressors either through previous or ongoing employee counselling. There are still some who are late to meet their work deadline as indicated, 12.1% indicated that they perform late.

Table 4.21: Timelines

	Frequency	Percent
On time	210	87.9
Late	29	12.1
Total	239	100.0

The findings on the employees' performance of their duties on table 4.22 indicate that the majority 29.7% were able to perform their duties above average as indicated in the 41-60% bracket Effort should still be made to deal with workplace stressors to ensure maximum performance. There is still some employees performing below average as indicated by 18.0% who settled for 61-80% while 18.4% of the respondents indicated 80-100%.

Table 4.22: Employees Performance

	Frequency	Percent
0-20%	40	16.7
21-40%	41	17.2
41-60%	71	29.7
61-80%	43	18.0
81-100%	44	18.4
Total	239	100.0

Table 4.23: Rate of Employees Performance

	Frequency	Percent
Always	151	63.2
Occasionally	88	36.8
Total	239	100.0

4.6.7 Overall Organizational Performance

The findings on the rating on the overall organizational performance, success and growth, 20.5% of the respondents indicated that the performance was very high, majority of the respondents' ie.48.1% indicated that performance was high, 7.6% indicated that performance was moderate and only 0.8% indicated very low. This is elaborated in Table 4.24.

Table 4.24: Overall Organizational Performances

	Frequency	Percent
Very high	49	20.5
High	115	48.1
Moderate	66	27.6
Low	7	2.9
Very low	2	.8
Total	239	100.0

The findings on the rating on the overall organizational performance, success and growth, 20.5% of the respondents indicated that the performance was very high, majority of the respondents' ie.48.1% indicated that performance was high, 7.6% indicated that performance was moderate and only 0.8% indicated very low. This is elaborated in table 4.24, above.

4.7 Correlation Analysis

In order to determine whether there were relationships among the main variables, Pearson moment Correlation coefficients were computed for each pair of variables. The results are shown in the correlation matrix (Table 4.24). The findings revealed that organizational performance and Financial stress were highly correlated ($r = .626$, $p\text{-value} < 0.001$). This showed that a positive change in financial information resulted into an increase in organizational performance. Likewise, organizations that had good working conditions, recorded better firm performance as indicated by a significant correlation value of ($r = .597$, $p\text{-value} < 0.001$). The findings also indicated that organizational performance and Employee Counseling had significant relationship ($r = .593$, $p\text{-value} < 0.001$). In all the variables tested, increase in the rating significantly resulted to increase in organizational performance at 95% confidence interval.

Table 4.25: Correlation Matrix

	Financial stress	Working Conditions	Employee Counseling	Organizational Performance.
Financial stress	1			
Working Conditions	.613(**)	1		
Employee Counseling	.479(**)	.584(**)	1	
Organizational Performance	-.626(**)	-.597(**)	-.593(**)	1

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

4.8 Regression Analysis

Regression analysis was done in order to measure the ability of the independent variable(s) to predict an outcome in the dependent variable where there is a linear relationship between them. In order to test the hypotheses of the regression model that there is no significant relationship between the independent variables and dependent variable, Analysis of Variance (ANOVA) was used (Cooper & Schindler, 2010). According to Anderson, Sweeney and Williams (2002) Analysis of Variance can be used to test the relationship between independent variables on the access to finance by SMEs and to test the goodness of fit of the regression model that is how well the model fits the data.

Cooper and Schindler (2010) argued that regression analysis can also be used determine the strength of the relationship between the independent and dependent variables and to determine the combined effect of all the independent variables on the dependent

variable. The coefficient of determination (R^2) was used to measure the change in dependent variable explained by the change in independent variable(s). F –test was carried out to evaluate the significance of the overall model and to define the relationship between the dependent variable and independent variables; t- test was used to test the significance of the individual independent variables to the dependent variable.

4.8.1 Influence of Financial Stress on organizational performance

The first hypothesis of the study was that there is no significant relationship between employee’s financial stress and organizational performance of Kenya’s flower industry. This hypothesis was tested through regression analysis between financial stress and organizational performance. The results of simple rregression analysis for financial stress and organizational performance were done and the model summary was presented in Table 4.26.

Table 4.26: Regression Analysis for Financial Stress on organizational performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626	.392	.377	.14558

a. Predictors: (Constant), Financial Stress

b. Dependent Variable: Organizational Performance

The results in Table 4.26 indicated that there was a relationship between financial stress and organizational performance in which R^2 was 0.392 implying that 39.2% of organizational performance was explained by financial stress. This shows that an increase in financial stress by one unit causes a decrease in organizational performance by 0.386. The adjusted R square of 0.377 means the financial stress without the constant

explains 37.7% variation in organizational performance. The remaining 62.7% variation in organizational performance is explained by other variables which are not in this model.

Table 4.27: ANOVA Test for Financial Stress on Organizational Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	439.762	1	439.762	20941.087	.000 ^b
	Residual	6.570	238	.021		
	Total	446.332	239			

a. Predictors: (Constant), Financial Stress

b. Dependent Variable: Organizational Performance

The results for Analysis of Variance for financial stress on organizational performance is shown in Table 4.27 in which computed F-Statistics value was 20941.087 which is greater than the critical value of 3.85 and p value was 0.000 which was less than 0.05 meaning that the relationship between financial stress on organizational performance was significant. Thus the null hypothesis was rejected and concluded that there was a significant relationship between financial stresses on organizational performance.

Table 4.28: Beta Coefficients of Financial Stress on Organizational Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.4	.030		1013.33	.000
	Financial Stress	.626	.007	.621	195.14	.000

a. Dependent Variable: Organizational Performance

Table 4.28 shows beta coefficient summary in which the t-values are 1013.33 and 195.14 with p-values being 0.000 which are less than 0.05 hence the model was statistically significant. The model was defined as $Y = 30.4 + 0.626X_1$, indicating that every unit increase in financial stress leads to 0.626 increase in organizational performance. This implies that financial stress positively affects organizational performance.

4.8.2 Influence Of Employee’s Workplace Relationship On Organizational Performance

The second hypothesis of the study was that there is no significant relationship between employee’s workplace relationship and organizational performance of Kenya’s flower industry. This hypothesis was tested through regression analysis between employee’s workplace relationship and organizational performance. The results of simple regression analysis for employee’s workplace relationships and organizational performance were done and the model summary was presented in Table 4.26.

Table 4.29: Regression Analysis for employee’s workplace relationships on organizational performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597	.356	.367	.14558

a. Predictors: (Constant), Employee’s Workplace Relationships

b. Dependent Variable: Organizational Performance

The results in Table 4.26 indicated that there was relationship between employee’s workplace relationships and organizational performance in which R^2 was 0.356 implying that 35.6% of organizational performance was explained by employee’s workplace relationships. This shows that an increase in employee’s workplace

relationships by one unit causes an increase in organizational performance by 0.356. The adjusted R square of 0.367 means the employee’s workplace relationships without the constant explains 36.7% variation in organizational performance. The remaining 63.3% variation in organizational performance is explained by other variables which are not in this model.

Table 4.30: ANOVA Test for employee’s workplace relationships on Organizational Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	436.700	1	436.700	14087.968	.000 ^b
	Residual	9.632	238	.031		
	Total	446.332	239			

a. Predictors: (Constant), Financial Stress

b. Dependent Variable: Organizational Performance

The results for Analysis of Variance for employee’s workplace relationships on organizational performance is shown in Table 4.30 in which computed F-Statistics value was 140087.968 which is greater than the critical value of 3.85 and p value was 0.000 which was less than 0.05 meaning that the relationship between employee’s workplace relationships on organizational performance was significant. Thus the null hypothesis was rejected and concluded that there was a significant relationship between employee’s workplace relationships on organizational performance.

Table 4.31: Beta Coefficients of employee’s workplace relationships on Organizational Performance

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	29.1	.036		808.34	.000
	Financial Stress	.597	.009	.503	116.67	.000

a. Dependent Variable: Organizational Performance

Table 4.31 shows beta coefficient summary in which the t-values are 808.34 and 116.67 with p-values being 0.000 which are less than 0.05 hence the model was statistically significant. The model was defined as $Y = 29.1 + 0.597X_1$, indicating that every unit increase in employee’s workplace relationships leads to 0.626 increase in organizational performance. This implies that employee’s workplace relationships positively affect organizational performance.

4.8.3 Influence of employee’s working conditions on organizational performance

The third hypothesis of the study was that there is no significant relationship between employee’s working conditions and organizational performance of Kenya’s flower industry. This hypothesis was tested through regression analysis between employee’s working conditions and organizational performance. The results of simple regression analysis for employee’s working conditions and organizational performance were done and the model summary was presented in Table 4.26.

Table 4.32: Regression Analysis for employee’s working conditions on organizational performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.562 ^a	.316	.297	.13018

a. Predictors: (Constant), employee’s working conditions

b. Dependent Variable: Organizational Performance

The results in Table 4.32 indicated that there was relationship between employee’s working conditions and organizational performance in which R^2 was 0.316 implying that 31.6% of organizational performance was explained by employee’s working conditions. This shows that an increase in employee’s working conditions by one unit causes an increase in organizational performance by 0.316. The adjusted R square of 0.297 means the employee’s working conditions without the constant explains 29.7% variation in organizational performance. The remaining 70.3% variation in organizational performance is explained by other variables which are not in this model.

Table 4.33: ANOVA Test for employee’s working conditions on Organizational Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	441.078	1	441.078	25945.76	.000 ^b
	Residual	5.254	310	.017		
	Total	446.332	311			

a. Predictors: (Constant), employee’s working conditions

b. Dependent Variable: Organizational Performance

The results for Analysis of Variance for employee’s working conditions on organizational performance is shown in Table 4.33 in which computed F-Statistics

value was 25945.76 which is greater than the critical value of 3.85 and p value was 0.000 which was less than 0.05 meaning that the relationship between employee's working conditions on organizational performance was significant. Thus the null hypothesis was rejected and concluded that there was a significant relationship between employees' working conditions on organizational performance.

Table 4.34: Beta Coefficients of employee's working conditions on Organizational Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.4	.026		592.31	.000
	Employees' working conditions	.348	.006	.562	224.67	.000

a. Dependent Variable: Organizational Performance

Table 4.34 shows beta coefficient summary in which the t-values are 592.31 and 224.67 with p-values being 0.000 which are less than 0.05 hence the model was statistically significant. The model was defined as $Y = 15.4 + 0.348X_3$, indicating that every unit increase in employee's working conditions leads to 0.348 increase in organizational performance. This implies that employee's working conditions positively affects organizational performance

4.8.4 Multiple Regression Analysis

Regression analysis of all independent variables and dependent variable was done and the results were presented in tables. Multiple linear regression model,

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where,

Y= Organizational performance

X₁ = Financial stress index

X₂ = Working relationships

X₃ = Working Conditions index, was used to establish the combined relationship between all independent variables and dependent variable. Table 4.35 presented the results for regression analysis of all the independent variables on dependent variable.

Table 4.35: Model Summary for all Variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696 ^a	.484	.457	.10829

a. Predictors: (Constant), Financial Stress, Workplace relationships, Working Conditions

The results in Table 4.35 clearly indicates that there is a relationship between financial stress, workplace relationships, working conditions and organizational performance in which the value of coefficient of correlation (R) was 0.696 The coefficient of determination (R²) was 0.484 which implies that 48.4% of organizational performance was explained by financial stress, workplace relationships and working conditions meaning that there could be other factors which still explain organizational performance which accounts for 51.6%.

Table 4.36: ANOVA Test for all Variables

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	442.732	3	110.683	9223.583	.000 ^b
	Residual	3.600	236	.012		
	Total	446.332	239			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Financial Stress, Workplace Relationships, Working Conditions

The ANOVA analysis results in Table 4.36 show that the model of organizational performance and financial stress, workplace relationships and working conditions was statistically significant with computed F-statistic of 9223.583 which is greater than the critical value of 2.38 and p-value of 0.000 which was less than 0.05. Therefore, the overall regression model resulted in a statistically significant good prediction of organizational performance.

Table 4.37: Beta Coefficients for all Variables

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	15.73	.025		628.4	.000
	Financial Stress	-.349	.054	-.221	-8.093	.000
	Working Relationships	-.322	.057	-.121	-5.772	.026
	Working Conditions-	-.295	.074	-.481	-6.730	.000

a. Dependent Variable: Organizational Performance

The beta coefficient summary in Table 4.37 shows that the p values for all the predictor variables are less than 0.05 indicating that the model was statistically significant. The model was defined as: $Y = 15.73 - 0.349X_1 - 0.322X_2 - 0.295X_3$ where; X_1 was financial

stress,, X_2 was working relationships and X_3 was working conditions which indicates that all the independent variables were affecting organizational performance. The results show that there is negative relationship between financial stress, workplace relationships, working conditions and Organizational Performance, while there is a negative relationship between financial stress and organizational performance.

There was negative significant correlation between financial stress and organizational performance. This implies that the null hypothesis that there is no significant relationship between employee's financial stress and organizational performance in Kenya's flower industry is rejected. Researchers estimate that 15-20 percent of workers in US are experiencing financial stress that impacts on their productivity. Research shows that financial stress is associated with employee health and sometimes absenteeism form work (Kim & Garman, 2004; Artkinson, 2001; Yin, 2002).

There was a significant correlation between workplace relationships and organizational performance because the p value was 0.000 which is less than 0.01 for two tailed test. Implying that the there was no evidence to reject the null hypothesis that there is no significant relationship between employee's workplace relationships and organizational performance in Kenya's flower industry. Other studies show that relationships at workplace directly affect a workers ability to succeed. Positive workplace friendships leads to more cohesive workgroups, more satisfied and committed employees, greater goal attainment, increased positive feelings about the organization can make both good and bad jobs better and are a factor in preventing employee turnover and employee desire to leave the organization (Gordon & Hartman, 2009; Lee & Park, 2006).

There was negative significant correlation between working conditions and organizational performance. Thus the null hypothesis that there is no significant relationship between employees working conditions and organizational performance in Kenya's flower industry is rejected. Contrary findings were made by Intel, the world's largest semi-conductor maker, which found that wireless notebook PC users increased

their productivity by 100 hours per year. They studied the work habits and productivity of more than 100 Intel employees who were upgraded to wireless notebooks and found a gain of more than two hours per week, more than paying for the cost of the upgrades in the first year. They also found that when workers were able to control more of their time, that productivity increased as well (Weinberg, Sutherland & Cooper, 2010).

Health relationships in workplace promote the commitment of all concerned within the organization's system to attain its goals. For an employee to be efficient and productive in today's job environment means equipping employees with the right gear. Teaching employees how to manage their money or how to prepare for financial security improves the employees' quality of work (Kim & Garman, 2004). Companies that don't upgrade or ignore the necessity for tech tools run the risk of diminished employee productivity.

4.9 The Moderating Effect of Employee Counseling

The fourth hypothesis of the study was that there is no significant moderating effect of employee counseling on the relationship between workplace stressors and organizational performance of Kenya's flower industry. Hierarchical Moderated Regression analysis was done in order to test the moderating effect of employee counseling (moderating variable) on the relationship between work place stressors and organizational performance of Kenya's flower industry. Regression analysis was conducted for all independent variables with the moderating variable and dependent variable. The moderation effect of employee counseling on all workplace stressors and organizational performance of Kenya's flower industry was tested using the step wise hierarchical Moderated Multiple Regression (MMR) model. (Baron & Kenny, 1986). The model used was:

$$Y = \beta_0 + \beta_1 X_i + \beta_2 Z + \beta_3 X_i * Z + e$$

Where,

Y= Organizational performance

X_i = Independent Variables, i=1,2,3

Z = Employee Counseling (moderating variable)

e is the standard error term.

4.9.1 The Moderating Effect of Employee Counseling on Financial Stress

The moderating effect of employee counseling on the relationship between financial stress and organizational performance of Kenya's flower industry was tested using the model $Y = \beta_0 + \beta_1 X_1 + \beta_2 Z + \beta_3 X_1 * Z + e$. The results of hierarchical Moderated Multiple Regression (MMR) model for the moderating effect of employee counselling on the relationship between financial stress and organizational performance were presented in Table 4.38.

Table 4.38: Beta Coefficients for Financial Stress and Moderating Variable

	Unstandardized		Standardized		
	B	Std. Error	Beta	T	Sig.
(Constant)	4.52	.032		141.25	0.000
Financial Stress	-.132	.031	.207	-4.258	0.016
Employees counselling (moderator)	-.162	.023	.547	-7.043	0.024
Financial Stress * Employees counselling	-.152	.031	.238	-4.903	0.036

a. Independent variable: Financial Stress

b. Moderator: Employee counselling

c. Dependent Variable: Organizational Performance

The results in Table 4.38 indicate that there is a moderating effect of employee counselling on the relationship between financial stress and organizational performance. This is supported by figure 4.1. The relationship is represented by the equation $Y = 4.52 - 0.132X_1 - 0.162Z - 0.125X_1 * Z$. Where Y represents organizational performance, X_1 financial stress and Z employee counseling which was the moderating variable. The coefficients of correlation are statistically significant because all the p values are less than 0.05.

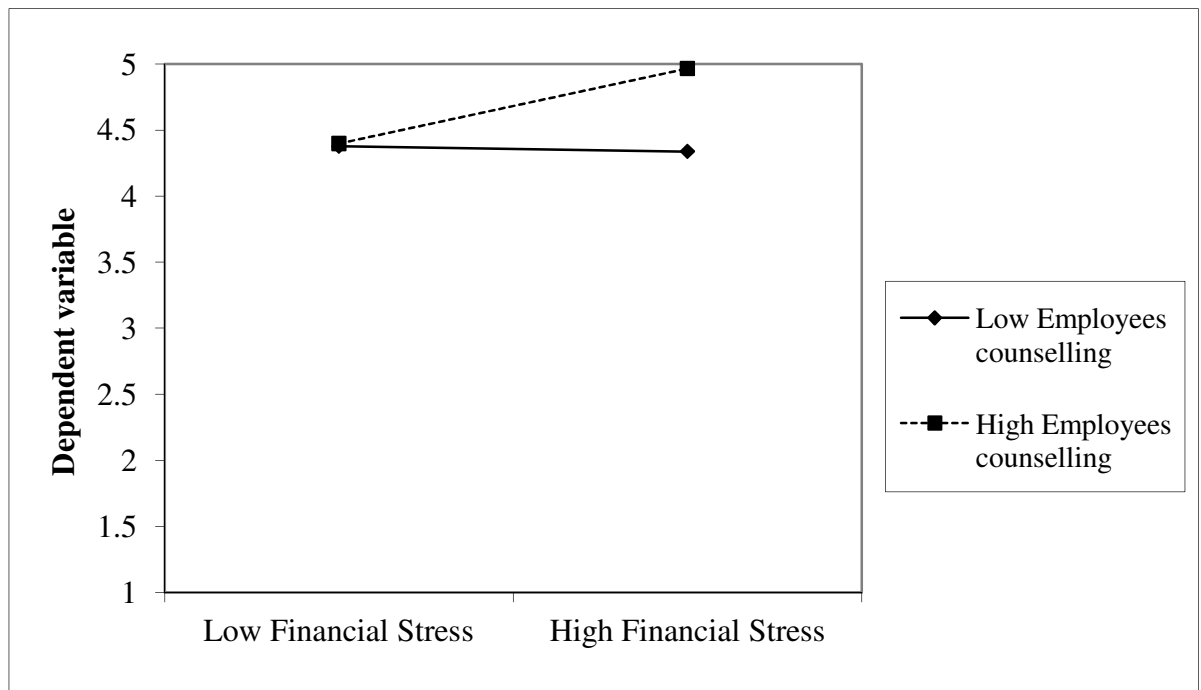


Figure 4.1: Moderating Effect of Employee Counselling on Financial Stress

The figure 4.1 shows that employee's financial stress and organizational performance is moderated by employee's counseling as the two lines are not parallel. During periods of high financial stress employees who received a lot of counseling performed better as compared to employees who received less counseling. Hence counseling moderates the

relationship between financial stress and organizational performance. To confirm the level of moderation, the model analysis shown on Table 4.38 was done.

4.9.2 The Moderating Effect of Employee Counseling on Employee’s Workplace Relationships

The moderating effect of employee counseling on employee’s workplace relationships and organizational performance of Kenya’s flower industry was tested using the model $Y = \beta_0 + \beta_1 X_2 + \beta_2 Z + \beta_3 X_2 * Z + e$. The results of hierarchical Moderated Multiple Regression (MMR) model for the moderating effect of employee counselling on the relationship between employee’s workplace relationship and organizational performance were presented in Table 4.39.

Table 4.39: Beta Coefficients for Employee’s Workplace Relationship and Moderating Variable

	Unstandardized		Standardized		t	Sig.
	Coefficients		Coefficients			
	B	Std. Error	Beta			
(Constant)	3.42	.051			67.059	.002
Employee’s Workplace Relationships	-.532	.021	-.117		-25.333	.006
Employees counselling (moderator) Employee’s Workplace Relationships * Employees counselling	-.222	.026	-.627		-8.538	.027
	-.255	.037	-.543		-6.892	.037

- a. Independent variable: Employee’s Workplace Relationships
- b. Moderator: Employee counselling
- c. Dependent Variable: Organizational Performance

The results in Table 4.39 indicate that there is a low moderating effect of employee counselling on the relationship between employee's workplace relationship and organizational performance. This is supported by figure 4.2. The relationship is represented by the equation $Y = 3.42 - 0.532X_2 - 0.222Z - 0.255X_2 * Z$. Where Y represents organizational performance, X_2 employee's workplace relationship and Z employee counselling which was the moderating variable. The coefficients of correlation are statistically significant because all the p values are less than 0.05.

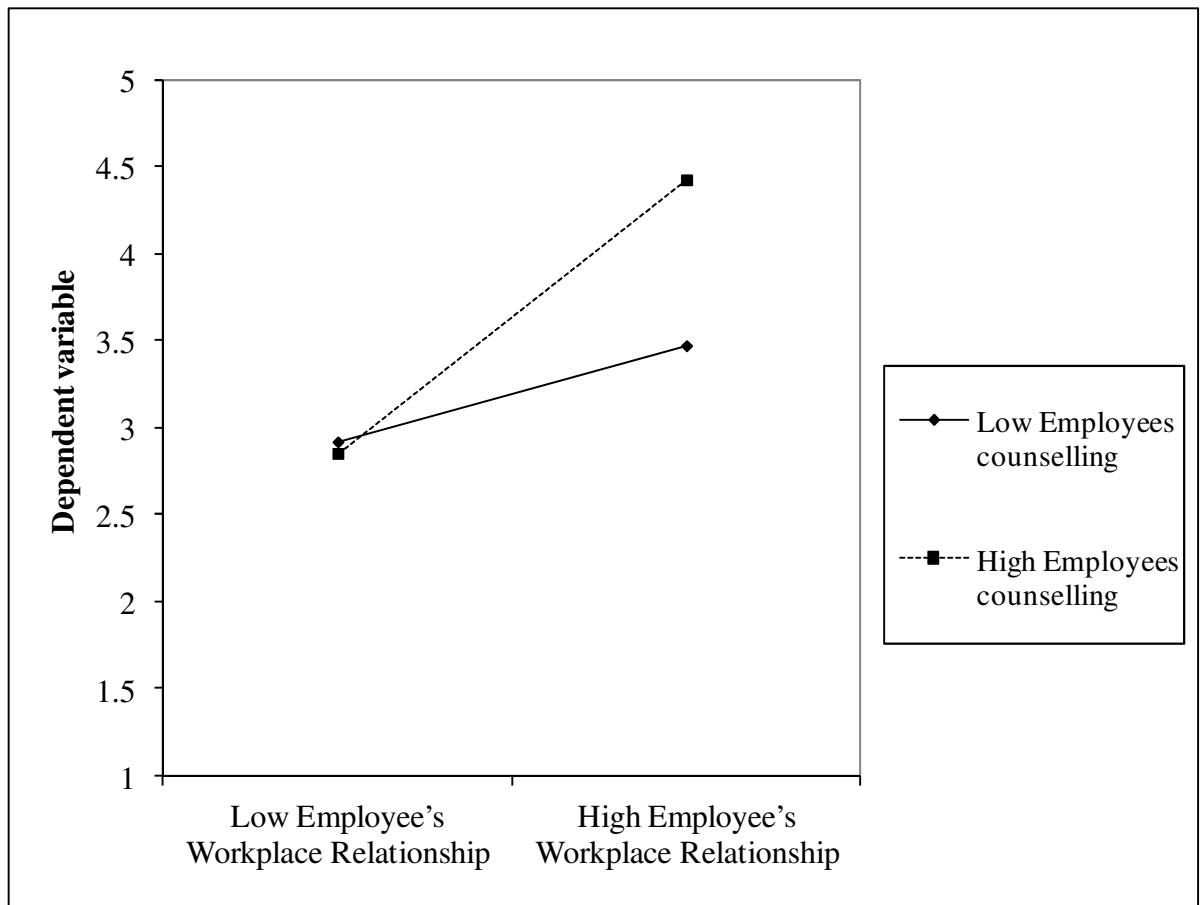


Figure 4.2: Moderating Effect of Employee Counselling on Employee's Workplace Relationship

The figure 4.2 shows that employee's workplace relationships and organizational performance moderated by employees counseling as the two lines are not parallel. Where the Workplace relationships were good and employees were receiving counseling the organizational performance was significantly higher as compared to where the workplace relationships were poor. In organizations with little counseling the overall performance was lower. To confirm the level of moderation, the model analysis shown on Table 4.39 was done.

4.9.3 The Moderating Effect of Employee Counseling on employee's working conditions

The moderating effect of employee counseling on the relationship between employee's working conditions and organizational performance of Kenya's flower industry was tested using the model $Y = \beta_0 + \beta_1 X_2 + \beta_2 Z + \beta_3 X_2 * Z + e$. The results of hierarchical Moderated Multiple Regression (MMR) model for the moderating effect of employee counselling on the relationship between working conditions and organizational performance were presented in Table 4.40.

Table 4.40: Beta Coefficients for Employee’s Working Conditions and Moderating Variable

	Unstandardized		Standardized		t	Sig.
	Coefficients		Coefficients			
	B	Std. Error	Beta			
(Constant)	4.021	.041			98.073	.016
Employee’s Working Conditions	-.431	.011	.219		39.182	.0195
Employees counselling (moderator)	-.129	.016	.443		8.063	.031
Employee’s Working Conditions *						
Employees counselling	-.295	.027	.248		10.926	.022

a. Independent variable: Employee’s Working Conditions

b. Moderator: Employee counselling

c. Dependent Variable: Organizational Performance

The results in Table 4.40 indicate that there is a low moderating effect of employee counselling on the relationship between employees’ working conditions and organizational performance. This is supported by figure 4.3. The relationship is represented by the equation $Y = 4.021 - 0.431X_3 - 0.129Z - 0.295X_3*Z$. Where Y represents organizational performance, X_3 employee’s working conditions and Z employee counseling which was the moderating variable. The coefficients of correlation are statistically significant because all the p values are less than 0.05.

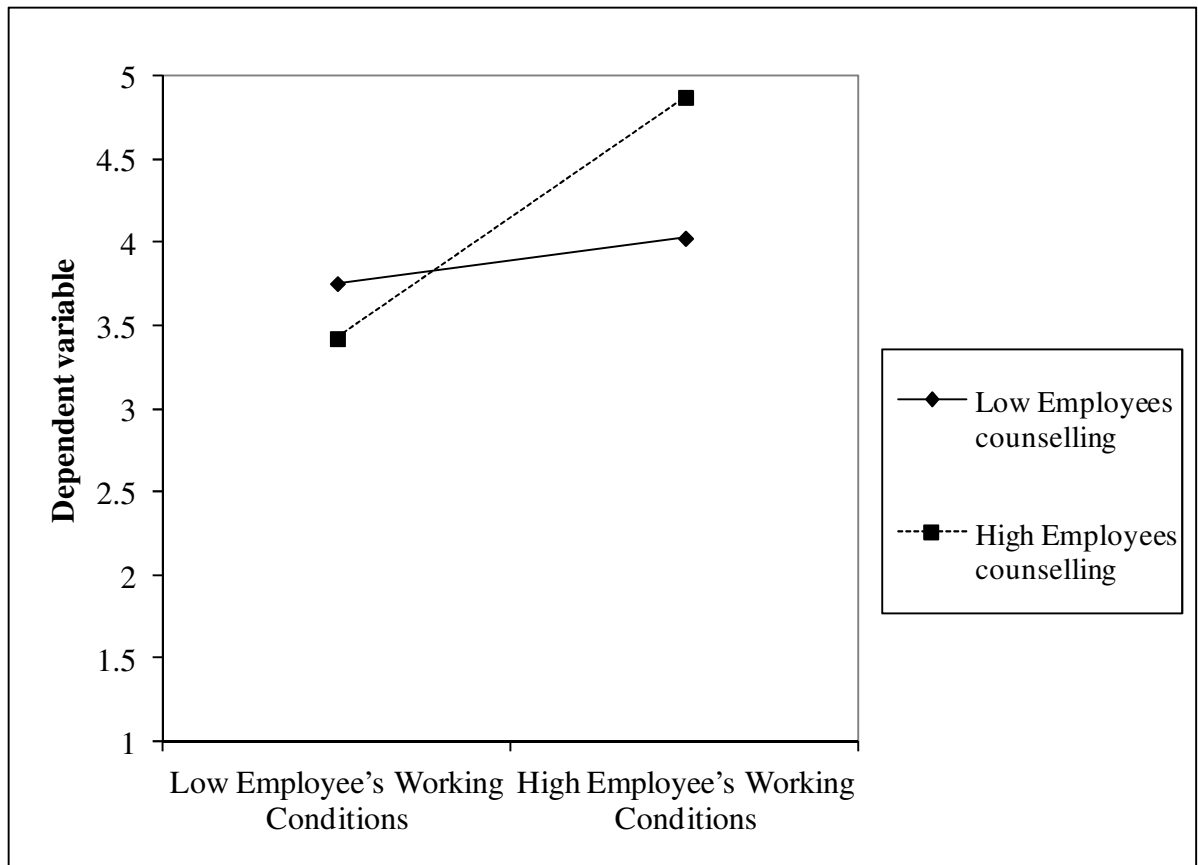


Figure 4.3: Moderating Effect of Employee Counselling on Employee's Working Conditions

The figure 4.3 shows that employee's working conditions and organizational performance moderated by employees counseling as the two lines are not parallel. In organizations with high levels of employee counseling and favourable working conditions the organizational performance was higher than where the levels of counseling were lower. To confirm the level of moderation, the model analysis shown on Table 4.40 was done.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter covers the summary of major findings, conclusion based on the findings and the recommendations. This study aimed at examining the effects of workplace stressors on organizational performance in flower industry. In this study, a questionnaire was used to collect the needed quantitative data from the employees of the flower farms. In addition, an interview schedule was used to collect qualitative data from internal counsellors and external counsellors. This chapter therefore presents the conclusions reached as well as the implications of the study. Recommendations and areas warranting further research are also highlighted.

5.2 Summary of Findings

5.2.1 The relationship between financial stress and organizational performance

There existed a level of financial stress within the organization. This in turn was associated with the organizational performance in overall. The result showed that Employees in the organization usually have issues to do with financial problems. This was ascertained by the respondents noticing that in their organizations; financial problems are due to poor remuneration at work place and poor individual financial management. Financial stress affects the workers attitudes and behaviour at work. They feel they do not have enough money for living expenses. They also worry about the amount of debts and are dissatisfied with their savings for retirement and overall general financial situation which impact on their performance.

5.2.2 The relationship between workplace relationships and the organizational performance

There was average level of workplace relationship within this flower sector organization not only in terms of employee to employee but also employee to management. However these relationships influenced the organizational performance in the sector. Positive workplace friendships lead to more cohesive workgroups more satisfied, committed employees, greater goal attainment and increased positive feelings about the organization that made jobs better.

5.2.3 The relationship between working conditions and the organizational performance

Working conditions within the flower sector were considered to be fair according to the employees. It was evident that organizations offer good working conditions for the employees and this contributed to organizational performance. Working conditions in the sector was not only associated with the sectors performance but also predicted its performance although to minimal extent jointly with financial stress. Anything that makes your employees uncomfortable, including chairs, desks, workstations, lighting, temperature and noise levels, affect their productivity to a certain degree.

5.2.4 The moderating effect of employee counseling

Based on the results, those farms that embraced counseling had positive effects on organizational performance. Although counseling was fairly practiced, it had a low moderating effect on the relationship between work stressors and organizational performance in the flower industry and financial stress experienced by the employees. About twice as many organizations offer in-house counseling and related activities as those that depend on external counseling provision. Nearly 60 percent of organizations provide stress counseling by personnel departments or line managers, or both. The other 40 per cent offer stress counseling in additions or as alternatives. Similar counseling

programs geared specifically for employees have grown steadily in recent years primarily because employers have come to recognize the importance of developing and preserving valuable human resources.

5.3 Conclusion

At any time, employees may experience problems related to personal, professional or might be their career development, which may seriously affect success at the company and in achievements of its financial and strategic goals. If these difficulties go unsettled for a period of time, they may possibly lead to crash the employee's talent to perform effectively on the job.

Financial stress has a significant effect on job performance. Employees perform better when they are financially motivated. Employees with high financial stress spent more time handling financial matters at work instead of working and are absent from work more frequently. The present research provides evidence that it is helpful to consider the impact of motivation on job performance while taking financial motivation into account. Good workplace relationships have a positive impact on the employees overall production and attitude towards the job, on the other hand poor workplace relationship lead to low performance and reduced productivity. This happens when there is competition, envy, gossip and distraction among employees. Employees' relationships need trust, good communications and continuous support. A comfortable and ergonomic office design motivates employees and substantially increases performance. For an employee to be efficient and productive in today's job environment means equipping employees with the right gear. All the feel-good, psychological methods of improving employee productivity are great, but they're useless without the right tools. Companies that don't upgrade or ignore the necessity for tech tools run the risk of diminished employee productivity. Counseling is a strategic resource that workers can use and managers can rely on when work performance, career transition, personal behavior in the workplace and/or cultural fit becomes a question. It provides a means for supervisor

to encourage their workers to seek career, personal or job related support early to avoid small troubles from getting out of hand and creating greater barriers to accomplishment. It's also a way to help key workers to get rid of personal and professional issues and reach higher career aspirations, so that they continue to add important value to the business.

Counseling holds a mediating effect between the relationship between employees' problems and job performance. It is evident from the findings that effective guidance and counseling services in the farms assist employees to develop social and personal competences. Counseling in organization is one of the solutions to decrease job stress in organization; this increase quality of employee work and productivity.

5.4 Recommendations

Flower farms as well as other organizations should base the evaluation of their employees 'performance on their accomplishment/ achievements and identify the gaps and the reasons affecting the performance. This would benefit both the organizations and the employees. Employees who knew where they stand strive to improve their performance. As a result, if their performance is improved, organization's efficiency will improve.

Organizations should work hard to improve the workers financial situations through balanced payment, training and promotions for motivation of employees for financial motivation enhances employees' moral for creativity and competition. Creative mind innovate new product or services that would improve productivity/service quality which as a result brings about maximizing efficiency and effectiveness. This eventually brings about the attainment of organizational goals.

Working conditions significantly affect job performance. Workers who perceive working conditions to be poor or bad are less motivated and consequently are not performing satisfactory. Flower industry needs to consider improving its environmental

factors to boost employee performance. Managers and supervisors must consider improving work environment while considering both physical and psychosocial factors to promote job performance of their staff. The organizations need to do a lot to minimize the risk of the existing scenario of weak relationship, between subordinate and supervisors. In order to strengthen the relationship of both subordinates and supervisors, continuous and transparent evaluations of levels of employees performance is an essential measure that needs to be taken. The organizations need to use the performance appraisal to strengthen the relationship between the superior and subordinate by implementing motivational scheme, creating transparency, avoiding bias, and improving employees attitude by giving training and development. Biases of different types, such as personal liking and disliking, avoiding giving performance rating may have negative consequences to employees, and can be managed by developing policy that can guide and control the existence of such practice in both organizations.

The organizations need to maximize the use of counseling in their respective managerial systems, in order to correct the behavior of employees with low performance and make them more efficient and effective. When counselors can detect the major problem from employees, the problem at least can be solved to decrease employee's problem and increase level of organization performance. If this measure could not correct the behavior of their employees, the organization should consider the question of retention or discharge in order to minimize cost and maximize benefit of the organizations. The Agricultural Employer's Association of which flower organizations are part of should develop a Workplace Counseling Policy for their employees to ensure their wellness as well as maximize on performance.

5.5 Further Research

This research study focused on the 30 flower farming organizations in Naivasha Sub-County, in Nakuru County which are registered members of the Kenya Flower Council (KFC). A similar study can be done in other Counties in Kenya to find out if similar

results would be realized. This would facilitate comparison and comprehensive results on the findings hence increase the validity of the results. In addition, similar studies should be done in other sectors of the economy in Kenya without necessarily restricting to the flower industry in order to compare the findings.

This research dealt only with investigation on the relationship between employee stress and organizational performance of Kenya's flower industry. However there could be other factors that could be considered for further study. Another study can be done dealing with such other employees' factors influencing organizational performance of Kenya's flower industry. Further studies are necessary in order to evaluate the long term effect of the counseling intervention. Nevertheless, the results presented are encouraging and shows the relationship between workplace stressors and organizational performance of Kenya's flower industry. This study pointed out the following: The main issues affecting employees and organizational performance identified the causes of employees' problems and explored alternative solutions to motivate employees and ensure maximum organizational performance.

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APPENDICES

Appendix i: Questionnaire

Research Topic: Relationship between workplace stressors and organizational performance of Kenya's flower industry

STAFF QUESTIONNAIRE

Instructions/guidelines

- a) Put your answer(s) in space provided.
- b) In case of box tick where applicable.
- c) Any information given shall be treated with the highest degree of confidentiality.

General information

- | | | | | |
|---------------------------------------------------|--------------------|--------------------------|--------|--------------------------|
| 1. Gender | Male | <input type="checkbox"/> | Female | <input type="checkbox"/> |
| 2. Age Bracket | 18 – 29 years | <input type="checkbox"/> | | |
| | 30 – 40 years | <input type="checkbox"/> | | |
| | 41 years and above | <input type="checkbox"/> | | |
| 3. How long have you worked for this Flower Farm? | | | | |
| | Less than 1 year | <input type="checkbox"/> | | |
| | 1 – 5 years | <input type="checkbox"/> | | |
| | 5 – 10 years | <input type="checkbox"/> | | |
| | 10 years and above | <input type="checkbox"/> | | |

4a). What is your current position?

b) Status of employment

Permanent

Contract

Casual

Financial Stress

5. What are the impacts of financial issues on performance?

Remarks	Strongly disagree	Disagree	No Opinion	Agree	Strongly Agree
Employees in the organization usually have no financial problems					
Financial problems are due to poor remuneration at work place					
Financial problems are due to poor individual financial management					

Employees do have a hard time doing work due to financial problems					
Financial problems kept many from concentrating on work					
Because of Financial stress employees are not able to enjoy their work					

6. Please list some of the problems associated with financial stress

Workplace Relationship

7. What are the impacts of Workplace relationship on performance?

Remarks	Strongly disagree	Disagree	No Opinion	Agree	Strongly agree
Employee to employee relation at work is good					
Employee to Management relation at work is good					
I often feel good at work					
Thinking about being at work makes me upset					
I am unhappy most of the time at work					
I do not carry out my duties well because of poor work relationship					
I can't wait to get away from work					

8. Please state your relationship with other employees and management and list the advantages and disadvantages of the workplace relationship to both employees and the Organization performance?

Working Conditions

9. What are the impacts of working conditions on performance?

Remarks	Strongly disagree	Disagree	No Opinion	Agree	Strongly agree
The organization furniture are good and comfortable					
Work equipment and tools are appropriate and effective					
The organization work processes, systems and procedures are conducive					
The technology adopted by the organization is up to date					
Employees are fully satisfied with organizations' tools equipment and technology					
Tools and equipment make me perform my work well and on time					
The organization's culture and atmosphere are comfortable and supportive					

9. Please report on the period in hours working stress affected your performance in the organization?

Remarks	Number of Hours
Caused you to miss work altogether	
Made you late for work	
Caused you to take off early	
Pulled you away from your normal work location while still at work	
Required you to be on the phone, e-mail or internet while at work	

Employee Counseling

11. What are the impacts of employee counseling on organizational performance?

Remarks	Strongly disagree	Disagree	No Opinion	Agree	Strongly agree
The organization offer counseling services for the employees					
I have attended counseling programs					
After counseling I feel stimulated and passionate about my job					
My financial life is nearly perfect					
I am able to relate with other employees well					

I am able to cope with job situations/ conditions					
So far my life seems to be going very well					
I am satisfied with my job as a whole					
There isn't anything about my life that changed					
I am very disappointed about job					

12. List the advantages (benefits) and disadvantages (challenges) of the counseling programs to both employees and the Organization?

13. According to you what should be done to improve counseling and maximize employee's performance in the organization?

Organization Performance

i) Profit growth

14. a) How is profitability issue of your organization for the last three years?

Profits have increased

No change experienced

Profits have declined

b) Please indicate at what percentage the profits have increased or declined?

0 to 20% 21 to 40% 41 to 60% 61 to 80% 80 to 100%

c) What is the major factor that affects your organization's profitability?

Production Cost

Employees Performance

Others

(Please State)

Please explain your answer

ii) Sales growth

15. a) How are sales of your organization for the last three years?

Sales have increased

No change experienced

Sales have declined

b) Please indicate at what percentage the sales have increased or declined?

0 to 20% 21 to 40% 41 to 60% 61 to 80% 80 to 100%

c) What is the major factor that affects sales in your organization?

Please State and explain your answer

iii) Market Valuation

16. How do you rate your organization's market valuation as compared to other organizations in the following area?

(Excellent/ Very high= 81 to 100%; Good/ High = 61 to 80%; Satisfactory/Moderate = 41 to 60%; Poor/Low = 21 to 40%; and Very poor/ Very low = 0- 20%).

a) Business valuation

Very high High Moderate Low Very low

Please explain

b) Divided payment

Very high High Moderate Low Very low

Please explain

c) Net asset value

Very high High Moderate Low Very low

Please explain

iv). Targets

17. a) How do you rate the employees' production in accordance to set targets?

Above targets

On targets

Below targets

b) How often does this happen?

Always

Occasionally

Please explain

c) What is the major factor that affects employees' in meeting the set targets?

Please State and explain your answer

v) Timelines

18. How do employees in the organization perform their duties?

On time

Late

Please explain

b) Please indicate employees' percentage that perform their duties on time or late as indicated in the above question?

0 to 20% 21to 40% 41 to 60% 61 to 80 81 to 100%

c) How often does this happen?

Always Occasionally

Please explain

d) What is the major factor that affects employees' in performing their duties on time?

Please State and explain your answer

vi). Overall organization performance

19. How do you rate the overall organization's performance and success/growth?

(Excellent/ Very high= 81 to 100%; Good/ High = 61 to 80%; Satisfactory/Moderate = 41 to 60%; Poor/Low = 21 to 40%; and Very poor/ Very low = 0- 20%).

Very high High Moderate Low Very low

Please explain

20. Give suggestion on other measures that should be taken to mitigate employees' stress so as to improve their performance?

21. Please provide any other information that you feel will be useful for this study.

Thank for your participation.

Appendix ii: list of flower farms visited

Farm	Name
Farm A	Kingoni river
Farm B	Wildfire
Farm C	ARN
Farm D	Oserian
Farm E	Nini farm
Farm F	Panda farm
Farm G	Savanna
Farm H	Olji
Farm I	Karuturi

Appendix iii: Introduction Letter



**Jomo Kenyatta University of Agriculture and Technology
School for Entrepreneurship, Procurement & Management
Department of Entrepreneurship, Technology Leadership and
Management**

Telegrams "Thika"
Telephone: 067 52711 ext 2239
Fax: 067 52164

Office of the Chairman
P.O. Box 62060
NAIROBI

Date: 21/10/2014

Ref: JKU/SHRD/EPD/Phd/14(04)

To whom it may concern:

Dear Sir/Madam,

RE: PhD RESEARCH PROJECT FOR: MS. MARGARET GATHATWA (PHD42-1565/2010)

This is to introduce to you **Ms. Gathatwa** who is a student pursuing Doctor of Philosophy degree in Human Resource in the Department of Entrepreneurship, Technology Leadership and Management in the School of Entrepreneurship, procurement and Management at Jomo Kenyatta University of Agriculture and Technology.

The student is currently undertaking a research proposal on: "**Relationship between employee's Stress and organization performance of Kenya's flower industry**" in partial fulfilment of the requirement for the programme.

The purpose of this letter is to request you to give the student the necessary support and assistance to enable her obtain the necessary data for the research. Please note that the information given is purely for academic purposes and will be treated with strict confidence.

Thank you.

Yours faithfully,



**ESTHER. WAIGANO, Ph.D.,
COD, ENTREPRENEURSHIP, TECHNOLOGY, LEADERSHIP AND
MANAGEMENT DEPARTMENT**



JKUAT is ISO 9001:2008 Certified
Setting Trends in Higher Education, Research and Innovation

Appendix iv: Research Authorization from NACOSTI



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 310571, 2219420
Fax: +254-20-318245, 318249
Email: secretary@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No.

Date:

2nd December, 2014

NACOSTI/P/14/4784/4115

Margaret Wanjiku Gathatwa
Jomo Kenyatta University of Agriculture
And Technology
P.O. Box 62000-00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Relationship between employees' stress and organizational performance of Kenya's Flower Industry,*" I am pleased to inform you that you have been authorized to undertake research in **Nakuru County** for a period ending **20th February, 2015.**

You are advised to report to **the County Commissioner and the County Director of Education, Nakuru County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


DR. S. K. LANGAT, OGW
FOR: SECRETARY/CEO

Copy to:

The County Commissioner
Nakuru County.

The County Director of Education
Nakuru County.

National Commission for Science, Technology and Innovation is ISO 9001:2008 Certified

Appendix v: Agricultural Employer's Association

Agricultural Employers' Association

Affiliated to the Federation of Kenya Employers (F.K.E)
Safeguarding Employers' interests.



Nakuru Press Bld
Printing House Road
P O Box 17783 - 20100
Nakuru

Date: 18th February 2015

Dear Sir/Madam

TO WHOM IT MAY CONCERN

OR

ALL MANAGERS
FLOWER FARMS

NAIVASHA SUB-COUNTY

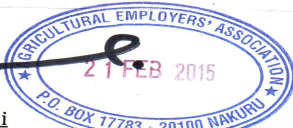
RE: RESEARCH AUTHORIZATION- MARGARET WANJIKU GATHATWA

This is to inform you that the above referenced person is a PHD student at Jomo Kenyatta University of Agriculture and Technology (School of Entrepreneurship, Procurement and Management). Currently she is working on her research titled "**Relationship between Employee Stress and Organizational Performance in Kenya's Flower Industry.**"

She has been authorized to conduct the research for the period ending 31st May 2016. Please accord her any assistance to accomplish her research work and your assistance will be highly appreciated.

Yours faithfully

Peter M Kinyanjui
LEGAL/INDUSTRIAL RELATIONS OFFICER



Tel: (051) 2216744 Cell:0722/736 - 557039 Fax : (051) 2216746
E-mail: info@agriemp.co.ke Website: www.agriemp.co.ke

Appendix vi: