HAWASSA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

POSTGRADUATE STUDIES

THE EFFECT OF OCCUPATIONAL STRESS ON EMPLOYEES' JOB PERFORMANCE: A CASE OF MOHA SOFT DRINKS INDUSTRY (PEPSI COLA) AT HAWASSA MILLENNIUM PLANT

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COLLEGE OF BUSINESS AND ECONOMICS

DEPATMENT OF MANAGEMENT

MARCH, *2024*

HAWASSA, SIDAMA- ETHIOPIA

THE EFFECT OF OCCUPATIONAL STRESS ON EMPLOYEES' JOB PERFORMANCE: A CASE OF MOHA SOFT DRINKS INDUSTRY (PEPSI COLA) AT HAWASSA MILLENNIUM PLANT.

A THESIS SUBMITTED TO HAWASSA UNIVERSITY IN PARTIAL FULFILMENT OF THE REQUIREMENT OF DEGREE FOR MASTERS OF BUSINESS ADMINISTRATION OF (MBA) WITH SPECIALIZED IN HUMAN RESOURCE MANAGEMENT

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DECLARATION

I hereby declare that the thesis entitled "Effect of occupational stress on employee's job performance: A case of Moha soft drink industry Pepsi cola at Hawassa millennium plant, Submitted by me for the award of Master in Human Resource Management at Hawassa University is my original work and it has not been presented for the award of any degree, diploma, fellowship or other similar titles of any other university or institution and that all sources of materials used for this thesis have been dully acknowledged.

By:-

Belay Taffese Wondimagegn

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This research thesis has been submitted for examination with our approval as university advisors.

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ADVISORS' APPROVAL SHEET

This is to certify that the thesis entitled:- "***The Effect of Occupational Stress on employees' job Performance:-*** A Case of MOHA Soft Drinks Industry S.C.(Pepsi) Cola at Hawassa Millennium Plant, "submitted in partial fulfilment of the requirement of the **Degree for masters of Business Administration (MBA) with Specialized in Human Resource Management,** A college of graduate studies program and has carried out ***by Belay Taffese Wondimagegn, ID,NO: GPHuRMW/0007/14*** and under our supervision, therefore, we recommended that the student has fulfilled the requirement and hence hereby can submit the research to the department or Hawassa University.

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CO- Advisor, Alemayehu Haile. (MBA) Signature _____ Date_____

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We, the undersigned, members of the Board of Examiners of the final open defence have read and evaluated his thesis entitled, "Effect of occupational stress on employee's job performance:- A case of Moha soft drink industry Pepsi cola at Hawassa millennium plant, Therefore, this is to certify that the thesis has been accepted in partial fulfilment of requirements for the degree of Master of Art Degree (MA) in Human Resource Management.

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Final approval and acceptance of the thesis is contingent upon the submission of the final copy of the thesis to the School of Graduate Studies (SGS) through the Department/School Graduate Committee (DGC/SGC) of the candidate's department.

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ACRONYMS

MOHA	Mohammed Hussein Al-Amoudi
HMPCP	Hawassa Millennium Pepsi Cola Plant
HRM	Human Resource management
HSE	Health and Safety Executive
ILO	International Labour Organization
NIOSH	National Institute for Occupational Safety and Health
OSI	Occupational Stress Inducer
EJP	Employee Job Performance
RA	Role Ambiguity
TP	Time-Pressure
RC	Role of Conflict
PWC	Physical working Condition
SPSS	Statistical Package for Social Science

ABSTRACT

The main purpose of this study was to investigate the effect of effects of four occupational stress factors including of Time-pressure, role ambiguity, conflict at work and physical work condition on Employees job performance in MOHA Soft Drinks Industry pepsi cola at Hawassa millennium plant, The research design was a descriptive and explanatory research design and the target population was 512 employees of Hawassa millennium plant of Pepsi and out of target population 224 sample sizes were drawn by using stratified sampling technique. Data was collected using questionnaires and interviews. Descriptive analysis namely, frequency, percentages, mean, and standard deviations, and inferential analysis namely, correlation analysis, multiple linear regression were employed and analysed using SPSS Version 26, the study were used primary source of data. Results of the descriptive statistics showed a high mean score for Role ambiguity while Time pressure, physical working condition, and Role conflict mean showed a high. The correlation result implied that, Time pressure and role conflict at workplace has positive and significant effect on job performance, while, role ambiguity and physical work condition has negative and significant relationship effect on job performance, while data could not support the significance of time pressure and role conflict at workplace, The result from regression analysis implied that among the independent variables, Role of Ambiguity is more negatively and statistically significant effect with Employees job performance with Beta=.462, or (46.2%), The researcher suggested on each dimension of occupational stress by enhancing the process and structure issues. Concerning the level of perception of the effects of occupational stress in the MOHA Soft Drinks Industry pepsi cola at Hawassa plant should reduce job stress by reducing Role ambiguity and physical work condition to improve employee job performance. In order to increase the level of Employees job performance the researcher recommended that the industry has to understand and properly manage the existing effect of occupational stress.

Keywords: Occupational stress, employee's performance, time-pressure, role ambiguity, role conflict, physical working condition.

CHAPTER ONE
INTRODUCTION

1.1. Background of the Study

Today's Occupational stress has become a worldwide phenomenon, According to the world health organization and International Labour organization,(2016), conducted by on this official estimates Causing an estimated worker's, 745,000 worker's to die from ischemic heart disease and attacks stroke events in the worldwide,

Globally, occupational stress accounts for 35% of all work related illnesses (Health & Safety Executive, 2015). Studies conducted in Bristol City, England (Smith et al, 2012), Vietnam (Khuong and Yen, 2016), Malaysia (Yahaya et al, 2014), Tanzania (Mkumbo, 2014), Iran (Soori et al., 2015), This is similar findings generated by International Labour Organization (ILO) (2016),which reported that, 58000 workers in 200 organizations in the world showed that stress at work was linked to poor work performance.

According to Salleh (Kitole et al., 2019) Stress is caused by an existing stress-causing factor or "stressor" It is considered that more than one half of the physical illnesses are related to Occupational stress. In today's work life, employees are generally, working for longer hours, as the rising levels of responsibilities require them to exert themselves, even more strongly to meet rising expectations about work performance.

According to Hussain, Khan, Kant & Shabana Khan conducted by,(2013), over a few years where the industry is growing rapidly occupational stress is considered to be a worldwide problem and increasing steadily in the U.S. and other nations, with Poor salary packages, long work hour's mistreatment of employees by supervisors are the major causes of creating stress in employee's and as far as worker's Occupational stress produces large number of undesirable effects for both individual and organization, Stressed workers are also more likely to be unhealthy, Poorly motivated, less productive and less safe at work. Stress in the USA has resulted in absenteeism and turnover with the monetary cost surpassing a billion US Dollar per year (Kouvonen & Coyne, 2012).

According to Hussain & et.al (2013), some common illnesses that are related to stress are high blood pressure, heart disease, colitis, migraine, and ulcers. And Stress can also make common flu, Infections and colds become bad and take longer time to recover. and Ethiopia (Biksegn et al, 2016) also indicates that one-in three employees experience work-related stress.

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

In Ethiopian Context the burden of stress is not limited at individual level, but also affects the organizations productivity, the quality of care and country in large. In Ethiopia, little concern is given to this problem and individual studies conducted among health care professionals also showed inconsistent result. Therefore, the aim of this study was to assess the pooled prevalence of occupational stress and its associated factors among health care professionals in Ethiopia. (Bekahegn girma, 2021). Therefore, the major purpose of this study to investigate the effect of occupational stress on employee's job performance:-in the case of Moha soft drink industry S.c Pepsi cola at Hawassa millennium plant.

1.2 Statement of the Problem

Occupational stress has been concerns for employees and employers because of the influence on employee performance. In today's world, stress has become a worldwide phenomenon and a major concern among employees in every workplace (Kordee et al., 2018).

Many employees are suffering from occupational stress as a result of working under tensions, working for longer hours and other -work rerated demand (Chandan, 2012).

However, the majority of the researches were conducted on the effects of work stress on employee's job performance Among Moha Soft Drink Industries within the context of North America Nanjing (2013),

A study by Suleiman and Shamsuddeen (2018) found that Occupational stress had a significant positive impact on employees' job performance Due to work overload, physical working condition and role ambiguity, in the Nigerian Soft Drink Industries.

Labia Dar et, al (2011), The study was concluded that the occupational stress has a positive relation with employees job performance that Due to Role overload, physical working condition, Time pressure, conflict at workplace was occurs it effects the performance of employees positively, that higher the stress it increases the performance so both these are inversely proportional each other The stress in Work environment reduces the intention of employees to perform better in jobs with the increasing level of stress the employees thinking demoralize and his tendency to Occupational well also decreases in pressure the Soft Drink Industries are unable to manage Work life with family life which cause some serious social problem.

Yet another contrary, a study result conducted by Natinael T, (2022), about to studied the effect of Time pressure, workload, Role ambiguity, and job monotony on employee's job performance in case of Equatorial Business Group Plc In Addis Ababa -Ethiopia: By encompassing of 211 respondents, results showed that, time pressure and workload has a negative statistically significant impact on employee's job performance.

A study result conducted by Blen G, (2018), on the causes of occupational stress on worker's job performance to investigates the effect of workload, Role ambiguity and conflict at workplace on employees job performance, therefore, The finding results was not shown the identified result for about the effect of Time pressure and Physical working condition on worker's job performance in the case of Moha soft drinks industry at T/Haimanot plant in Addis Ababa Ethiopia. Hence, this is the empirical research gaps of the previous study.

Generally, many empirical studies have indicated mixed results regarding how occupational stress affects employee performance. The findings showed that workload, time pressure, role conflict at workplace and, role ambiguity and many other factors has positive and significant effect on employee's job performance (Health Security Executive (HSE), 2014).

From the review of literature, it can be understood that though many studies have been conducted on different aspects of employee's job performance in Ethiopia and even in foreign countries, a study specifically for the effect of occupational stress on employees' job performance: a case of moha soft drinks industry (pepsi cola) at Hawassa Millennium plant is missing in literature. Moreover, till date, fewer researches have been conducted on aspects of effect of occupational stress and employee's job performance. Hence, the present study investigate empirically the vital issues relating effect of occupational stress and employee's job performance in Hawassa Millennium Plant pespsi Cola Company suggests measures to overcome workplace stress and improve employee performance.

Moreover, this research has taken different four aspects such as Time pressure, Role Ambiguity, role conflict at workplace and physical working condition to investigate the effect of occupational stress on employee's job performance, which previous research has not included. Therefore, this study would address to fill the research gaps by investigating the relationship between occupational stresses among employee's job performance among Moha industry Pepsi cola at Hawassa millennium Plant.

1.3. Research Questions

As per the discussion on the background of the study and statement of the problem, this research, addressed the below listed research questions;

1. What is the effect of time pressure on employee's job performance?
2. What is the effect of role ambiguity on employee's job performance?
3. What is the effect of role conflict on employee's job performance?
4. What is the effect of physical working condition on employee's job performance?

1.4. Objective of the Study

1.4.1. General Objective

The general objective of this study was to investigate the Effects of Occupational stress on employee's job performance at MOHA Soft Drinks Industry S.C Hawassa Millennium Plant.

1.4.2. Specific Objectives

The specific of the objective of the study was

- To investigate the effect of time -pressure on employee's job performance in the case of MOHA Soft Drinks Industry S.C Hawassa Millennium Plant.
- To investigate the effect of role ambiguity on employee's job performance in the case of MOHA Soft Drinks Industry S.C Hawassa Millennium Plant.
- To evaluate the effect of the role conflict at workplace on employee's job performance in the case of MOHA Soft Drinks Industry S.C Hawassa Plant.
- To investigate the effect of physical working condition on employee job performance in the case of MOHA Soft Drinks Industry S.C Hawassa Millennium Plant.

1.5. Research Hypothesis

HO1: Time pressure has no statistically significant effect on employee's job performance

HO2: Role ambiguity has no statistically significant effect on employee's job performance.

HO3: Role conflict has no statistically significant effect on employee's job performance.

HO4: physical working condition has no statistically significant effect on job performance.

1.6. Significance of the Study

In addition to fulfilling the academic requirement of the researcher, the result of the study should have the following benefits. With this regard, the study has the following importance: -

Firstly, the study was help to understand the effect of occupational stress and employee's job performance in the case of Moha soft drink industry pepsi cola at Hawassa plant.

Secondly For the manager:-, the study was contribute to Manager of the Moha Soft Drink Industry pepsi cola They use it to manage an Occupational stress which has high positive effect on employee's job performance and to avoid useless occupational stress from their organization.

Thirdly For the policy maker:- :- the study was contribute to the body of knowledge's for the policy maker and what they shall do in the future on the effects of Occupational stress on employees' job performance.

Finally For the Academician: - the study was contributed to the Academician and other researchers who want to conduct further study on the subject in the future.

1.7. Scope of the Study

The scope of the study was delimited by geographically, conceptually, methodologically, and as well as time scope.

Conceptual Scope, this study was limited on investigating the effect of Occupational stress on employees job performance, and it was focuses only the effects of the relationship between four (4) dimensions of variables, there are, (Time pressure, physical working condition, Role ambiguity, and Role of conflict,) and Employees job Performance),

Geographical Scope, In the case of occupational stress of Moha Soft Drink industry share Company, there are (8) different departments, this study was indicate all level of employee's job performance, including all industry employees who has Occupational Stress at Hawassa Plant (Pepsi) Cola located at Hawassa International Stadium, Which are So Called DMC, Area

Methodological Scope, this study was employed explanatory and descriptive research design methods. After collect the data, the data was analysis using descriptive and inferential analysis. The study was also employed quantitative and qualitative data analysis and questionnaires as a data collection method,

Time Scope, The scope of the study was completed between April 2023 Up to March, 2024,

1.8. Limitation of the Study

The study was specifically focused on work stress and employee job performance in Moha soft drink industry at Hawassa plant. There are many Moha industries. However, Like other studies, this study is not without limitations.

Geographically, since data was uses for the purpose of this study were obtained from Moha Soft Drinks Industry S.C (Pepsi) Cola at Hawassa Millennium Plant; it is difficult to generalize the

findings of the study as whole. As the findings of the study was may vary as effects vary over time from time, and place to place and from Moha Industry to Industry.

Conceptually, the study was covering only the effect of Occupational Stress on employees' job performance, by taking only four dimensions. Conceptual Scope, this study was limited on investigating the effect of Occupational stress on employees job performance, and it was focuses only the effects of the relationship between four (4) dimensions of variables, there are, (Time pressure, physical working condition, Role ambiguity, and Role of conflict,) and Employees job Performance).

1.9. The study of definition on Terms

Stress: is a dynamic condition in which an individual is confronted with opportunity, constraint or demand related to what he desires and for which the outcome is perceived to be both uncertain and important (**Occupational stress:** It refers to the response people may have when presented with work demands and pressures that do not align with a person's knowledge, capabilities, and affect to manage challenges

Employee job Performance: employees‟ job performance is the accumulated result of the skills, efforts and abilities of all the employees contributed in organizational improved productivity leading towards its goal achievement.

1.10. Organization of the Study

This research study was organized with five chapters and the highlights of each chapter are, Presented as follows: Chapter one was introduce the research topic, background of the study, statement of the problem, research questions, Research objectives, significance of the study, scope of the study and operational definition of Terms. Chapter two would be concerned about the previous literatures on the topic. Important theorists and Researchers would be also mentioned with an overview of the key models and concepts they have Developed or researched. An empirical research in similar subject matter was also be investigated in this sub-topic. Chapter Three (3) be concerned about the research methodology. The researcher was outline the description of the study area, research design, research approach, sampling, techniques and sample size, data sources and types, methods of data collection, instruments of data collections, ethical consideration and data analysis, validity and reliability. Chapter four was display a visual representation of the data in the form of tables. And also discuss analysis and interpretation of the resulting data obtained through questionnaire and interview. Chapter five includes summary, conclusion and recommendations. The findings would be related to the research questions. Appropriate recommendations based on research a result would be made in this Chapter.

CHAPTER TWO
REVIEW OF THE RELATED LITERATURE

This part of the study is devoted to discuss issues related with Occupational stress and employee's job performance on a review of conceptual and empirical literatures. That is, it includes: Concept of Stress, Occupational -Related Stress, Occupational Stress Theories and model of occupational stress, Employees job performance and finally, conceptual framework of the Related of Occupational stress of the research.

2. Literature of Theoretical Framework

2.1. Transactional theories of work-related stress

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

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

According to the transactional theory, the experience of stress in workplace is related with exposure to specific workplace situations, and an individual's appraisal of difficulty in handling.

This experience is commonly accompanied by efforts to handle with the underlying problem and by variations in behaviour and psychological functioning (Goh et.al. 2018, Chinyere et.al., 2019).

Another modified transactional theory was drawn by Cox, In order to identify this internal and external component of Job stress (Lazarus, 2016). The theory embodied the physiological and psychological changes related to the identification of the stress arising, the various sources of stress, the perceptions of those stressors in association with his/her coping ability, and the overall response that occurs during this process.

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

2.1.1 Interactional theories of stress

Interactional theories of stress focus on the relations of the environmental stimulus and the related individual reactions as a basis of stress (Lazarus, 2016). For example, the Effort-Reward Imbalance theory suggests that effort at work is compensated with opportunities and rewards, cantered on the custom of social exchange and spent as portion of a psychological contract (Sangeetha et.al., 2017). In this theory it is the imbalance in the contract that results in stress or distress and When we compare it to the transactional theories of stress, this imbalance could not essentially be an issue to any appraisal, as the stressor can be a daily persistent incident. One of the earliest interactional theories of job stress is The Person-Environment Fit (P-E Fit) theory, which suggests that job stress arises due to an absence of fit between the individual's abilities, skills, resources, and demands of working condition (Palmer et.al., 2013). At this moment, interactions could occur between subjective perceptions and objective realities and between individual variables and environmental variables. In such situations, it has been argued that stress can arise when there is an absence of fit between either the extent to which an employee's abilities and attitudes encounter the requirements of the job or the degree to which the working condition encounters the workers desires (Chinyere et.al. 2019).

The Job Demand-Control (JDC) model suggests that job stress can occur from interaction between various psychological job demands associated to workload such as emotional and cognitive demands, interpersonal conflict, job control associated to discretion of skill and authority decisions (Prem et.al. 2017). This theory deals with estimating the results of psychological strain, and employees who experience high demands matching with low control are further expected to experience work-related psychological strain and distress (Beehr et al. 2011). unlike the previous theory's, this model focuses on control which makes workers to cope up in manipulating their surroundings to reduce or avoid the feeling of stress.

Literature would be Conduct a thorough review of existing literature on Occupational stress and its effect on employee job performance. Identify gaps in knowledge and highlight areas that

require further investigation. Occupational stress is one problem serious health that must be faced in HRM practices and causes loss to the organization because besides low the commitment and productivity, Occupational stress also causes high turnover intention rates and high employee absenteeism, even could endanger safety of other employees (Jacobs 2019). Job stress can be defined as an employee's fee, of personal dysfunction in a sense of insecurity, uselessness, or even a threat in Occupational that is often felt by employees due to high Occupational pressure (Wu et al., 2018).

Employees have to face high Occupational pressure and a competitive Occupational environment, which adversely affects their mental and physical health and even affects their attitudes, namely performance and satisfaction (Cheng & Kao 2022); He et al., (2020).There was have four (4) occupational stress factors that have identified Occupational stress causing a decrease in employee performance (McVicar et al., 2013). First, factor intrinsic to Occupational like burden Occupational (Role overload and under load), over Occupational demands (time pressure), lack meaningfulness Occupational (low, Occupational autonomy), and no regular Occupational system. Second, related factors with employee's role in organization (role ambiguity) thirdly, (role conflict). Third, related factors with career development (lack Job security, stagnation jobs, and less promotion). Finally or 4th, related factors with organization structure and organization climate in office (Physical work condition) (Shin et al., 2014; von Humboldt et al., 2013).

A researcher has conducting the research by including the secondary data in order to gather the related information. The summary about previous researches regarding the present topic would be discussed comprehensively in this chapter. Literatures are reviewed to convey the knowledge that has been established on Occupational stress topic. In this study, case studies, academic journals and books, as well as other secondary data including online journals would be was uses. Definitions and theories regarding the independent variables (Factors of Occupational stress) as well as the dependent variable which is employee's job' performance would be discussed. There are different opinions and statements from different resources about Effects of Occupational stress on the employee's job performance. The new conceptual frame Occupational in this proposal was playing an important role in this research. There are four (4) independent variables of Occupational stress which are, (Time pressure (role ambiguity), (conflict at workplace) and (Physical work condition) on occupational stress and, one are dependent variable of Employee's job performance.

2.1.2. Definition of Occupational Stress

Occupational stress is a person's psychological state which has to do with the person's Perception of the Occupational environment and the moving practice of it. Attempts to identify the Sources of Occupational stress have discovered many problems. Cary cooper has developed a consciousness yet complete list of six sources of Occupational stress. These are:

Job conditions: Quantitative& qualitative Occupational overload, people decisions, physical danger.

Role stress: Role ambiguity, sex bias and sex role stereotype.

Interpersonal factors: Poor Occupational and social support system, lack of management concern for the Occupational, jealousy or anger.

Career development: Under promotion, over promotion, job security, frustrations and ambitions.

Organizational structure: Rigid and impersonal structure, political battles, inadequate supervision or framing non-participative decision making.

Home Occupational Interface: Lack of support from spouse, marital conflict and dual career Occupational stress can be approached from four different perspectives: As my area of focus is mostly targeted to Engineering Psychology and Organizational Psychology approaches where Occupational stress mainly emanates from the physical Occupational, conditions and interaction with others at Occupational place (Jex & Britt, 2008).

Low strain job: These jobs are defined by few psychological demands and a high level of control in the workplace. As expected, workers have higher than average levels of health and happiness. Example jobs include natural scientist, lineman, and architect. High strain job these jobs are defined by low decision-making latitude, and high physical and/or psychological demands. The workplace is often rigid and inflexible in both environment and policy, thus workers are unable to take actions in order to control their environment and cope with the stress.

Passive job: These jobs are defined by low decision-making latitude, and low work demand. It often includes irrelevant, unchallenging, and unskilled work that is unsatisfying for the employee leading to apathy and boredom. These jobs also lead to high levels of mental and physical illness among employees. Example jobs include janitor, miner, and watchman.

Active Job: These highly demanding jobs offer employees challenging work in environments of great flexibility and latitude. The ability to constantly learn new skills in an environment that provides the leeway to problem solve enables these employees to reduce levels of stress and maintain high levels of health. Example jobs include engineer, physician, and teacher.

Job Demand: Job demands as those physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological (i.e., cognitive or emotional) effort and are therefore associated with certain physiological and/or psychological costs

Job Decision Latitude: The ability to make work-related decisions. "When employees can make decisions related to the way they work, they are able to devise coping strategies than can mitigate the effects of stress.

1. Medical
2. Clinical /Counsel,
3. Engineering psychology
4. Organizational psychology the medical approach to Occupational stress is a focus on the contribution of stress in the Occupational place to employee health and illness. The clinical/counsel, approach to Occupational Stress emphasized the impact of stressful occupational, condition on mental health outcomes. E.g. Anxiety, depression. This approach tends to focus more on treatment than on research. That is rather than focusing on why stressful Occupational condition lead to problems adherents of this approach tend to focus on developing method to relieve stress related symptomatology. The engineering Psychology approach to Occupational stress focusing on sources of stress that originated from the physical Occupational environment. Engineering Psychology focuses on the interface between employee and the physical environment. The organizational psychology approach to the Occupational stress it is characterized by a number of distinctive features. This approach tends to focus heavily on cognitive appraisal or the process by which employee perceive the Occupational environment and decide whether it is stressful. This approach tends to focus on sources of stress that emanate from interaction with others.

2.1.3. Definition of Employee's Job performance

According to ILO (2016) report Job performance is defined as a set of managerial behaviours that express how employees do their jobs. Job performance is the most critical subject which plays a vital role in accomplishing organizational performance. Mkumbo (2014) defined performance as the employee's ability to produce work or goods and services according to the expected standards set by the employers, or beyond the expected standards.

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

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

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

2.1.4 Work- related stress

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

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

2.1.5. The Concept of Occupational Stress

Occupational Stress has had several different definitions by different scholars, but most commonly acknowledged definition nowadays:-"stress is a condition or feeling experienced when a person perceives that demands exceed the personal and social resources the individual is able to mobilize." People feel little stress when they have time, experience, and resource to manage a situation. On the other hand they feel great stress when they can't handle demands. In most cases stress is a negative experience in which its effect or reaction depend on people's perception and ability to cope. The reason behind inability to use a single definition of stress is the nature of stress. Stress is made up of many things that different people experience the

different aspects. Hans Selye (1956) as quoted in Brenda (2010) the founding father of stress research viewed: “stress is not necessarily something bad; it all depends on how someone takes it. Stress of exciting, creative successful work is beneficial, while that of failure, humiliation, or infection is disadvantageous.” Believed biochemical effects of stress would be experienced irrespective of whether the situation was positive or negative. Since then, harmful biochemical and long term effects of stress have rarely been observed in positive situations. He also divides stress responses as short-term (fight-or-flight) which is the basic survival instinct response characterized by run faster fight harder, increase heart rate, blood pressure, and sweating, with the reduction in ability to work with others and to make good decisions. The other division is the long term (general adaptation syndrome) which results from extended exposure to stressors. The phases stages identified by Selye, as it acknowledge in Brenda (2010) are the “alarm phase” which is explained by the immediate reaction to the stressor, “resistance phase” as time when someone adapt and coped with the stressor and “exhaustion phase “when the resistance to stressors declines.

2.1.6. Kinds of Stress

There are Three (3) kinds of stress which are stated by According to (Chinyere et al., 2019; Imrab et al., 2014; Nyangahu & Bula, 2015) work related stress can be categorized into two: (A) Positive stress (eustress), which is helpful in a situation we might sense challenged, However the causes of stress will be possibilities that are significant to us, They assist in providing us with the desire and energy in attaining our aims and fulfilling our responsibilities. The model assumes that at a zero level or low level of stress, the person cannot face any challenge so that he/she is not possible to suggest any good performance.

However at an average level of stress an individual will deal with a high performance, For instance when managers put a deadline, since there is stress employees will work harder in order to attain their organizational objectives. Zafar et al (2015) explains that Several of Company’s management considers that setting a certain level of stress on workers can promote a workers performance. As Nyangahu & Bula (2015) supported Positive stress; and a lot of studies indicate that as work place stress increases, employee’s performance may increase at first but at some level begins to lower down (Adjei & Amofa, 2014). (B) Distress is a state that occurs when a person experience pain or perceives a risk or loss which Can affect him/her badly (Siegrist, 2017).

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

- Acute Stress: It is the most common and identifiable form of stress in which the individual knows the exact reason for why he/she is stressed. This type of stress has a short term effect or doesn't cause permanent harm to the body.
- Episodic acute stress: It is a condition in which the individual's life experiencing this kind of stress is very messy, out of controlled and all the time they seem to be facing multiple stressful conditions. Individuals who are prone to this kind of stress might not know it or admit it, are always late, in a rush, taking on too many tasks, might be devoted to a lifestyle that promotes stress, and consists of "TYPE A" personality.
- Chronic stress: It is a kind of stress which is defined as "unrelenting demands and pressures seemingly interminable periods of time". This type of stress wears people away day after day, year after year with no visible escape and grinds away both emotional and health of an individual which leads the person to a breakdown or death.
- Traumatic Stress: It is a severe stress reaction that is caused by intense experience or devastating events such as life -threatening accidents, a natural disaster and sexual assault. Many of the trauma victims recover gradually but for some individuals the physical and psychological symptoms triggered by the trauma remains**.**

2.1.7. Effects of occupational stress

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

Table 2.1: Causes of occupational stress

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

Source: WHO (2014), pp.20

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

A. Content of work

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

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

B. Context of work

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

2.1.8. Types of employees stress

Basically there are two main types of stress according to its effect namely: Positive (eustress) and negative (Stephen, and Ping, 2013)

Positive stress

As Stephen and Ping, (2013) Acknowledged by (Badri, *et al.,* 2006).positive stress, also called eustress is the type of stress that is good and desirable. It enhances our health, helps us to feel content, and also maintains our optimism in life. This kind of stress is short-termed and it increases our immediate strength. It inspires and motivates an individual to complete a task and also offers creative thinking when completing a project. Positive stress is almost available everywhere that inspiration and or motivation are required. For an athlete, positive stress arises even before the competition, for some it may come when watching a suspense thriller and exciting movie and for others it comes during a jolly ride on a rollercoaster. And also the authors cited (Johnson *et al.,* 2005) instances where a person is likely to experience positive stress include when a person wins a sport, lottery or a game. Additional examples of eustress are going on a first date, getting a better paying job, getting promotion at work, getting married, giving birth to a baby, reuniting with lost relatives, as well as buying a new home or vehicle.

Negative stress:

Stephen, and Ping, (2013) also describe that negative stress is harmful to our bodies. When our routine is constantly altered and adjusted while we try to adapt and adapt to new situations, we are faced with "distress" which is another name for negative stress. Distress normally brings about feelings of anxiety, discomfort, and unfamiliarity. When we are in a new workplace that we are not able to cope and adjust to the situations on the ground yet, we are faced with distress.

Negative stress in itself is in two folds: Acute stress and chronic stress. Acute stress is short termed. It disappears and intensifies rapidly. Acute stress occurs as a result of moments of sharp sudden stress. Incidents of acute stress are the easiest to overcome. The more severe type of distress is chronic stress.

2.1.9. Effect of stress on human body:

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

As it exhibited in Health and Safety the effects of stress can be categorized as follows: Mental (how the mind works);

Physical (how the body works);

Behavioural (the things we do);

Cognitive (the way we think and concentrate).

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

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

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

2.1.9.1. Effect of occupational stress on workers' health, safety and wellbeing

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

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

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

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

2.1.9.2. Effect of occupational stress on employee's job performance

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

Kordee et al., (2018) mentions that Stress has an essential impact on organizations and employees performance and it horribly affects the well-being of workers. The Research conducted in western countries has indicated that the causes of stress (Occupational Stress Inducers) are negatively associated with the health and job satisfaction of workers (Ahmed &

Ramzan, 2015). The study by Nyangahu & Bula (2015) on impact of stress on employee performance among teaching faculty found that there is a negative correlation between organizational structure and employee performance. Rubina et al. (2018) also found a negative correlation between occupational stress and employee performance. Yet male workers were found to be affected more than the female workers. Chinyere et.al., (2019) tested a correlation between work stressors such as role conflicts, homework interface, ambiguity, relationship with others, performance pressure and workload pressure on one side and employees performance on the other side with motivation as intermediary and found that home-work interface, relationship with others, performance pressure, and workload pressure have a negative relation with job performance while role ambiguity and role conflict are bfound to be positively related with job performance. According to Imrab et al. (2014) the performance of bank workers is reduced because of stress. Similarly Ahmed & Ramzan (2015) found a negative relationship between stress and employees performance.

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

The study also indicates that the absence of job alternative and excitement of workers are the reasons for the positive correlation.

2.1.9.3. Theories of Models of Occupational Stress

- **Person Environment Fit (P-E) Theory**

The Person-Environment Fit theory is one of the earliest interactional theories of work-related psychological distress, suggesting that work-related stress arises due to a lack of fit between the individual's skills, resources and abilities, and the demands of the work environment (Caplan 1987, French et al., 1982). Here, interactions may occur between objective realities and subjective perceptions and between environmental variables and individual variables. the

Majority of publications on P-E fit model emphasize on the relationship between poor fit (either objective or subjective) and stress (Anteneh, 2021). If job demands and pressures in the workplace exceed the skills and capabilities of an employee's goals and values, conflict with these work demands, a misfit between the characteristics of an individual and his or her work environment occurs (Wong & Tetrick, 2017, as cited by Degu, 2020).The larger gaps in the fit between the individual and the environment, the more perilous the occupational stress would be, and the probability of experiencing poor performance would be significantly high. This model is seriously criticized for theoretical and methodological problems. Edwards and Cooper (2013) criticized the P-E model for its inadequate distinction between different versions of fit, confusion of different functional forms of fit, poor measurement of fit components, and inappropriate analysis of the effects of fit. They believe these problems narrowed the range of fit dimensions included in empirical investigations, and generated statistical analyses which do not correspond to stated hypotheses; thus, clearly violating known methodological recommendations. As a result, most empirical evidence regarding the P-E fit approach to stress is extremely limited in scope.

- **Job Demand Control (JDC) Theory**

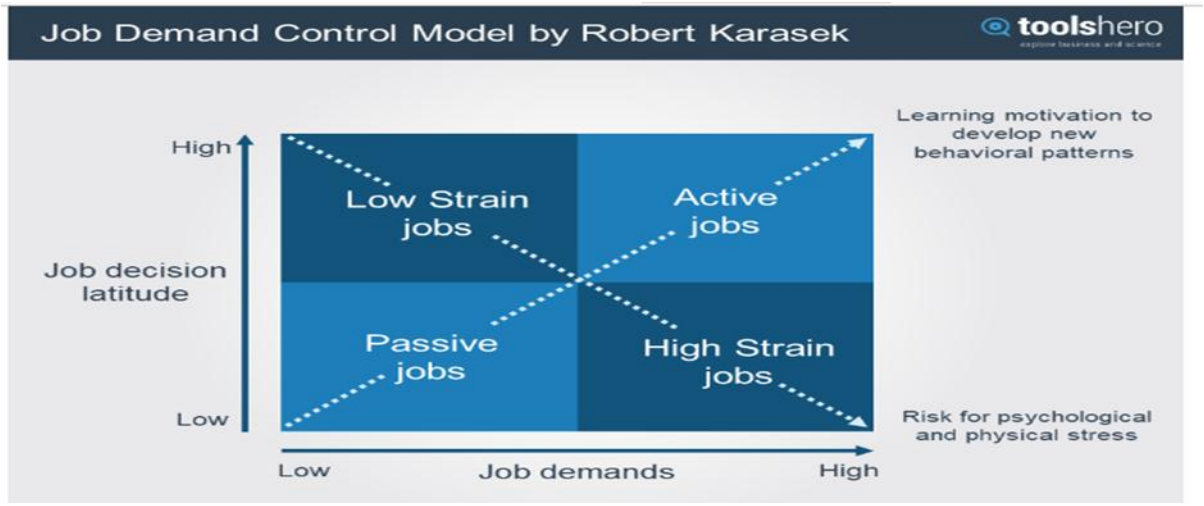
The Job Demand-Control theory was developed by Karassik in 1979. Perhaps it is currently the most influential model of stress in the workplace (Compiler, 2003, cited by Murali et al., 2017). The JDC theory supposes that work-related stress can result from the interaction between several psychological job demands relating to workload such as cognitive and emotional demands, interpersonal conflict, job control relating to decision authority (agency to make work-related decisions) and skill discretion (breadth of work-related skills used) (Karassik Jar 1979). of balance (Jovica et al., 2016) However, the original concept of job demand and control was expanded in 1988 to become the Demand Control Support (DCS) theory, describing how social support may also act as a buffer in high demand situations (Johnson and Hall 1988). .

According to the demand theory, demand is subdivided into workload, work hazards, physical and emotional demands and role conflict. For stress to exist, the demand from the environment (the job) versus the capability of the individual (the employee) was typically be considerably out of balance Van der Doef and Maes, 2017) However, the original concept of job demand and control was expanded in 1988 to become the Demand Control Support (DCS) theory, describing how social support may also act as a buffer in high demand situations (Johnson and Hall 1988). These later versions of the JDC theory were developed, as earlier versions were considered to be too simplistic and ignorant of the moderating effects of social support upon the main variables.

However, the perceived job demands and decision autonomy outlined in the JDC theory hav been acknowledged as being key factors in determining the effects and outcomes of work on employees‟ health (Cox et al., 2000).

2.1.9.4. Models of Job Demand-control model Theory.

Demand control model is developed by Karassik (1979). The job performance can be anticipated in this model. Karassik proposed that when employee's job performance is under high Job-demand and low Job-control, psychological and biological problem was happen. Karassik (1979) stated that more positive job performance level can be achieved when Jobs under high Job control and high Job-demand. Karassik model (Demand-control model) is best representing the topic under study.



Source: Adopted from Karassik & Theorell (1990)

Figure 2.1: Job Demand Control Model (Adapted by from Robert Karassik, 1979)

From figure 1, one can see that high job demand and low control over the job leads to high strain. However, if an employee has high or better control over his/her job, that employee would be active and can learn actively and would be motivated to develop new behaviour despite high demand job. One can also see that a person was remain passive if the job has low demand and that person has low control over that job.

According to Dr. Annette (2020), one of the strength of this model is that it provides opportunities for interventions as it allows identifying why employees are experiencing stress. There are also a variety of potential interventions. For example, employees can negotiate with management to discuss degree of control latitude if juggling many tasks. If employees feel they have little influence in their job, then they can discuss the possibility of a more active job with

management. She also took the idea that the JDC model provides opportunities for relationship as strength. Managers can also use the JDCS model to motivate and encourage their subordinates to have a healthy work balance. In fact, it is the role of the manager to speak to their subordinates if there are issues with job performance and an opportunity to formulate join solutions. According to Ng & Sorenson (2008, as cited by Dr. Annette, 2020), management can also use the JDCS model to measure levels of employee satisfaction and motivation.

Despite its strong sides Dr. Annette (2020) also criticized this model for three basic points. First is the JDC model does not work for every employee. The model is supportive for male employees who work in high-stress environments. However, the JDCS is less useful for female employees and suggests that women have different experiences in high-strain jobs (Van Der Doef & Maes (1999, as cited by Dr. Annette, 2020). Another limitation is that this model is effective in the short term only as the research was cross sectional. Lastly, this model is effective only for workers under high workload. However, many workers do not have high workloads yet experience stress due to other factors. For example teachers might get stressed if they are dealing with students who are struggling academically which is not workload. Hence it ignores such employees.

Accordingly, under this study the researcher was use four (4) independent variables to determine their effects on employee's job performance. Therefore, the variables are discussed as follows.

2.1.9.5. Time Pressure and Employee Performance

According to Ordonez et al. (2015,) "Time pressure, by contrast, is the subjective feeling of having less time than is required (or perceived to be required) to complete a task and be motivated to complete the task in the available time. It is also defined as the difference between the amount of available time and the amount of time required to resolve a decision task (Maule & Svenson, 2013). Hsu and Fan (2010) also defined time pressure as limitation of the time allotted for employees to finish their work. .

Time pressure seemed to become increasingly a main issue of work in most developing countries (Moore et. al 2012, as cited by Murali et al., 2017). The researcher found that there is contradicting study results by different researchers. For instance a research carried out by Garrido et al. (2016, as cited by Noor, 2020) found that the employees who can adapt to working hours and duration can perform their job better. In other words, time pressure had a positive effect on job performance when they can manage the time allocated. Moreover, a

study by Sharma and Bhavnagar (2017) was done to identify whether time pressure was the reason that the team engagement occurred. Surprisingly, each employee found that it was easier to work together to meet that were given by their employers when working in teams and thus increasing their job performance.

Yet another study result by Damilare et al. (2020) about occupational Stress on Employees‟ performance among National Union of Road Transportation workers in Ilorin Metropolis, Nigeria encompassing 171 respondents indicated that time pressure has a significant adverse influence on employee performance. Moreover, a study result by Cho et al. (2018) on the combined effect of long working hours and low job control on self-rated health encompassing a total sample size of 50,032 indicated that working longer hours had a negative effect on employees since they had to work for a longer time to complete their job task. When employees work for a longer time, they became tired, thus would decrease their job performance. This scenario may harm the employees‟ performance and health.

The third contradicting result was the idea that time pressure has no effect on employee performance. For instance, a study result conducted by Tjahjadi and Cahyadi (2020) on the influence of time pressure, role ambiguity, workload and lack of motivation on employee performance in PT XYX company in Indonesia encompassing 76 respondents showed that time pressure has positive effect on employee performance. Hence, there is a controversy or contradicting research findings.

2.1.9.6. Role Ambiguity and employee's job performance

Role ambiguity refers to a situation where there is a lack of necessary information for an organizational position, resulting in role dissatisfaction, anxiety, fear and hostility and lower performance (Kahn et al., 1964). According to Khuong and Yen (2016) role ambiguity is another factor that has negative and statistically significant relationship on employee's job performance, when employee no lacks information about the requirements of their role, how to meet those roles require ambiguity was happen. Based on Tuber and Collins (2000), role ambiguity leads to negative results as "reduces confidence, a sense of hopelessness, anxiety, and depression". Therefore, employee was feeling stressed when they contact the contradictory demands by their supervisor or subordinate. This simply results in employee's job performance less productivity elements, and the evaluating process to ensure the role performed successfully.

Yet another study was showing Role ambiguity has a positive and significant relationship with employee job performance. This study also confirms with the study (Warraich Usman Ali et.al 2014) stated that Role ambiguity and employee job performance are strongly positive correlated.

Author (Kahn et al, 1964) employee who is not clear with regard to the duties and responsibilities gets confused regarding his scope of authority and jurisdiction of job roles. He faces difficulty in taking a definite and precise decision, producing tension, and loss of self.

2.1.9.7. Conflict at workplace of Occupational stress and employee's performance

According to Said and Mori (2016), a conflict existed in today's competitive occupational place. Most of the employee's job performance was face the conflict as they join an organization, whether conscious or unconscious, and the impact of conflict is inevitable effect of positive Occupational-life conflict creates stress for the employee and causes low performance for the organization. Besides, the clash between co-employee's job performances may cause to the personal and emotional conflict between them. As consequences, these conflicts may damage the organizational culture, Occupational morale and the overall reduction of organizational performance in the long run. According to Esquevel and Kleiner (1997), organizational conflicts are disagreement regarding interests or ideas. There are different reasons for occurrence of conflict at Occupational. One of the major sources is scarcity of resources. Jones and Gorge (2000) found that conflicts are inevitable Part of organizational life cycle since the goals of different stakeholders like managers, employee's job performance and unions are incompatible. Dodd (2002) found that organizations are operating in a turbulent. Conflict that occurs within a team, department, and is referred to as intra-group conflict. Jehn (1994) acquired distinction on the Occupational of Chaudhry & Asif (2015), which first identified these two dimensions of intra-group conflict. Task conflict is a one dimension of the intra-group conflict. It means disagreement within members of a team relating to a difference of opinion, ideas or content of decision. Due to the above reasons, if there is conflict at Occupational, there is a possibility for causes of stresses which employee's job performance is ultimately end up with less productivity. According to job demand-control (JDC, or DC) model, 'strain results from the joint effects of the demands of the work situation (stressors) and environmental moderators of stress, particularly the range of conflict at work place available to the worker facing those demands. It is consistent with Kaveri & Prabaran (2013), Celik (2013).

2.1.9.8. The Physical work condition of Occupational stress and Employee's job Performance

Kohun (1992), defines physical working environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work. His opinion was that "the ability to share knowledge throughout organizations depends on how the work environment is designed to enable the organizations to utilize work environment as if it was an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge". In addition, he argued that working environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. This is a basis to attain maximum productivity, with regard to the business sector environmental conditions in terms of the factors such as heat, humidity, noise and light. Identifying the impact of physical working condition on workers performance was contribute to understand ways in which managers can enhance workers performance,

For Kamarulzaman and Saleh (2011), it is not enough for an office to be properly located and laid out; it is also highly necessary to ensure that good physical working conditions are provided and at the same time well maintained. Where the appropriate physical working condition are lacking, working performance has been very poor. If the industry has poor lighting, work is most in accurate, if the ventilation is poor, staffs is most unhappy, and if the office is noisy, mistakes are a lot.

2.1.9.9. The Relationship between Occupational Stress and Employee's job Performance

According to Armstrong & Baron (1998), the whole concern for the organizations is Performance of their employees irrespective of factors and conditions. Good performance of employee's leads to good organizational performance which is an indicator of their success. Ultimate success or failure of an organization is determined majorly by the performance of their employees (Bartlett & Ghoshal, 1995 in Ahmed and Ramzan, 2013). Stress has significant impact on organization and employee's job performance and it terribly affects health of employees (Mimura and Griffiths, 2003). The studies conducted in western countries have shown that the sources of stress that we name as Occupational Stress Inducers (OSI) in this study are negatively related to employee's job performance and in their study on impact of stress on employee performance among teaching faculty, found a negative relationship between organizational structure and employee efficiency while rewards was found to be positively correlated to employee efficiency as expected. However the male employees was found to be

affected more than their female counter parts. The tested relationship between Occupational stressors like role ambiguity, Occupational load pressure, home-Occupational interface, performance pressure, with job performance on the other hand have the relationship found to be negative. They found that stress is responsible for decreasing the performance of Soft Drink Industries, employees. Ahmed & Ramzan (2013), to find a negative correlation between stress and job performance i.e. as the stress increases the job performance goes down and vice-a-versa.

Usman Ali (2014) found that Occupational load, role conflict, and inadequate monitory reward are the prime reasons of causing stress in employees that leads to reduced employee efficiency. He suggested that different aspects of employee job performance that are likely to be affected by stress include productivity, job satisfaction, morale, absenteeism, decision making abilities, accuracy, creativity, attention to personal appearance, organizational Skills, courtesy cooperation, initiative, reliability, alertness, perseverance and tardiness. Employees Job Performance, According to (June & Mahmood), Employees job performance is one of the important elements of Organizational success. It has been described in many ways; ability to achieve targets, realize Goals attain benchmarks. Most people define Occupational performance as what a person did at Occupational stress.

According to Broman and Motowidlo (1993), employee's job performance is one of the most important Dependent variables and has been studied for a long decade. They identified two types of employee behaviour that are necessary for organizational effectiveness: task performance and contextual performance. Task performance refers to behaviour's that are directly involved in Producing goods or service, or activities that provide indirect support for the organization's core technical processes. As per Werner (2000), this behaviour's directly relate to the formal organization reward system. On the other hand, contextual performance is defined as individual efforts that are not directly related to their main task functions.

However, these behaviours are important because they shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes.

2.1.9.10. Priorities for empirical investigation

According to Sehlen et al., (2014) Stress has a major effect on employee turnover. The rate of turnover differs from organization to organization. There is higher level of turnover in private organizations than public organizations. It also varies from region to region; the highest levels are found where the rate of unemployment is lower and where people find it easy to get alternative employment. In some conditions organizations can be positively benefited from

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

According to Ratnawat & Jha, (2017) an absence of appropriate training and development is also main reason for voluntary turnover. Workers desire security of their careers. Turnover might be reduced through seeing various preventive measures by the management. This might consists of Maximization of opportunities for individual workers such as accommodate individual preferences on working hours, regular appraisals, offering job security with a good working atmosphere, offering training to Supervisors and managers for an efficient control before assigning or upgrading them, etc. Since the reasons mentioned above can increase the stress level of employees and leads to employees turn over it will finally results in the reduction of the organizations profitability.

Ahmed & Ramzan (2015) mentions that work place stress decrease the morale of workers. Workplace events play a vital role in altering workers morale such as lack of union representation, employees being mistreated, cancelling benefits programs, heavy layoffs, low wages, cancellation of overtime, and sick building syndrome. The Factors impelling morale of workers within the workplace can be demonstrated through the below given attributes: composition of team, realistic prospects for merit-based promotion, management style, the perceived status of the job being done by the company as a whole, Job security, organizational culture, the perceived economic or social value of the job being done by the company as a whole, workers feeling that their contribution is evaluated by their employer. Bruckner and his co-workers studied in 1992, the effects of economic need to work on employee attitudes and job insecurity in order to determine the impact of downsizing. In the study, they decided to use work effort as a measure of job attitudes. The findings of the research indicated that increased job insecurity coupled with increased need to work, caused in high work effort leading to a layoff.

Increased job insecurity coupled with fewer need to work leads to in no variation in the degree of work effort. During downsizing it's expected that there will be a high stress level in the organization in that there will be high levels of job insecurity, workers with a lower need to work will have no change in work effort, while those with a higher need to work will have an increased work effort (Harshana, 2018).

Kordee et al., (2018) explained that an inverted U relationship is the most studied form of stress and individual performance. It means that an adequate degree of stress stimulates the body to perform while a ton lower or too higher level of stress has a negative effect on performance. Adjei & Amofa, (2014) argues that the inverted U pattern might also clarify changes in stress intensity as well as the reaction to stress overtime. "The concept that stress has negative effects on employees, and consequently affects the performance of companies is shared by numerous scholars (Rubina et al., 2018; Chinyere et.al. 2019).

Ratnawat & Jha, (2017) remarks that "overtime stress response exerts a generalized wear andtear on the body" and employees performance is highly affected by unhealthy body. However Zafar et.al. (2016) argues that optimal degree of strain at work will help workers to do their job at their optimal level. When workers develop adequate challenges, they develop optimal degree of strain. Consequently, Ahmed & Ramzan (2015) and Lazarus, (2016) argues that a certain level of workers strain is useful to the company and will rise the company's profits. Imrab et.al., (2014) in their study mentioned that stress is a major contributing factor to absenteeism, higher health care cost for workers and reduced quantity and quality output, increased employee turnover and corporate inefficiency. Siegrist, (2017) have done a research to study the reasons for job stress among the primary teachers in Kenya. In this study he found that strain has a negative effect on the teacher's performance. Similarly, according to Goswami,
(2015) strain has a negative impact on the performance of the hotel employees. In the study Goswami collected data from 300 hotel workers and the findings of the study indicated that due to physical illnesses, stressful workers get absent from work.
According to Ali et al., (2017) work place stress is challenge for organizations and an increased level of job stress results in lower productivity and other employee problems. They further argued that companies should find a system to address the concerns of work related stress since it poorly affects the performance of workers. Ejaz et al., (2018) mentions that while company's concerns are several and diverse, they share one thing in common, Strain costs company's money. Prem et.al. (2017) states that the higher the level of stress encountered by workers in

their life tends to decrease their performance which finally affects the performance of the organization negatively.

In general, the findings of various empirical researches shows mix results concerning how the performance of employees is affected by work related stress. A number of current findings revealed that time pressure, role ambiguity, role conflict at workplace and, physical working condition and a lot of other factors have an effect on the performance of employees (Basit et.al. 2018).

2.2. Empirical Literature Review

Previous studies have examined the effects of Occupational stress on employees' job performance. A study by Suleiman and Shamsuddeen (2018) found that Occupational stress had a significant positive impact on employees' job performance Due to work overload, physical working condition and role ambiguity, in the Nigerian Soft Drink Industries.

Another study by Liu et al. (2019) found that social support and self-efficacy was effective in increases, the study results shows as a positive and significant effects of Occupational stress on employees' job performance in the Chinese manufacturing industry.

Job stress has a direct impact on the performance of employees on different levels which is related to employee motivation and performance (Ostroff, 1992). Palmer et. al. (2004), estimated that occupational stress costs the national economy a huge amount of money in sick pay, lost productivity, medical cost, and litigation costs. Generally, many empirical studies have indicated mixed results regarding how occupational stress affects employee performance. The findings showed that workload, time pressure, role of conflict at workplace and, role ambiguity and many other factors has positive and significant effect on employee's job performance (Health Security Executive (HSE), 2014).

Labia Dar et, al (2011), The study was concluded that the occupational stress has a positive relation with employees job performance that Due to Role overload, physical working condition, Time pressure, conflict at workplace was occurs it effects the performance of employees positively, that higher the stress it increases the performance so both these are inversely proportional each other The stress in Work environment reduces the intention of employees to perform better in jobs with the increasing level of stress the employees thinking demoralize and his tendency to Occupational well also decreases in pressure the Soft Drink

Industries are unable to manage Work life with family life which cause some serious social problem.

Ratnawat & Jha (2014) conducted a research in Ranchi, India. Which was based on the comprehensive review of articles and reports published in the literature of management and allied discipline between 1990 and 2014? Where they enlightened that stress can be classified in to two categories one is negative stress and another is positive stress.

- Negative Stress: Distress and Dysfunctional or Negative Stress.
- Positive Stress: Eustress and Positive, Pleasant or healing stress.

This research has find out that relationship between stress and job performance has been neglected in occupational stress literature. So it is important to understand different occupational stress inducer (OSI) on one hand and their impact on different aspect of the job performance on other. This article also reviews the available literature to understand the phenomenon so as to develop appropriate stress management strategies to not only save the employees from variety of health issues but to improve their performance and the performance of the organization.

Murali, et al. (2017) did research on the topic impact of job stress on employee performance. In this research they have focused on four independent variables of time pressure, workload, lack of motivation, and role ambiguity to measure level of stress and dependent variable is employee performance. This research found out that time pressure.

Yet another contrary research, a study results conducted by Natinael T, (2022), about to studied the effect of Time pressure, workload, Role ambiguity, and job monotony on employee's job performance in case of Equatorial Business Group Plc In the Addis Ababa -Ethiopia:- by surrounding 211 respondents, showed that time pressure and workload has negative statistically significant impacts on employees job performance.

A study results conducted by Blen G, (2018), about to identified the causes of role overload, role ambiguity and conflict at workplace on worker's job performance:-in the case of Moha soft drink industry Pepsi cola at T/Haimanot plant in the context of Ethiopia enclosing 239 respondents showed role overload, role ambiguity and conflict at workplace has a negative statistically significant relations with worker's job performance in the context of Moha soft drink industry.

Finally, Stress and its management is a reality in today's business world. There is need for an organization to monitor and implement measure to reduce stress for all employees. This can be done by creating programs and initiatives that address occupational stress related.

2.3. Conceptual Framework of the study

The main purpose of this study is to investigate the effect of occupational stress on employees, job performance in Moha soft drink industry at Hawassa plant. ***A Conceptual framework of Occupational Stress for this study would be based on the Job Demands-Resources model (JD-R model) from Karassik & Theorell (1990***).

It was investigate that there are several causes of occupational stress on employees and its effect on their job performance. *Thus*, based in the above literature, the conceptual framework is given below.

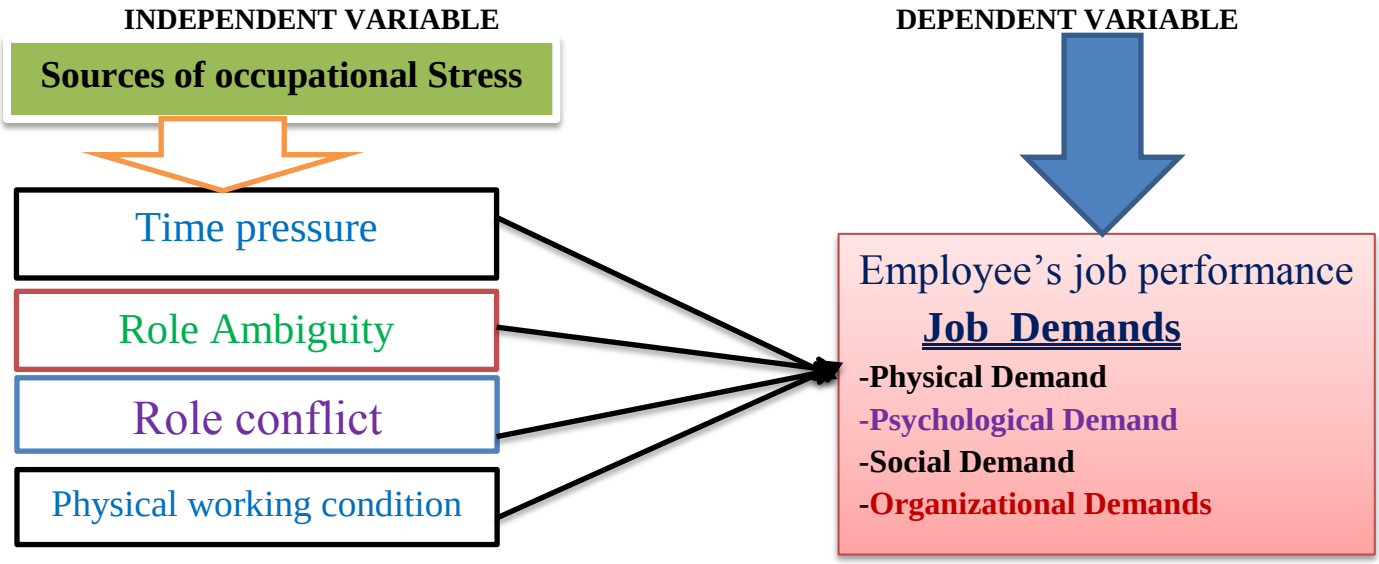


Figure 2.2 Conceptual Framework of Occupational Stress

Source: Literature review (2023,)

SUMMARY

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

CHAPTER THREE

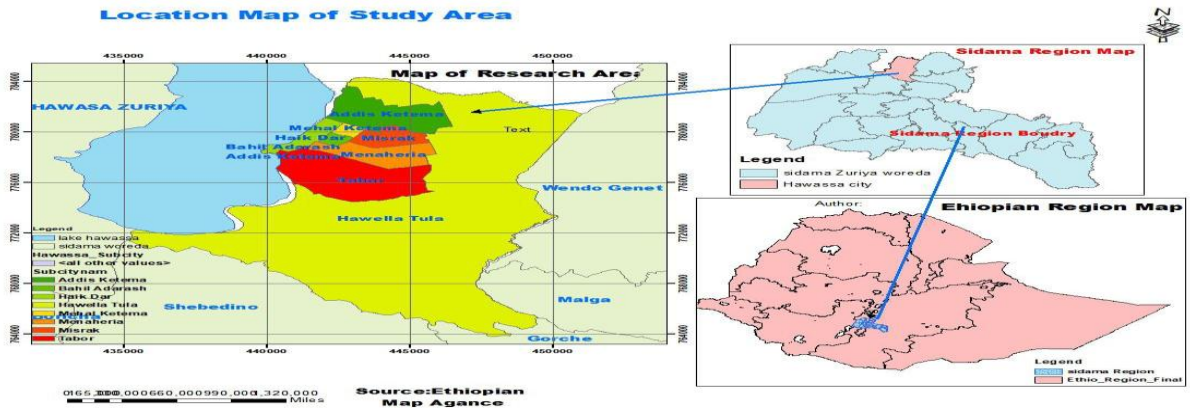
3. RESEARCH METHODOLOGY

This study was used a mixed-methods research design. The study was used both quantitative and qualitative data collection methods to provide a comprehensive understanding of the effects of Occupational stress on employees' job performance. The study was collect data through a self-administered questionnaire and semi-structured interviews.

3.1. Description of the study area

The study was conducted in Hawassa city Administration. Specifically in the capital of the Sidama National Regional State of Peoples and is a special City of Hawassa Administration, and, The name has driven from Lake Hawassa which mean wide in Sidama language. The city was established in 1960 by Emperor Haile Selassie I. The city administration of Hawassa is structured in 8 sub cities and 32 kebeles with a population of over 400,000 people; it is the third-largest city in Ethiopia. It is situated on the shores of Lake Hawassa, which are a popular tourist destination and a source of livelihood for local fishermen. The lake is also home to a variety of bird species, making it a popular spot for birdwatchers. It is an important to Industry, commercial as well as tourist in the southern edge of the country.

Figure 3.1. Map of Hawassa city Administration.



Source, Literature Survey's (2023),

3.2. Research Design

According to Kothari, (2004), the research design was employed both descriptive and explanatory research Survey's Design, The study was descriptive research design, because it allowed the researcher to discover patterns in employees thinking and describe issues from their own point of view. The was explanatory research Survey's Design, because it allowed the researcher to discover, explanatory research designs to find out the effects of Occupational stress on employees job performance.

3.3. Research Approach

According to Creswell, J.W, and Creswell J.D (2018), there are two types of Research approaches in conducting scientific research, i.e. Qualitative, Quantitative, and mixed Method approaches. A mixed method Research approach, is an approach that the combines both qualitative and quantitative methods approaches. In additional, qualitative was used to supplement the findings from the quantitative results in chapter four. Correlation design was also used to establish the relationship between variables (Amin, 2005).

3.4. Target Population of the study

According to Saunders, et.al (2009),the target population for this was only permanent employees who work at eight departments and levels of Top mgmt. and professions levels of at the staff positions in the Moha soft drink industry pepsi cola at Hawassa millennium plant, (HMPCP), hence, these departments are Namely: G/M Office, finance, procurement department, Technic dep't, production dep't human resource department, Quality Control and Food Safety and department Sales Department, hence, this study was based on information's to obtained from HRM, department,(2023), populations of the interest is homogeneous and population studies was more representative, because everyone had an equal chances to be selected in the final sample, that was equal probability being participant in this study, hence industry has only eight work dept. (From, Primary Source, 2023).

3.5. Sample Size and Sampling Techniques

3.5.1. Sample Size

In this study, the sample was selected using stratified sampling technique by considering moha industry, in stratified sampling technique; heterogeneous populations are divided into several homogeneous sections or groups. These groups are called "Strata". The samples from each stratum were drawn by applying simple random sampling technique. The sample size was determined using the formula given by Yamane (1967) in drawing an adequate sample size from a given population at 95% confidence level, 0.5 degrees of variability and 9% level of precision.

A sample of 224 of was selected from a populations of 512 employees, The maximum sample size was computed using the Yamane Taro,(1967), Stated formulas to determine the Sample Size, A Researcher was use this formulas to the determine of the sample size of all indicated employees of among the Moha Soft Drinks industry at Hawassa millennium plant of the

respondents would be selected by using simple random technique by using this formula to determine the sample size, Therefore, the sample size of this study has calculated as follows;

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

Where, n = corrected sample size,

N = population size,

e = Margin of error (e = 0.05) n = 512/ [1 + 512 (0.05) 2] = 224, are a Sample Size of Permanent Employees of and a Moha Soft Drink industry at Hawassa Millennium Plant.

3.5.2. Sampling Techniques

Sampling Techniques is the process of selecting a random subset of individual observation for making projections based on statistical inferences. Therefore, the researcher was used to stratified sampling technique by lottery method was applied to select sample employees form the total population Moha Soft Drink Industry at Hawassa Plant. In case of this reasons the researcher was prefer stratified sampling techniques are to give equal chance to every unity in the population. By using the Yamane's Taro formula, there for the researcher was taking the permanent population size in case of this study to collect relevant information.

Table 3.1: Strata for each Department in Moha soft drink industry at Hawassa plant

No.	Name of Department.	No.of Employee's size	The proportional of Total Sample Size.
1.	GM office	4	$\frac{4}{512}$*224, =2
2.	Finance Department	17	$\frac{17}{512}$*224,= 7
3.	Procurement Dep.t	17	$\frac{17}{512}$*224, = 7
4.	Technic Department	61	$\frac{61}{512}$*224, =27
5.	Q. C & Food Safety	53	$\frac{53}{512}$*223, = 23
6.	Production Department	70	$\frac{70}{512}$*224, = 31
7.	Human Resource	96	$\frac{96}{512}$*224, = 42
8.	Sales Department	194	$\frac{194}{512}$*224, =85
Total	**8** Departments	**512 Total P/Employee's Size**	**224, Sample Size**

3.6. Sources of Data

3.6.1 Primary sources data

The primary data sources are moha industries' working environment and industry employees (management and bottom workers) (interview, questionnaires and interview).

Hence, the researcher was used to only primary source of data for the purpose of this study. Primary data is the information that the researcher finds out by him/herself regarding a specific topic (Biggam, 2008), the primary source of data would be collected using close ended questionnaire from both management and Non-management employees would be selected with eight (8) work departments of the Moha Soft Drink industry in order to gather relevant information. , Primary data for this study was information which is gathering from Soft Drink Industries employees through using questionnaire, both type open ended and closed ended.

3.7. Methods of Data Collection

3.7.1 Primary source of data collection methods

The primary data were collected by using questionnaires and interviews. Primary data sources are qualitative and quantitative. The qualitative sources of data were interview. While that of a quantitative data sources are survey questionnaires questions.

A researcher was applied for permission from responsible body of the organization by forwarding legal application letter for the MOHA Soft Drinks Hawassa Millennium Pepsi Cola Plant Share Company; consent would be grant to the researcher to have access to information necessary for the research. A contact person was assign from management bodies to assist with the distribution and collection of the research questionnaires. The printed questionnaire was provide to contact person and distributed to participants. Therefore, the participants have requested to return the questionnaires to the contact person within seven days. However, the data collection and analysis process would be taking more than four weeks. These data were only primary data collections focusing on both qualitative and quantitative data as defined in the previous section. The data collection mechanisms are devised and prepared with their proper procedures.

3.8. Tools of Data Collection

The main data gathering instruments of this study were used to a **questionnaire,** and **interviews**

3.8.1 Questionnaire

This study was collected a primary data by using a questionnaire. According to Saunders et al., (2014), the advantage of this method is that it is relatively cheap, enable the researcher to avoid interview biases, permits anonymity and may result in more responses that are honest.

A five Items point Likert- scale questionnaires ranging from strongly disagree, disagree, neither agree or disagree, agree and strongly agree would be distributed to 224 employees working in the MOHA Soft Drinks Industry S.C (Pepsi) Cola at Hawassa Millennium Plant. The questionnaire measured the attitude of employees towards the impacts of occupational stress and its effect on employee's job performance.

Closed ended questionnaire designed in both English and Amharic language. The English questionnaire would be translated into Amharic questionnaire for those who are Amharic conversant using professional translator. The questionnaire would be prepared clear, simple and easily understandable by the respondents.

3.8.2 Interview

Open ended interview would be conducted to obtain data for further clarity of the research with top management and senior professional staff available at HR department with the intension that these staff could have detail information about causes related to occupational stress and the level of employees job performance,' The interview made on this study helps to substantiate the data that would be obtained through questionnaires.

3.9. Methods of Data Analysis

A researcher was used to both qualitative and quantitative data analysis methods depending on the nature of the data collected. As According to (Brick and Green, 2017),

After all the data was collected from the Sample employees using questionnaires it was coded and entered into SPSS (Statistical package for social science) version 26 and the appropriate analysis of the data was done using both descriptive and inferential statistical measures.

The demographic characteristics of respondents and the responses of respondents towards each variable were analyzed using Descriptive statistics (frequency, mean and standard deviation).
The relationship among the dependent variable and independent variables were analyzed using the correlation technique. Before proceeding to the main regression analysis the assumptions of multiple regression (Normality, linearity, Homoscedasticity, and Multicollinearity tests) were tested and after that the regression analysis was done in order to determine the effects of the independent variables (time pressure,=, role ambiguity, role conflict, and physical working conditions) on the dependent variable (employees performance).

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

3.9.1. Quantitative data analysis

Quantitative data were obtained from primary source data discussed above in this chapter. The quantitative data which would be gathered through structured questionnaire was process using SPSS (statistical package for social sciences) version 26 was applied to obtained descriptive and inferential statistics results.

3.9.2 Qualitative data analysis

Qualitative data analysis used for triangulation of the quantitative data analysis. The interview records were used to support the findings. The analysis has been incorporated with the quantitative discussion results in the data analysis parts.

3.9.3. Descriptive Statistics

According to Bhandari, P, (2020), Rightly Noted that, the descriptive analysis would be applied to obtain means, standard deviation, frequencies and percentages to describe the source of Occupational stress on employee's job performance, Therefore, The researcher was used to Descriptive statistical analysis, such as frequency, percentage, mean, and standard deviation were used to describe the demographic information of respondents from the selected of Moha Soft Drinks Industry S.C (Pepsi) Cola at Hawassa Millennium Plant.

3.9.4. Inferential Statistics

Furthermore, inferential statistics such as correlation and multiple linear regressions were used. According to Sekaran and Bougie was applied (2013), stated that, the "inferential statistics allow researchers allow to infer from the data through analyzing the relationship between two variables; differences in a variable among different subgroups and how several independent variables might explain the variance in a dependent variable, Therefore, The researcher was used to inferential statistics such as correlation and multiple linear regressions were used.

3.9.5. The Pearson correlation coefficient

Cohen and Swerdlik (2002) posit that the Pearson Product Moment Correlation Coefficient is a widely used statistical method for obtaining an index of the relationships between two variables when the relationships between the variables is linear and when the two variables correlated are continuous. To ascertain whether a statistically significant relationship exists between sources Occupational = Time pressure, role ambiguity, conflict at work place, & physical work condition) and employees' job performance the Product Moment Correlation Coefficient was used. The analysis of the data collected by the end of the data collection. The responses would be Classified and summarized on the basis of the information provided by the respondents. Moreover, it would be summarized by frequencies, percentages, means and standard deviations. Correlation analysis using Pearson's correlation coefficient would be done to show the relationship between causes of Occupational stress (independent variables) and employee's job performance (dependent variable). The researcher also use to show the extent of variation in the dependent variable that explained by the independent variable, the data computed by regression analysis.

3.9.6. Multiple linear Regressions

Multiple regression analysis takes into account the inter-correlations among all variables involved. This method also takes into account the correlations among the predictor scores. Multiple regression analysis more than one predictor is jointly regressed against the criterion variable (Cohen &Swerdlik, 2002). This method was used to investigate the effect of work stress Time pressure, role ambiguity, conflict at work place, and physical work condition.

Maltplile Linear Regression Analysis, the researcher also use to show the extent of variation in the dependent variable that explained by the independent variable, the data computed by regression analysis.

3.9.7. Maltplile Linear Regression Model specification

The following regression model was used to determine the variation or quantitative associations between the variables as follows:

$Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + e$

Where:

Y = Employees job performance, (dependent variable)

α = Constant,

β1=is the coefficient of Time-pressure, β2= is the coefficient of role ambiguity β3= is the coefficient of conflict at work β4= is the coefficient of physical work condition

Hence β1= is the change in y for one unit change in X1.

X1 = Time pressure, X2= role ambiguity, X3=conflict at work place, X4=physical work condition e = is the error term.

3.10. Pilot of study

The pre-test for questionnaires, interviews, and tools were conducted to validate that the tool content is valid or not in the sense of the respondents' understanding.

Hence, content validity (in which the questions are answered to the target without excluding important points), internal validity (in which the questions raised answer the outcomes of researchers' target), and external validity (in which the result can generalize to all the population from the survey sample population) were reflected. It has been proved with this pilot test prior to the start of the basic data collections. Following feedback process, a few minor changes were made to the originally designed data collect tools. Pre-testing of data collection tools has been described as one of the major tasks that should be employed before the actual data collection takes place. Johnson and Christensen (2004) point out that the number of individuals that can be used for pretesting can range from two to ten, and that the pretested individuals should reflect the actual population of respondents that would be involved in the actual study**.** To conduct the pilot study, this study was used 10 respondents, who were drawn purposive from G/M Office, finance, procurement department, Technic dep't, production dep't human resource department, Quality Control and Food Safety and department Sales Department,(224), Moha soft drink industry pepsi cola at Hawassa Millennium plant, The participants in the pilot test were G/M Office(1), finance, (1) procurement department,(1), Technic dep't, (1), production dep't,(2), human resource department, (1),Quality Control and Food Safety,(1), and department Sales Department,(2), What this says is that the exact size depends on the aims of the researcher Planning a pre-test. The pilot study assisted in revealing questions that were ambiguous

and enabled for the evaluation of these questions until they put across the same implication to all the themes (Mugenda & Mugenda, 2006).

The pilot test made for the questionnaire test was on 10 sample sizes selected randomly from the from a target populations mgmt and non-management employees from soft drink industry at Hawassa plant.

3.11. Validity and Reliability Test

3.11.1. Validity

According to Bobbie and Mouton, (2013), rightly noticed that the Primary purpose of validity is to increase the accuracy and usefulness of findings by eliminating or controlling as many confounding variables as possible, which allows for greater confidence in the finding of a given study stated it as the strength of our conclusions, inferences or prepositions, The common types of validity are content validity, external validity, construct (convergent and discriminant) validity. This study's questionnaire was evaluated by respondents through advisor and co-advisor they assure that the contents included in the questionnaire were sufficient and easy to understand. Beyond the above reasons employees job performance variable were derived from measures scale developed by Dubinsky and Mattson (1979) acknowledge in As Ugur (2013).

3.11.2. Reliability Test

According to (Adams and Lawrence, 2019) as cited by (Ermias, 2020). Reliability is all about the internal consistency of the scales to investigate reliability and internal consistency of the variables, Cronbach‟s alpha was calculated. A benchmark alpha of 70 is set as an acceptable measure of reliability, The results of pilot study showed that all research items had Cronbach‟s Alpha values greater or equal to 0.7 indicating that the items were reliable,

Table: 3.2: Reliability of statistics summary of measure

S.N	Variables	No of Items.	Cronbach”s alpha,	Internal Consistency
1	Time pressure	5	.764	Good
2	Role ambiguity	6	.831	Very Good
3	Role conflict	4	.786	Good
4	Physical working condition	5	.735	Good
5	Employees job performance	10	.835	Very Good
	Over all Reliability.	30	.7902	good

Source: field survey (2023)

The table presents the results of the reliability analysis for the variables included in the study, along with their corresponding Cronbach's alpha values, which indicate the internal consistency of the measurement scales. The time pressure variable consists of 5 items, and the Cronbach's alpha value of 0.764 indicates good internal consistency. This suggests that the items in the time pressure scale are reliable measures and are consistent in assessing the construct of time pressure. The role ambiguity variable includes 6 items, and the Cronbach's alpha value of 0.831 indicates a very good level of internal consistency. This suggests that the items in the role ambiguity scale are highly reliable and consistently measure the construct of role ambiguity. The role conflict variable comprises 4 items, and the Cronbach's alpha value of 0.786 indicates good internal consistency. This indicates that the items in the role conflict scale are reliable measures and consistently evaluate the construct of role conflict. The physical working condition variable consists of 5 items, and the Cronbach's alpha value of 0.735 suggests good internal consistency. This indicates that the items in the physical working condition scale are reliable measures and consistently assess the construct of physical working conditions. The employees' job performance variable includes 10 items, and the Cronbach's alpha value of 0.835 indicates a very good level of internal consistency. This suggests that the items in the job performance scale are highly reliable and consistently measure the construct of employee job performance. The overall reliability analysis, considering all the variables together, yields a Cronbach's alpha value of 0.7902, indicating good internal consistency across the 30 items included in the study. This suggests that the measurement scales used in the research have satisfactory reliability and consistency.

3.12. Ethical Consideration

According to (Saunders, et.al, 2016), Research ethics are related to questions about how it formulates and clarify the research topic, design the research and gain access, collect data, process and store the data, analyse data and write up the research findings in a moral and responsible way. The researcher honoured the informant’s privacy and sought for permission before interviewing the respondents.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

In this chapter, data gathered through questionnaire are presented, analyse and interpreted using percentages and frequencies with the help of Statistical Package for Social Science (SPSS) 26 Versions. To collect relevant data, 224 questionnaires were distributed to employees of the MOHA Soft Drinks Industry S.C. at Hawassa Millennium Plant employee's using stratified sampling technique.

4.2. Respondent Response Rate

A total of 224 questionnaires were distributed to Moha soft drink industry pepsi cola at Hawassa millennium plant respondents and the response rate was indicated in the below table.

Table: 4.1. Response Rate of Respondent

Items	Responses Rate	Percentage,
	NO	*%*
Sample size	224	100%
Collected	194	87%
Remain or uncollected	30	13%

Source, Researcher survey's data output,(2023)

From the above Table: 4.1. From all 224 distributed questionnaires 194 (87%), Percent were collected, While, 30 (13%), Percent of the questionnaires remained uncollected. Therefore, the analysis were made by based on the responses obtained from 194 questionnaires, the response rate is 87% Percent.

4.3. Demographics of the Respondents

This part includes Gender, marital status, Age, education level and work experience and salary of respondents. To get information on these issues the respondents were asked and their responses were presented and analysed as follows: the first part of the questionnaire contained background information of respondents of the Moha Soft Drink Industry S.c (Pepsi) Cola at Hawassa Millennium plant from whom the data has been collected. Moreover, the questionnaire includes only limited amount of information related to personal and professional characteristics of the respondents like sex, age, educational back ground, marital status, and work experience consequently, the following variables were summarized and described in the following table.

Table 4.2: Demographic Information of Respondents

No	Item	Classification	Frequency	Percent	Valid Percent	Cumulative Percent
1	Gender	Male	145	74.7	74.7	74.7
		Female	49	25.3	25.3	100.0
		Total	194	100.0	100.0	
2	Marital status	Married	132	68.0	68.0	68.0
		Single	62	32.0	32.0	100.0
		Total	194	100.0	100.0	
3	Age	31-40 Years	136	70.1	70.1	70.1
		24-30 Years	32	16.5	16.5	86.6
		41-45 years	26	13.4	13.4	100.0
		Total	194	100.0	100.0	
4	Education Level	MA/Msc	15	7.7	7.7	7.7
		BA/Bsc	37	19.1	19.1	26.8
		Diploma, level 1-4 and Grade 1-12	66	34.0	34.0	60.8
		Certificate 10+1-10+3	76	39.2	39.2	100.0
5	Work experience	2-5 Years	19	9.8	9.8	9.8
		6-10 Years	54	27.8	27.8	37.6
		11-15 Years	64	33.0	33.0	70.6
		Above 15 Years	57	29.4	29.4	100.0
		Total	194	100.0	100.0	
6	Salary In range	5001-10500	68	35.1	35.1	35.1
		10501-15000	25	12.9	12.9	47.9
		>15001	101	52.1	52.1	100.0
		Total	194	100.0	100.0	

Source, Researcher Survey,(2023)

Gender of Respondents

Gender of respondents shown in from the above table, 4.2: among one hundred ninth four (194) respondents, 145 (74.7%) are male and 49 (25.3%) are females. This implies majority of employees in the industry are male employees who are mostly affected by the effects of occupational stress.

Age of Respondents

Regarding to age of respondent 136(70.1%) are between age 31-40yrs, respondents 32(16.5%) are between age 24-30years, and respondents 2 6 (13.4%) are between age 41-45 years and above. In this regard, the majority of At Hawassa Millennium Plant employees age fall between 24-30years, therefore the employees are matured, and who are expected to deliver high level of performance for the industry.

Marital Status of Respondents

Regarding to marital status of the respondents, the majority of respondents 132 (68.0%) are married and 62 (32.0%) are single. This implies the majority of employees are married compared to single employees and married employees are more inclined being affected by effects of occupational stress as work life balance is one of the effects of occupational stress that affects more married employees than single one.

Educational Background of Respondents

Regarding to educational level of respondents, respondents 142(73.2%) Diploma 10+3, Level 1-5, and Under Below, respondents BA/Bsc degree holders, 37(19.1%) of respondents are Masters Holders, 15(7.7%) of respondents are Masters Holders. This implies that the majority of the respondents have low levels of educational background, and then they can't how to manage the effects of occupational stress, which are happening in the Moha industry.

Work Experience regarding to work experience of respondents, 64 (33.0%) of the respondents have between above 11-15 years in the industry, 57(29.4%) of respondents have work experience from Above 15yrs in the industry, 54(27.8%) of respondents have between 6-10 years' work experience from in the industry and 19 (9.8%) remaining 19 (9.8%) employees are serving the industry more than 2-5 years. This implies that the majority of the employees have rendered service above 6 years and it is believed that they can understand work related stress during their stay with the industry.

Salary Range Regarding salary of respondents, the majority of the respondents 101 (52.1%) falls between Birr,5,001.00 – Birr,10,500.00, the respondents 68 (35.1%) fall between Birr,10,501 – Birr,15,000.00 and the remaining least respondents 25 (12.9%) Above. This implies that majority of the employees of MOHA Soft Drinks Industry Hawassa millennium Plant are earning less monthly salary when we compare with the other salary categories in the industry. Employees who are less paid are more affected by occupational stress. Since salary is one of monetary rewards which mostly motive employees to produce high level of performance in an organization.

4.4. Description of the study variables

The following tables presents 'findings on the frequency of occurrence for factors affecting Occupational stress through (Time-Pressure), (role ambiguity), (conflict at workplace) and (Physical work condition. The factors were rated on a five-point Likert scale with the ratings

applied as follows: 5 = strongly agreed; 4 =Agreed; 3= neutral; 2 = Disagreed; 1 = Strongly Disagreed. Accordingly, the paper applies mean and standard deviation as the best measures for analysis based on the mean range developed by Bassam, (2013) acknowledged cited in Demis (2016) of the following table,

Table: 4.3: Mean range

S.N	Mean Range	Response Option
1	1.00-1.80	Strongly Disagree
2	1.80-2.60	Disagree
3	2.60-3.40	Neutral
4	3.40-4.20	Agree
5	4.20-5.00	Strongly Agree

Source: AS Basam, 2013(Al-sayaad 2006) cited in Demis 2016

Based on the above table 4.3 items with means above 3.40 were regarded to present aspects that are agreed or strongly agreed observed by the respondents. In addition, the findings indicate items with ***means below 3.3;*** indicating aspects that are disagreed or strongly disagreed by the respondents.

4.5. Descriptive Statistics for Time-pressure on employees job performance

Table.4.4 .Respondents' Responses Regarding Time-pressure on employees job performance.

Items (Questions)	**Frequency and Percentage**							
	Strongly Disagree (1)	**Disagree (2)**	**Neutral (3)**	**Agree (4)**	**Strongly Agreed (5)**	**Total**	**Mean**	**Std. Deviation**
I have an achievable deadlines	-	39 (20.1%)	44 (22.7%)	84 (43.3%)	27 (13.9%)	194 (100%)	3.51.	0.96
I usually struggle to meet deadlines.	6 (3.1%)	43 (22.2%)	59 (30.4%)	66 (34.0%)	20 (10.3%)	194 (100)	3.66	1.01
I have to work very fast.	-	6 (3.1%)	26 (13.4%)	115 (59.3%)	47 (24.2%)	194 (100%)	4.04	0.7
My working time can be flexible.	-	57 (29.4%)	58 (29.9%)	66 (34.0%)	13 (6.7%)	194 (100%)	3.80	0.93
I can perform tasks in my own speed ®.	-	13 (6.7%)	25 (12.9%)	115 (59.3%)	41 (21.1%)	194 (100%)	3.94	0.78
Grand mean=						**(100%)**	**3.806**	**0.88**

Source, researcher survey own data, (2023),

Table.4.4. shows that the extents of Time-pressure in Moha soft drink industry pepsi cola at Hawassa millennium plant,

The first statement'' With the mean valve of (3.51) that the respondent are agreed that "I have an achievable deadline's The second statement shows that the effect at working time can be flexible mean value o f (3.66), the respondents agreed, The third statement ''with the mean valve, (4.04), that the respondents agreed, That ''I can perform tasks in my own speed ® and have to work very fast. With the mean score of (3.80) the respondent agreed, the statement, my working time can be flexible and I usually struggle to meet deadlines, these indicate respondent agreed, and with the mean valve of (3.94), that the respondents are agreed, that '''I can perform tasks in my own speed ®. The entire mean valve for the effect of occupational stress are above (3.40),with average mean valve of (3.806), indicating the respondents are agreed that Time-pressure affected occupational stress in Moha soft drink industry at Hawassa millennium plant.

Generally based on the aggregate results that the overall average mean valve of (3.806), was above the entire mean level of (3.40.), that the respondents agreed, Therefore, This indicates that the respondents are agreed that Time-pressure affecting in Moha soft drink industry at Hawassa millennium plant Employee's agreed Time-pressure makes them to fell occupational stress.

4.6. Descriptive Analysis for Role Ambiguity on employee's job performance

Table 4.5. Respondents' Responses Regarding to Role Ambiguity

Items (Questions)	Frequency and Percentage							
	Strongly Disagree (1)	**Disagree (2)**	**Neutral (3)**	**Agreed .(4)**	**Strongly Agree (5)**	**Total**	**Mean**	**Std. Deviation**
I feel secure about how much authority I have	-	20 (10.3%)	27 (13.9%)	121 (62.4%)	26 (13.4%)	194 (100%)	3.78	0.8
Clear, planned goals and objectives exist for my job.	7 (3.6%)	-	-	135 (69.6%)	52 (26.8%)	194 (100%0	4.2	0.75
I know that I have divided my time properly.	-	6 (3.1%)	27 (13.9%)	108 (55.7%)	53 (27.3%)	194 (100%0	4.1	0.73
I know what my responsibilities are.	-	-	14 (3.2%)	77 (39.7%)	103 (53.1%)	194 (100%)	4.45	0.62
I know exactly what is expected of me.	-	-	21 (10.8%)	109 (56.2%)	64 (33.3%)	194 (100%)	4.22	0.62
Explanation is clear of what has to done.	-	13 (6.7%)	13 (6.7%)	109 (56.2%)	59 (31.4%)	194 (100%)	4.1	0.79
Grand mean=							**4.14**	**0.71**

Source, researcher survey own data, (2023),

Table.4.5. shows that the extents of Role ambiguity in Moha soft drink industry pepsi cola at Hawassa millennium plant,

With the mean score (3.78) the respondent agreed, the statement, the finding specified that I feel secure about how much authority I have "The statement, "Clear, planned goals and objectives exist for my job. mean value (4.2), the respondents agreed, The third statement, I know that I have divided my time properly respondent agreed with mean valve (4.1), The fourth statement, I know what my responsibilities are the respondents agreed, mean value (4.45), The fifth statement, I know exactly what is expected of me. The respondents agreed mean value (4.22), and the last statement, Explanation is clear of what has to done. The respondents agreed mean valve of (4.1), The entire mean for the factors that effect of occupational stress is above 3.40 with average mean valve of, (4.14), indicating the respondents are agreed that Role ambiguity affected employees job performance.

Generally based on the aggregate results that the overall average mean valve of (4.14), was above the entire mean level of (3.40.)This indicates that the respondents are agreed that the Role ambiguity affecting occupational stress in Moha soft drink industry at Hawassa millennium plant Employee's agreed Role ambiguity makes them to fell occupational stress.

4.7. Descriptive Statistics for Role of Conflict at workplace on employees job performance

Table.4.6. Respondents' Responses Regarding to Conflict at workplace.

(Items) Questions	Frequency and Percentage							
	Strongly Disagree (1)	Disagreed (2)	Neutral (3)	Agreed (4)	Strongly Agreed (5)	Total	Mean	Std. Deviation
There is harmony within my group.	6 (3.1%)	14 (7.2%)	64 (33.0%)	76 (39.2%)	34 (17.5%)	194 (100%)	3.6	0.96
The members of my group are supportive of each other's ideas	-	-	33 (17.0%)	115 (59.3%)	46 (23.7%)	194 (100%)	4.06	0.63
There is friendliness among the members of my group.	-	19 (9.8%)	27 (13.9%)	122 (62.9%)	26 (13.4%)	194 (100%)	3.8	0.79
There is cooperation between my group and other groups	-	20 (10.3%)	53 (27.3%)	96 (49.5%)	25 (12.9%)	194 (100%)	3.65	0.83
Grand mean=							**3.77**	**0.802**

Source, researcher survey own data, (2023),

Table 4.6. Shows that the extents of Role of conflict at workplace in Moha soft drink industry pepsi cola at Hawassa millennium plant, The first statement, that there is harmony within my group. With the mean score (3.6) the respondent agreed. .the second statement that the members of my group are supportive of each other's ideas .with mean value (4.06), the third statement that ''There is friendliness among the members of my group. With mean value score of (3.8), and finally, and last statement, that There is cooperation between my group and other groups. Mean value of (3.65), The entire mean for the factors that effect of occupational stress is above 3.40 with average mean of (3.77), indicating the respondents are agreed that affecting that the Role of conflict at workplace stress in Moha soft drink industry at Hawassa millennium plant Employee's makes them to fell occupational stress.

Generally, based on the aggregate results that the overall average mean valve of (3.77), was above the entire mean level of (3.40.)This indicates that the respondents are agreed that the Role of conflict at workplace affecting occupational stress in Moha soft drink industry at Hawassa millennium plant Employee's agreed Role of conflict at workplace makes them to fell occupational stress.

4.8. Descriptive Statistics for physical working condition.

Table. 4.7. Respondents' Responses Regarding to physical working condition.

Items (Questions)	**Frequency and Percentage**							
	Strongly Disagreed (1)	**Disagree (2)**	**Neutral (3)**	**Agreed (4)**	**Strongly Agreed (5)**	**Totally**	**Mean**	**Std. Deviation**
The level of noise in the area(s) in which I work is usually high	-	60 (30.9%)	33 (17.0%)	57 (29.4%)	44 (22.7%)	194 (100%)	3.97	1.15
The level of lighting in the area(s) in which I work is usually poor.	-	124 (63.9%)	20 (10.3%)	44 (22.7%)	6 (3.1%)	194 (100%)	3.64	0.93
The level of air circulation in my work area(s) is good.	7 (3.6%)	46 (23.7%)	18 (9.3%)	77 (39.7%)	46 (237%)	194 (100%)	3.96	1.19
My work area(S) is/are extremely crowded	18 (9.3%)	66 (34.0%)	53 (27.3%)	50 (25.8%)	7 (3.6%)	194 (100%)	3.8	1.83
The overall quality of the physical environment where I work is poor.	18 (9.3%)	86 (44.3%)	26 (13.4%)	45 (23.2%)	19 (9.8%)	194 (100%)	3.79	1.18
The level of air circulation in my work area(s) is good.	7 (3.6%0	46 (23.7%)	18 (9.3%)	77 (39.7%)	46 23.7%)	196 (100%0	3.94	1.19
Grand mean=							**3.85**	**1.25**

Source, researcher survey own data, (2023),

Above the Table 4.7.Shows that the extent of physical working condition in Moha soft drink industry pepsi cola at Hawassa millennium plant, the finding specified that the level of noise in the area(s) in which I work is usually high mean value of (3.97), the respondents agreed, the level of lighting in the area(s) in which I work is usually poor. Mean value (3.64), the respondents are agreed the level of air circulation in my work area(s) is good. The Mean valve of (3.96), the respondents agreed, my work area(S) is/are extremely crowded. Mean value of. (3.80), the respondents are disagreed; the overall quality of the physical environment where I work is poor. Mean value of (3.79), the respondents are agreed. The level of air circulation in my work area(s) is good. (3.96) that the respondents are agreed, which is above the entire mean for the factors that the effect of physical working condition with the mean level of (3.40), with this average the mean valve of (3.85), that the respondents are agreed at high level that the physical working condition affecting in Moha soft drink industry pepsi cola at Hawassa Millennium plant. .

Generally, based on the aggregate results that the physical working condition in Moha soft drink industry pepsi cola at Hawassa millennium plant are highly affecting employees performance with overall average mean valve of (3.85), Therefore, it is above the entire mean valve of (3.40.), Therefore, shows that the respondents are agreed that the high level of all the issue of physical working condition.

4.9. Descriptive Statistics for Employees Job Performance

Table 4.8 Descriptive Statistics for Employees Job Performance

Items (Questions)	Frequency and Percentage							
	Strongly Disagreed (1)	Disagreed (2)	Neutral (3)	Agreed (4)	Strongly Agree (5)	Total	Mean	Std. Deviation
I seek to achieve the general objectives of the organization when performing my job tasks.	98 (50.5%)	6 (3.1%)	46 (23.7%)	-	44 (22.7%)	194 (100%)	2.92	0.76
I plan to the work before doing it.	102 (52.6%).	-	19 (9.8%)	-	73 (37.6%)	194 (100%)	3.27	0.63
I have a good knowledge of my organizations laws and regulations.	83 (42.8%)	6 (3.1%)	-	105 (54.1%)		194 (100%)	3.36	0.64
I have the ability to bear the daily different responsibilities.	97 (50.0%)	7 (3.6%)	33 (17.0%)	-	57 (29.4%)	194 (100%)	3.05	0.78
I have ability to successfully resolve conflicts and to acts well in any urgent situations.	34 (17.5%)	7 (3.6%)	-	120 (61.9%)	33 (17.0%)	194 (100%)	2.92	0.69

I know the importance of cooperation with the work team to achieve the required tasks.	70 (36.1%)	7 (3.6%)	20 (10.3%)	97 (50.0%)	-	194 (100%)	3.18	0.75
I am aware of the necessity to communicate with presidents and colleagues to do the required tasks.	-	6 (3.1%)	33 (17.0%)	104 (53.6%)	51 (26.3%)	194 (100%)	3.03	0.74
I have the ability to create suitable solutions of the complicated problems.	104 (53.6%)	6 (3.1%)	33 (17.0%)	-	51 (26.3%)	194 (100%)	3.03	0.74
I have the ability to take the importance decisions successfully.	133 (68.6%)	-	21 (10.8%)	-	40 (20.6%)	194 (100%)	3.09	0.55
I can do more than one tasks at the same time.	102 (52.6%)-	20 (10.3%)	33 (17.0%)	-	39 (20.1%)	194 (100%)	2.82	0.86
Grand mean=							3.01	0.71

Source, researcher survey own data, (2023),

Table .4.8. Shows that the extents of employee's job performance in Moha soft drink industry. The finding specified that I seek to achieve the general objectives of the organization when performing my job tasks mean value of (2.92), that the respondents are neutral agreed, I plan to the work before doing it. mean value of (3.27), that the respondents are neutrally, I have a good knowledge of my organizations laws and regulations mean value (3.36), that the respondents are neutrally, I have the ability to bear the daily different responsibilities mean value (3.05), that the respondents are disagreed, I have ability to successfully resolve conflicts and to acts well in any urgent situations with the mean value of (2.92), that the respondents are disagreed and I know the importance of cooperation with the work team to achieve the required tasks a mean valve (3.18), that the respondents are neutrally , I am aware of the necessity to communicate with presidents and colleagues to do the required tasks mean valve, (3.03), that the respondents are neutrally. I have the ability to create suitable solutions of the complicated problems, mean valve, (3.03), that the respondents are neutrally. I have the ability to take the importance decisions successfully mean valve (3.09), that the respondents are neutrally, I can do more than one tasks at the same time mean valve of, (2.82), that the respondents are disagreed, which is Above the entire mean for the factors that the effect of employees job performance mean level,(3.40),with this average the mean valve of (3.01), Therefore, the respondents are disagreed that employees job performance was highly affected by occupational stress in Moha soft drink industry pepsi cola at Hawassa Millennium plant.

Generally, based on the aggregate results that the overall average mean valve (3.01) was blow the entire mean valve of (3.40.), this indicates that the respondents are disagreed, therefore, the employee's job performance was highly affected by occupational stress in Moha soft drink industry

4.10. Descriptive Statistics Analysis on independent variables.

In descriptive statistics analysis for all variables mean and standard deviation was used. Mean value were used to show the typical response among respondents to the extent of Moha Soft Drink Industry at Hawassa Millennium plant. Occupational stress and employee job performance on each item, In the process of examining of the data, standard deviation was used.

Table: 4.9: Descriptive Statistics of on mean and standard deviation on independent variables.

Descriptive Statistics			
	N	Mean and St. Deviation.	
	Statistic	mean	Std. Deviation Error
Time-Pressure	194	3.806	.0.88
role ambiguity	194	4.14	.071
role conflict	194	3.77	.0.802
Physical working condition	194	3.96	1.25
Employee job performance	194	3.01	.0.71
Valid N (leastwise)	*194*		
Grand mean=		*(3.73)*	*0.4352*

Source researcher own survey data, (2023),

The above Table: 4.9.Presents the mean and standard deviation of the constructs of the study the mean value of time-pressure is (M= 3.806), St.DA. (0.88) is high. This indicates that the Time-pressure with the means valve score above (3.40). that the Majority of the respondents Agreed high level of time-pressure in the industry and this shows that employees from Moha soft drink industry at Hawassa Millennium plant appear to a high degree of Time-pressure that affected on employees job performance,

Objective of Role ambiguity with the mean valve of (M=4.14), Std. Deviation (.071.) that the respondents are agreed. This indicates that the Role ambiguity with the mean valve score Above (3.40), that the Majority of the respondents Agreed high level of affected in the moha industry .this shows that employees from Moha soft drink industry at Hawassa Millennium plant appear to a high level of agreed, therefore, there is no clear job responsibilities, job description offered by the Moha soft drink industry at Hawassa plant. This item measures lack of information

needed by the individual in accomplishing his or her role in an organization, such as information, limits of authority and responsibility, policies and rules of the organization. Based on majority of the respondents at MOHA Soft Drink Industry at Hawassa plant are not offering clear job description which has clear goals, objectives and responsibilities. As per the result of interview questions which was conducted with senior staff regarding their understanding of effect of occupational stress and its impact on employees job performance, therefore, it is no clear job description given and whatever the employees get any transfer, promotion or demotion, the job description was not be revised accordingly and it remains as it is and security guards are told to support store people working under sales department.

Objective of role of conflict at workplace the above table: 4.9. Shows that with the mean value for role of conflict computed as mean Std.Deviation of (M= 3.77,) Std.Deviation=. (0.802) is high. Above >3.40 scored high. This implies that the majority of the respondents are Agreed, Therefore Role of conflict at workplace affected by in Moha soft drink industry pepsi cola at Hawassa plant.

Finally, Objective of physical work condition with the mean valve of (M=3.96), Std.Deviation= (.01.25), that the respondents are agreed that the mean level of above, (3.40), that the respondents are agreed. This result also shows that majority respondents responded their current physical work environment is not suitable, then the majority respondents are strongly agreed, For example, majority of the employees belonged to production and sales department in this study; I observed continuous noise coming in of the production room during production of soft drinks and also easy vehicles noise which carries soft drinks to the market easy Low. Besides, the area of Hawassa City Plant is quite small compare to other Plants of MOHA Soft Drinks Industry at Hawassa plant. These factors contribute to high level of affects to the employees for healthy production of the moha soft drink industry at Hawassa plant. According to Sarmiento and Beale (2007), employees job performance results from two elements, abilities and skills (natural or acquired) that an employee possessed, and motivation to use them in order to perform a better job. As it can be seen in table 4.9. The mean value result of job performance is (3.01), .St.DA. (0.71).the mean score is (M= 3.01 <3.40 and recorded as bellow. It indicates the majority of respondents agree with the given questions. Based on the collected data and employee's job performance evaluation report of the industry, it is concluded that current employees of MOHA Soft Drinks Industry at Hawassa plant have all employee's job performance record as bellow an average in the Moha industry at Hawassa millennium plant.

The interviews questions were Do you believe that there is high level of employee's job performance in your organization? do you feel that causes of occupational stress are a serious problem? Do you know the reasons of why employees perform less in your organization? Do you believe that the overall practice of HR polices are fair in your organization?

The findings of the interview were similar with qualitative as revealed from the interviews where majority of the respondents 145(74.74%), agreed that performance level was high on the issue of occupational stress questions. Moreover, this was implied that it was affects as highly employee's job performance in the moha soft drink industry at Hawassa plant.

4.11. The Correlation Analysis of Occupational Stress and Employees Job Performance.

Correlation analysis was applied to test the "interdependency" of the variables. In this section, the direction and degree of the strength of the relationship among the variables were determined by multicollinearity test, it is possible to examine the correlation among all dimensions of the independent variables. The correlation results provide initial verifications for further analysis of the hypotheses of study.

Correlation analysis was carried out to evaluate the extent of association between two variables in the study and the strength of relationship is represented by the correlation coefficient (r). Based on the suggestion by Pallant (2010), the correlation value (r) 0.8 indicate Higher (r) of greater than0.6 to 0.8 indicates very strong relationships among the constructs, while correlation value (r) of 0.4 to 0.6 indicates moderate relationships between constructs, correlation value (r) of 0.2 to 0.4 indicates Low relationships between constructs, and correlation value (r) of 0.2 to or indicates relatively Very weak relationships between constructs (Pallant, 2010). Any correlation value (r) of more than 0.80 would perhaps be a reason for concern, as this would indicate the existence of multicollinearity. The results of the Pearson correlation test are presented in the following table.

Table: 4.10. Interpretation of r coefficients

Coefficients r	Description
0.8 or Higher	Very High
0.6 to 0.8	Strong
0.4 to 0.6	Moderate
0.2 to 0.4	Low
0.2 or Low	Very Low

Source: Bartz (1999).

Before directly embarking to multiple regression analysis, it is very compulsory to check the Linearity Test, normality Test, of the dependent variable and multicollinearity problem among the four independent variables, (Time-Pressure , Role ambiguity, Role of Conflict at workplace, and Physical working condition),

Table: 4.11: Correlation Analysis between Occupational Stress and Employees Job Performance in Moha Soft Drink industry at Hawassa plant,

Correlations						
		Time-Pressure	Role ambiguity	Role conflict	Physical Working Condition	Employee job performance
Time-Pressure	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	194				
Role ambiguity	Pearson Correlation	.432**	1			
	Sig. (2-tailed)	.000				
	N	194	194			
Role conflict	Pearson Correlation	.466**	.600**	1		
	Sig. (2-tailed)	.000	.000			
	N	194	194	194		
Physical working condition	Pearson Correlation	.246**	-.014	.032	1	
	Sig. (2-tailed)	.001	.848	.659		
	N	194	194	194	194	
Employee job performance	Pearson Correlation	.426**	.685**	.635**	.066	1
	Sig. (2-tailed)	.000	.000	.000	.363	
	N	194	194	194	194	194

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

Source, Survey's Data (2023),

Findings from the Pearson correlation coefficients analysis results revealed that the above table: 4.4.10. As Indicates that,

The above table 4.11 shows that time-pressure, (r = .426** p<0.01), role ambiguity, (r = .685** p<0.01), role conflict at workplace, and (r = .635**, p<0.01) have high degree of positive and significant relationship with employees job performance. And Also physical working condition (r = .066**, p>0.01) have weak and positive insignificant relationship with employees job performance. Hence, correlation analysis only shows the existence of positively and significant relationship between the Independent variables (time-pressure), role ambiguity, role conflict at workplace, physical working condition) and dependent Variables (employees job performance). Based on the above test results, the assumption of the multiple linear regression analysis models has been met. Thus, the subsequent analysis results are depicted below.

Time pressure has a strong positive and statistically significant relationship effect on employee job performance, the Correlation coefficients results Shows that the (r =426**), (p < 0.01); this implies that the level of Time pressure decrease, the employees' job performance was be increases. The result in this study was in line with the previous study Vijay Joshi & Goyal (2012) with the title stress management among bank employees, concluded that "Time-pressure causes stress and has positive effect on employee job performance".

Role ambiguity has a strong positive and significant relationship with employee job performance the correlation analysis result indicates that the (r =.685**) P<0.01). This shows that there is a strongly positive relationship between the two variables. This implies that the level of role ambiguity decreases, the employees' job performance was be increases,

This study also confirms with the study (Warraich Usman ali et.al 2014) stated that Role ambiguity and employee job performance are strongly positive correlated.

Role conflict at work place has a strong positive and significant relationship effect on employee job performance. The correlation result (r = .635), (p < 0.01), this implies that the level of Role of conflict at work place increases, the employees' job performance was be decreased. This study also confirms with the study. According to job demand-control (JDC, or DC) model, 'strain results from the joint effects of the demands of the work situation (stressors) and environmental moderators of stress, particularly the range of conflict at work place available to the worker facing those demands.

Finally, physical working condition has a weak and insignificant relationship effect on employee job performance, the correlation coefficients result (r =.066), (p >0.05). This implies that the level of physical working condition decreased the employees' job performance was be increases. This result supported by previous study the findings are consistent with Fisher (2001) Mansour & Elmorsey (2016), Ratnawat & Jha (2014) Murali et.al. (2017), and Kaveri & Prabaran (2013). This study shows that physical working condition is positively associated with the employee's job performance, which is supporting the validity of this result.

Finally, role ambiguities have a strongly positive and significant effect on employee performance and role of conflict and time pressure have positive significant effect on employees job performance.

4.12. Regression Analysis

Multiple regression analysis was carried out to study the influence of independent variables on the dependent variable. Multiple regressions also used to study the overall fit (variance explained) of the model and the relative contribution of each of the predictors to the total variance explained. According to Balance. L.D, (2004), the correct use of the multiple regression models requires that several critical assumptions be satisfied in order to apply the model and establish validity.

4.12.1. Assumptions of Linear Regression Model/Regression Diagnostics

Before running the regression analysis to test the research hypotheses, a preliminary analysis (Regression Diagnostics) was conducted to verify the assumptions of the classical linear regression model like linearity, normality, multi-Collinearity, and homoscedasticity tests/assumptions.

I. Test of Linearity

Linearity of the relationship between dependent and independent variables is the second pre condition. As displayed in the below graphs there are few variables out of the line but most of the variable are shows that there is linear relationship between employee job performance and independent variables.

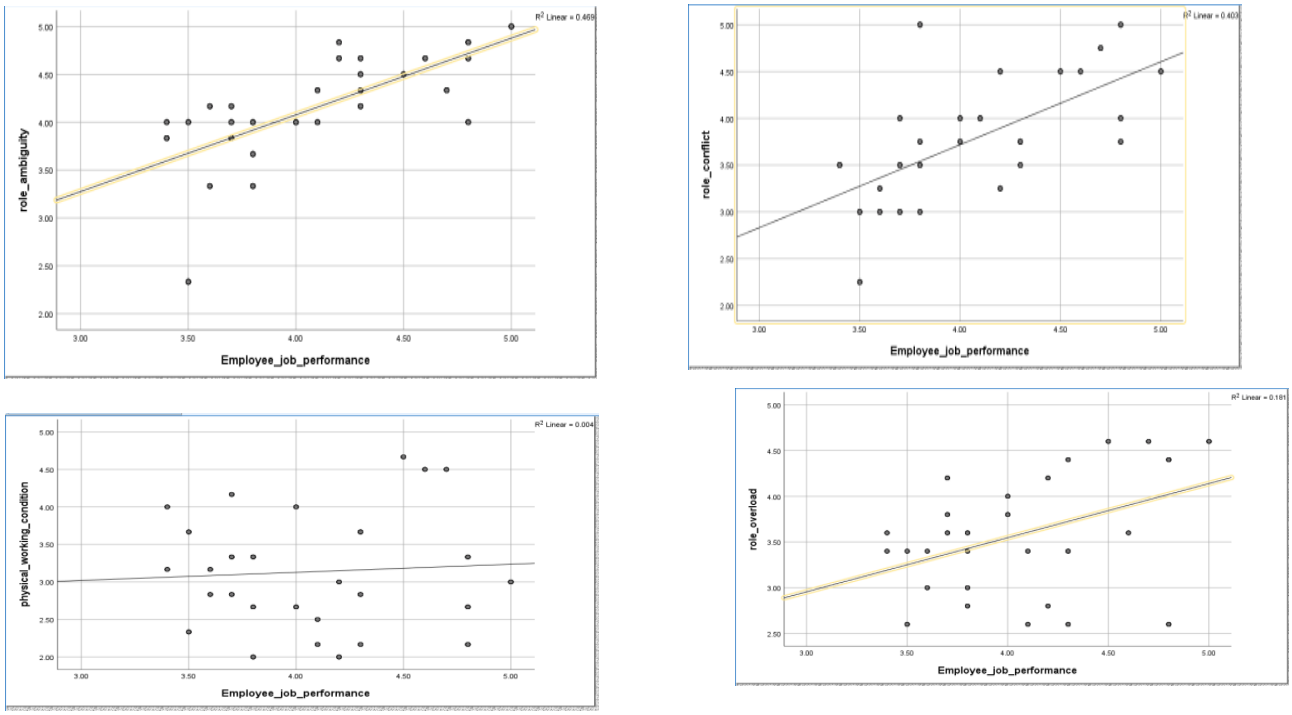


Figure 4.1 Linear relationships between independent variables and dependent variable

Source: Researcher Own Survey Data, (2023)**,**

Table, 4.12. The Summary of Z-valves of Skewness and Kurtosis to check to Normality of data distribution

	N	**Skewness**		**Kurtosis**	
	Statistic	**Statistic**	**Std. Error**	**Statistic**	**Std. Error**
Time Pressure	194	.030	.175	-1.064	.347
role ambiguity	194	-1.184	.175	2.635	.347
role conflict	194	-.022	.175	-.169	.347
physical_ working_ condition	194	.357	.175	-.737	.347
Employee_ job_ performance	194	.376	.175	-.962	.347
Valid N (list wise)	**194**				

Based on the above table, 4.12. Results shows the Descriptive Statistics provided the analyse the variables and discuss their normality based on the skewness and kurtosis values.

1. Time Pressure: - Skewness: The skewness value of 0.030 indicates a slight positive skewness, suggesting a slightly longer tail on the right side of the distribution. - Kurtosis: The kurtosis value of -1.064 indicates that the distribution is platykurtic, meaning it has lighter tails and is less peaked compared to a normal distribution

2. Role ambiguity:- Skewness: The skewness value of -1.184 indicates a moderate negative skewness, suggesting a longer tail on the left side of the distribution. - Kurtosis: The kurtosis value of 2.635 indicates that the distribution is leptokurtic, meaning it has heavier tails and is more peaked compared to a normal distribution.

3. Role conflict:- Skewness: The skewness value of -0.022 indicates a slight negative skewness, suggesting a slightly longer tail on the left side of the distribution. - Kurtosis: The kurtosis value of -0.169 indicates that the distribution is platykurtic, meaning it has lighter tails and is less peaked compared to a normal distribution.

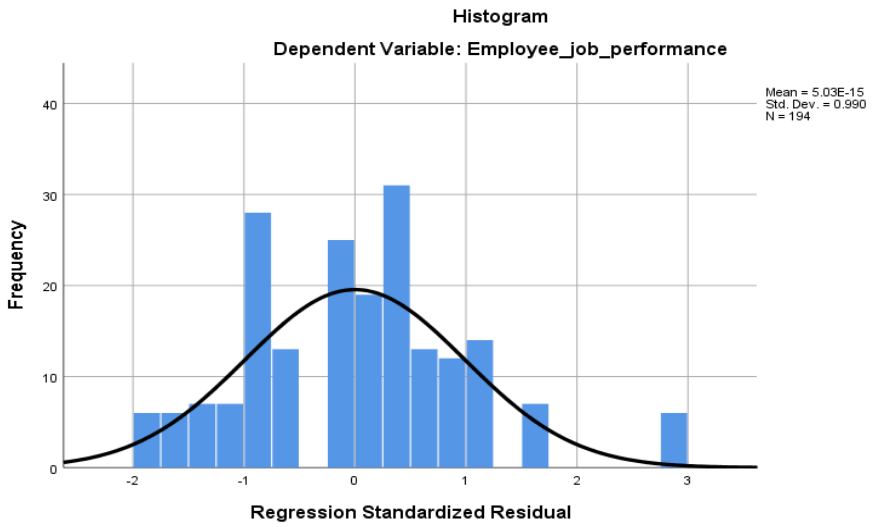
4. Physical_working_condition:- Skewness: The skewness value of 0.357 indicates a slight positive skewness, suggesting a slightly longer tail on the right side of the distribution. - Kurtosis: The kurtosis value of -0.737 indicates that the distribution is platykurtic, meaning it has lighter tails and is less peaked compared to a normal distribution.

5. Employee_job_performance:- Skewness: The skewness value of 0.376 indicates a slight positive skewness, suggesting a slightly longer tail on the right side of the distribution. - Kurtosis: The kurtosis value of -0.962 indicates that the distribution is platykurtic, meaning it has lighter tails and is less peaked compared to a normal distribution.

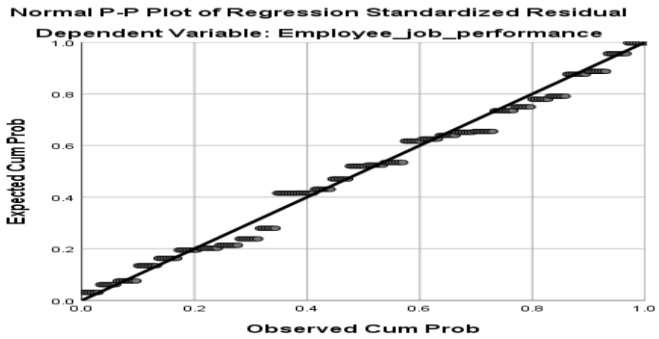
Accordingly, the histogram (Appendix-2) showed that the distribution of error term (regression standardized residual) were bell shaped that generally follows symmetrical pattern and it allowed to conclude that distribution of the error terms were normal in the model. Hence, it can be inferred that the assumption of "normally distributed error term" was not violated.

II. Normality of the dependent variables (Employees job Performance)

Figure, 4.2.Normality graph of by Histogram on Employees job Performance



Source, Researcher Own Survey Data, (2023),



Accordingly, the histogram (Appendix-2) showed that the distribution of error term (regression standardized residual) were bell shaped that generally follows symmetrical pattern and it allowed to conclude that distribution of the error terms were normal in the model. Hence, it can be inferred that the assumption of "normally distributed error term" was not violated.

4.12.2. Multicollinearity Test

Multicollinearity is the existence high correlation among the dependent and independent variables. In other words, multicollinearity exits when there is strong correlation between two or

more predictors and it is a problem with multiple linear regressions (Field, 2006). The multicollinearity has two ways to detect and the researcher choose correlation among the independent variables. And the Multicollinearity exists when variables should not be exceeded above 0.8.

III. Multicollinearity Diagnostics

Multicollinearity indicates that two variables may be measuring the something, rather than being related. One solution may be to eliminate one of the variables; other solution is to combine them. As general of thumb predictor variable can be correlated with each other as much as 0.8 before there is cause for concern about multicollinearity. This can be checked through VIF skewness = -0.022) and approximately symmetric. The kurtosis value of -0.169 suggests a slightly value, in principle VIF value of each independent variable should be less than 5% in order to avoid multicollinearity among the independent variables or tolerance of less than 0.20 or 0.10 and or a VIF of 5or 10 and above indicates multicollinearity (Gliner, J and Morgan,G.,2006).

4.12.3 Multi-Collinearity Test

Multicollinearity refers to the relationship between the dependent variables and exists when the independent variables are highly correlated (r=.8 and above) (Pallant 2011). Moreover, (Field 2009; Hair et al. 2010; Pallant 2011) suggests the use of variance inflation factor (VIF) and tolerance examine the problem of multicollinearity and suggests that a VIF value greater than 10, and tolerance values below 0.1 indicate a clear problem of multicollinearity. Tolerance is an indicator of how much of the variability of the specified independent is not explained by the other independent variables in the model whilst VIF is the inverse of the tolerance value (1/Tolerance) (Pallant 2011). The findings of this study from multiple regression analysis (see table 4.7) revealed that VIF values ranged from 1.450, 1.656, 1.704, 1.086, to 3.225 which were below 10 thresholds of the recommended value for absence of multicollinearity problem. Similarly, the values of tolerance ranged from 0.690 to 0.698 above 0.1 thresholds suggested for the absence of multicollinearity problem. Therefore, from the aforesaid findings, concluded that multicollinearity was not a problem to the model,

Table: 4.13: Multicollinearity Diagnostics of independent variable

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Time-Pressure	.690	1.450
	Role Ambiguity	.604	1.656
	Role Conflict	.587	1.704
	Physical working condition	.921	1.086

a. Dependent Variable: Employee_job_performance,

Source, Researcher own Survey Data (2023),

Based on the Table 4.13, it is obtained that there is a VIF valves of more than 10 namely, The variable X3.1.704, X2,: 1.656, X1:.1.450, and X4, 1.086, Then the Tolerance Valves Less Than 0.01, So that it can it was concluded that There was no Multicollinearity problem in the independent variables in the Linear regression Model. To overcome the multicollinearity problem was Not occurs. Then, the Partial Least Squares (PLS) Method was be used.

4.11.4. Test of auto-correlation

According to Marco (2015), Autocorrelation is the coefficient of linear correlation between two terms of a sequence of random variables. It is also the degree of correlation between the values of the same variables across different observations in the data. A common method of testing for autocorrelation is the Durbin-Watson test. Statistical software such as SPSS 26, Version, may include the option of running the Durbin-Watson test when conducting a regression analysis. The Durbin- Watson tests produce a test statistic that ranges from 0 to 4. Values close to 2 (the middle of the range) suggest less autocorrelation, and values closer to 0 or 4 indicate greater positive or negative autocorrelation respectively.

Table. 4.14. Test of Autocorrelation

Model	Durbin-Watson
1	2.107

Source, Researcher Own Survey's (2023),

Table 4.14. Above shows the Durbin-Watson statistics. It is a measure used to detect autocorrelation in the residuals of a regression model. In the provided Model Summary table, the Durbin-Watson value for Model 1 is reported as 2.107. The Durbin-Watson statistic ranges from 0 to 4, with a value of 2 indicating no autocorrelation. Values below 2 suggest positive autocorrelation, while values above 2 suggest negative autocorrelation.

In this case, the Durbin-Watson value of 2.107 is slightly greater than 2, which suggests the possibility of negative autocorrelation in the residuals.

4.11.5. Multiple linear Regressions

Regression analysis is of the most broadly used techniques for analyzing multi-factor data in different areas of research regression analysis has been defined by (Montgomery, Peck and Vining 2012), as a set of statistical technique that permit one to study the relationship between one dependent variable and several independent variables for given range of data, The results of the regression was presented in the tables as follows:

Table: 4.15: Model summary a

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786[a]	.621	.612	.3466

Predictors: (Constant), physical_working_condition, role ambiguity, role overload, role conflict

Dependent Variable: Employee_job_performance. The model summary in table 4.15 above shows that the goodness-of-fit measures for the regression model.

1. As indicated in the above model summary table, The "R" column represents the value of R, the multiple correlation coefficients. R value of .786[a] indicates strong positive correlation between the predictors (physical_working_condition, role ambiguity, Time Pressure, role conflict) and the dependent variable (Employee_job_performance which shows a good level of prediction,

2. R Square: The coefficient of determination (R Square) represents the proportion of the variance in the dependent variable that can be explained by the predictors. In this model, the R Square value is 0.621, which means that approximately 62.1% of the variability in Employee_job_performance can be explained by the predictors included in the model.

3. Adjusted R Square, The coefficient of determination (R Square) represents the proportion of the variance in the dependent variable that can be explained by the predictors. In this model, the R Square value is 0.612, which means that approximately 61.2% of the variability in Employee_job_performance can be explained by the predictors included in the model. Overall, the model seems to have a good predictive power (R = 0.786) and can explain approximately (61.2%), implies the relative contribution of occupational stress

included in the model in interpreting the employee's job performance, the remaining 38.8% of the changes can be attributed to other variable's

Table: 4.16: Model of ANOVAa

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.567	4	7.162	72.465	.000[b]
	Residual	23.345	189	1.345		
	Total	53.912	193			
a. Dependent Variable: Employee_job_performance						
b. Predictors: (Constant), physical_working_condition, role ambiguity, time-pressure, role conflict						

Accordingly to above table the study shown that the value of R and R2 found from the model summary is the F-statistically significant of (72.465), with a p-value of ($p < .0.05$), which suggests that the regression model provides a good fit for the data that a highly significant relationship between the independent and the dependent variable. The regression model provides a good fit for the data and contributes significantly to explaining the dependent variable.

Table: 4.17: Beta Coefficients

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.302	.201		6.466	.000
	Time-Pressure	.354	.051	.397	6.258	.001
	role ambiguity	-.395	.053	-.462	-7.395	.000
	role conflict	.234	.045	.327	5.154	.000
	physical_working_condition	-.341	.047	-.319	-4.314	.003

Dependent Variable: Employee job performance.
Source, Researcher Own Survey Data (2023),

Table 4.17 indicates that all the independent variables have significant effect on the dependent variable (employees job performance) because the significance (P-value) is less than 5 %(0.05).

The regression model is:

$Y = \beta 0 + \beta 1X1 + \beta 2\ X2 + \beta 3X3 + \beta 41X4 + e$

Substituting the values of coefficients of independent variables in from the Table 17, the regression model can be written as follows:

Y= 1.302+ .354 TP+ -0.395 RA + .0234 CW + -.0341 PWC +e.

According to (Hair, 2000) the test was be significant if the P value is less than 0.05 the beta coefficient is used to determine which the independent variables the most influence on the dependent variable. Variable with beta coefficient indicates the highest contribution of that independent variable to the variability of the dependent variable.

For this study the researcher takes the beta value of standardized coefficient because the variables have different unit of measurement.

The results of the independent variables were illustrated in the table 4.17 above. Hence as depicted in the table the independent with the greatest beta coefficient is -0.462. Indicates as employees Role ambiguity's by one the situation of employee job performance can be decreased by the amount of 46.2% in average.

The constant term (intercept) is (1.302), suggesting that when all independent variables are zero, the predicted value of the dependent variable is 1.302.

The table in table 4.17 above indicates that at 95% confident interval all independent variable were statistically significant. This shows that 95 times out of 100 that all variables which are included in this study have a statistically significant effect on the dependent variable. Hence after identifying the statistically significant variables the model becomes,

The finding results shows that the coefficient of the predictor of employees‟ job performance in Moha soft drink industry at Hawassa plant.

The model shows that, the occupational stress factors was a significant predictor of employees‟ job performance, Time-pressure, (β=397), (t-statistics, =6.458), (p=.001), (R2=.621) therefore, the null hypothesis is rejected in favour of the alternative hypothesis is accepted. That is Time pressure stress has a positive statistically significant effects of employees‟ job performance. Again, there is evidence that the independent variable helps to predict the dependent variable ($p < 0.05$) and that there is some explanatory power in the model.

The finding results shows that the coefficient of the predictor of employees‟ job performance in Moha soft drink industry at Hawassa plant. The model shows that, the occupational stress factors were a significant predictor of employees‟ job performance, that the occupational stress factors likes, Time pressure, (β=.397), (t-statistics,=6.258), (p=.001), (R2=.621),) therefore, the null hypothesis is rejected in favour of the alternative hypothesis is accepted. That is Time pressure stress has a positive statistically significant effects of employees‟ job performance in Moha soft

drink industry at Hawassa plant. Again, there is evidence that the independent variable helps to predict the dependent variable ($p< 0.05$) and that there is some explanatory power in the model.

The model shows that, the occupational stress factors were a significant predictor of employees‟ job performance, that the occupational stress factors likes, role ambiguity. (β=-.462), (t-statistics, =7.395), (p=.000), (R2=.621) therefore, the null hypothesis is rejected in favour of the alternative hypothesis is accepted. That is role ambiguity stress has a negatively statistically significant effects of employees‟ job performance in Moha soft drink industry at Hawassa plant. Again, there is evidence that the independent variable helps to predict the dependent variable ($p< 0.05$) and that there is some explanatory power in the model.

The finding results shows that the coefficient of the predictor of employees‟ job performance in Moha soft drink industry at Hawassa plant. The model shows that, the occupational stress factors were a significant predictor of employees‟ job performance, that, the occupational stress factors, role conflict at work place (β=.327), (t-statistics, =5.154), (p=.000), (R2=.621) therefore, the null hypothesis is rejected in favour of the alternative. That is role conflict at work place stress has a positive statistically significant effects of employees‟ job performance in Moha soft drink industry at Hawassa plant. Again, there is evidence that the independent variable helps to predict the dependent variable ($p< 0.05$) and that there is some explanatory power in the model.

The finding results shows that the coefficient of the predictor of employees‟ job performance in Moha soft drink industry at Hawassa plant. The model shows that, the occupational stress factors were a significant predictor of employees‟ job performance, that, the occupational stress factors likes, physical_working_condition, (β=-.319), (t-statistics 4.314), (p=.003), (R2=.621) therefore, the null hypothesis is rejected in favour of the alternative hypotheses is accepted. That is physical_working_condition stress has a negatively statistically significant effects of employees‟ job performance in Moha soft drink industry at Hawassa plant. Again, there is evidence that the independent variable helps to predict the dependent variable ($p< 0.05$) and that there is some explanatory power in the model.

The results of the independent variables were illustrated in the table 4.17 above. Hence as depicted in the table the independent with the greatest beta coefficient is -0.395. Indicates as employees Role ambiguity's by one the situation of employee job performance.

Regarding to regression analysis result the value of Adjusted R2 showed that 62.1 % of the variation of Moha soft drink industry pepsi cola at Hawassa plant, employee's, at the study area

can be predicted by the dimensions of occupational stress, (i.e. Time pressure, Role ambiguity, Role of conflict at workplace and physical_working_condition). And the remaining 38.8 % of the variation of member satisfaction was explained by factors that are not included in this model. Besides, the independent variables Time pressure, Role ambiguity, Role of conflict at workplace and physical_working_condition) leads to increase in employee's job performance by 39.7%, 46.2%, 32.7%, and 31.9% respectively at 5% level of significance (95% confidence interval).

The results of this study further showed that Role ambiguity is the most significant factor to have strongly negative and significant effect (46.2% contribution) on employee's job performance.

4.12. Hypotheses Testing

Hypothesis testing is the method of testing whether claims or hypothesis regarding a population are likely to be true. The goal of hypothesis testing is to determine the likelihood that a population parameter. Here there are two hypotheses: null (Ho), and alternative (Ha). The significance (sig.) value expresses a value to accept or reject the (null) hypothesis. It is also called the P-value. The P-value is the probability that the correlation is one just by chance. Therefore, the smaller the P-value, the better was being. The general rule is reject H0 if $P<.05$ and Accept Ho if $P\geq.05$ (Pallant, 2016). In this part of the study, proof of the null hypothesis is made based on table 4.17 above for the variables. Because, to test the research hypotheses already set in chapter one, it is possible to find out if the independent variables are significant predictors of the dependent variable. To test these relationships, the regression analysis was applied.

Table: 4.18: Summary of Hypotheses Testing

Proposed Hypothesis	Confidence Level ($p<0.05$)	Major findings
		Alternative Hypothesis
Ha1: Time-Pressure has statistically significant effect on employee job performance in moha soft drink industry.	.001	Accepted
Ha2: Role ambiguity has a negative and significant effect on employee job performance of moha industry at Hawassa plant.	.000	Accepted
Ha3: Role Conflict at workplace has a positive and significant effect on employee performance of moha industry at Hawassa plant.	.000	Accepted
Ha4: physical Working condition has a negative and statistically significant effect on employee's job performance in moha industry at Hawassa plant.	.003	Accepted

Source, Researcher Survey, (2023),

The table 4.18. Represents the variation in dependent variable due to each proxy of independent Variable.

Hypotheses Testing

Ha1. Time-pressure has statistically significant effect on employee's job performance.

Ha2. Role ambiguity has statistically significant effect on employee's job performance.

Ha3, Role of conflict has statistically significant effect on employee's job performance.

Ha4. Physical working condition has statistically significant effect on s job performance.

The standardized beta coefficient for Time-Pressure is 0.397; Sig. valve is (.001). Which has positive and statistically significant effect with employee's job performance, therefore, this implies that the employee's job performance is increases occupational stress also decreased. For instance a research carried out by Garrido et al. (2016, as cited by Noor, 2020) found that the employees who can adapt to working hours and duration can perform their job better. ***Therefore, Ha1.is Accepted*** this statistic is significant at 5% significance level ($p = 0.000$) or ($p<0.05$). This showed that Time-Pressure as dimension of occupational stress has a positive and significant effect on employee's job performance in Moha soft drink industry at Hawassa plant.

The standardized beta coefficient for Role ambiguity is (-0.462). Sig. valve is (.000). Which has negative and statistically significant with employee's job performance-based on this the employee's job performance are decreases occupational stress also increases. Author (Kahn et al, 1964) employee who is not clear with regard to the duties and responsibilities gets confused regarding his scope of authority and jurisdiction of job role, According to Khuong and Yen (2016) role ambiguity is another factor that has negative and statistically significant relationship on employee's job performance, when employee no lacks information about the requirements of their role, how to meet those roles require ambiguity was happen which is supporting the validity of this result. ***Therefore, Ha2.is Accepted,*** This statistic is significant at 5% significance level ($p = 0.000$) or ($p<0.05$). This showed that Role ambiguity as dimension of occupational stress has a negative and significant effect on employee's job performance in Moha soft drink industry at Hawassa plant.

The standardized beta coefficient for role conflict at workplace is (.327). Sig. valve is (.000).or ($p<0.000$). Which has positive and statistically significant with employee's job performance-based on this the employee's job performance is increases occupational stress also decreased.

Labia Dar et, al (2011), The study was concluded that the occupational stress has a positive relation with employees job performance that Due to Role overload, physical working condition, Time pressure, conflict at workplace was occurs it effects the performance of employees positively that higher the stress it increases the performance.***, Ha3.is is Accepted***,

This statistic is significant at 5% significance level (p = 0.000) or (p<0.05). This showed that role conflict at workplace as dimension of occupational stress has a positive and significant effect on employee's job performance in Moha soft drink industry at Hawassa plant.

Ha4: physical Working condition has a negative and significant effect on job performance.

The standardized beta coefficient for physical_working_condition is (-.319). Sig. valve is (.003). (p<.0.000). This has negative and statistically significant effect with employee's job performance; therefore, this implies that the employee's job performance is increases occupational stress also decreased. This statistic is significant at 5% significance level (p = 0.000) or (p<0.05). This showed that physical_working_condition as dimension of occupational stress has a negative and significant effect on employee's job performance in Moha soft drink industry at Hawassa plant. For Kamarulzaman and Saleh (2011), it is not enough for an office to be properly located and laid out. ***Therefore, Ha4 is accepted***,

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter summarizes the main findings of the research, infers what the findings signify in the conclusion section, and forwards its recommendation in the areas where gaps were identified,

5.1. Summary of major findings

The main objective of this study was to investigate the effect of occupational stress and employee's job performance in moha soft drink industry pepsi cola at Hawassa millennium plant with occupational stress factors; These factors were, (Time-pressure, role ambiguity, Role of conflict at workplace, and physical working condition), on employee's job performance.

Based on the questionnaire of randomly selected employees of 224 with eight (8), moha soft drink industry in Hawassa plant. From the distributed 224, questionnaire, 194 were returned and the response rate (87%).

According to descriptive statics analysis the results of the centrally tendency also shows that the most investigate factors of the employees job performance, *Time-pressure: - the study* was to investigate the effect of Time-pressure on employee job performance and the descriptive analysis of the overall means score is (3.806), (SD=0.88), this is greater than 3.40, meaning the respondents were agreed with respective questions to the fact that Time pressure has effect on employee performance, Role ambiguity, (M=4.14), (SD= .0.71), Role of conflict at workplace, (M= 3.77), (SD=.0.802), and physical working condition, (M= .3.96), (SD=1.25). This indicates that the Moha soft drink industry Pepsi cola at Hawassa millennium plant the listed factors are affected of the employee's job performance Based on the collected data and employee's job performance evaluation report of the industry, it is concluded that the current employees of MOHA Soft Drinks Industry at Hawassa Plant have all employee's job performance record below an average in the Moha industry at Hawassa millennium plant.

The findings of the descriptive statistics and inferential statistics analysis in relation to the previous research and literature. According to this Result from Pearson's product moment correlation coefficient revealed that there is strong positive statistically significant relationship between employee job performance and occupational stress. Those have a significant and positive relationship with employees' job performance, in Moha Soft Drink Industry (Pepsi Cola) at the Hawassa Millennium Plant employees.

Time-pressure: - the study was to investigate the effect of Time-pressure on employee job performance Under correlation analysis the result shows that there has positive and significant correlation between Time pressure and employee job performance Under correlation coefficient of (r= .426**) with significance value less than (.001).

Role ambiguity: - The study was to investigate the effect of Role ambiguity on employee job performance Under correlation analysis the result shows that there is strong positive and significant correlation between Role ambiguity and employee job performance with correlation coefficient of (r=.685**), and significance level less than (.001).

Role of conflict at workplace: - the study was to understanding the effect of Role of conflict at workplace and employee job performance Under correlation analysis the result shows that there is positive and strong correlation between conflict at workplace and employee job performance with correlation coefficient of (r=.635**), and significance level less than(.001).

Finally, physical working condition*:* - the study was to investigate the effect of physical working condition on employee job performance under correlation analysis the result shows that there is a weak positive and insignificant correlation between employee job performance with the Pearson correlation coefficient of (r= .66), and sig.valve of (P. 363). With insignificance value greater than (.0.01).

The output of multiple linear regression analysis indicates that Time pressure is one of the predictors of the dependent variable with beta coefficient of (Beta= .397). And has positive and significance effects on employee job performance at significance level of (.001). However, Role ambiguity has a strong negative and statistically significant effect on employee's job performance ta the beta coefficients of (Beta=-.462) and has a strong negative and significant effects on employee job performance at significance level of (.000). However, the Role of conflict at workplace has a strong positive and statistically significant effect on employee's job performance ta beta coefficients (Beta=.327) and at significance level of (.000.), However, the physical working condition has a negative and statistically significant effect on employee's job performance ta beta coefficients valve of (Beta=.-319) and at significance level of (.003.).

Therefore, the role ambiguity has a largest contributor of employee's job performance from the rest with a beta coefficient, -0.462. i.e., (46.2%), it regress employees job performance more than the other variables included in the study.

- The multiple linear regressions of models summery of beta coefficient result shows that, all are the four independent variables are indicates that the negative and positive and statistically significant effect on employee's job performance. These are, Time-pressure, Role ambiguity, Role of conflict at workplace and physical working condition as evidenced by their P-values ($P<0.05$). In other way, the effect of occupational stress on employees job performance and it is answered by the linear regression model summery, R2 = .786, which revealed that the model accounts for 78.6% of the variation in dependent variable is explained by the linear combination of all the independent variables of occupational stress.

- The Adjusted R Square value is 0.612, which means that approximately 61.2% of the variability in Employee_job_performance can be explained by the predictors included in the model. Overall, the model seems to have a good predictive power (R = 0.786) and can explain .612, approximately (61.2%), This implies that the relative contribution of occupational stress included in the model of interpreting the employee's job performance and the remaining 38.8% of the changes can be attributed to other variable's.

5.2. Conclusions

From the findings and the corresponding discussions, the following conclusions are forwarded as follows for Moha soft drink industry at Hawassa plant.

The main aim of this study was to investigate the effect of occupational stress and employee's job performance in the moha soft drink industry plant with (four) factor likes,(Time-pressure, role ambiguity, Role of conflict at workplace, and physical working condition), on employee's job performance,

Time-pressure: - the finding result revealed that both the correlation analysis and regression analysis shown that there has a positive and significant relationship between employees job performance, which means, employees who have stress that occurs when a person has less time available (perceived) than is necessary to complete a task or obtain a results, Therefore this shown that the employees job performance will decreases.

Role ambiguity: - the finding result implied that both correlation analysis and regression analysis result shown that there has negative and positive significant relation with employee's job performance, which means employees who has not clear with regard to the duties and responsibilities gets confused, stressed, and less performance, Hence, the occupational stress will increase and also employee's job performance will can decreases in the industry.

Role of conflict at workplace:-The study results revealed that both the correlation analysis and linear regression analysis indicated that there is a significant and positive relationship between role of conflict at workplace and employee's job performance, which means employees who was lack of disagreement with a fact of life, Conflict that occurs within a team, departments, and as a intra-group conflict, Standing on this point of view the employee's job performance will increase the occupational stress will decrease

physical working condition:- The study results revealed that both the correlation analysis and linear regression analysis indicated that there is a significant and negative relationship between physical working condition with employee's job performance, this implied that, employees who was lack of improvements are needed in the working environment, creating safe and secure working conditions, addressing any safety concerns and providing necessary resources and equipment to ensure the well-being of employees, Therefore, Standing of this the employee's job performance will decreases the occupational stress will increases.

Finally, the effect of occupational stress variables is drawn through the previous literature, which affects the job performance and their effect on employees' job productivity in Moha Soft Drink Industry at Hawassa Plant.

5.3. Recommendations

After the presentation and discussion of findings and conclusions, the researcher was forwarded the following basic and constructive recommendations for the moha soft drink industry at Hawassa plant; all occupational stress factors were found to be strongly negative and positive stressed, so it is important for Moha Soft drink industry management programs and interventions.

Time-pressure: - The HR-manager should have ensure that employees a given enough work time, in order to improve programs and policies of time pressure like, leaves, attainable flexible work time management.

Role ambiguity:- The HR-manager should be create clearly transparency for their duties and responsibilities to achieved high job performance on their tasks, Therefore, the HR-Manager ensure that the employees reducing stress at work in the Moha soft drink industry at Hawassa p.

Role of conflict at workplace:- The HR-Manager should have manage occupational stress and bring the solution for the Conflict that occurs within a team, dept.'s, and as intra-group conflict to ensure that provided to employees peace in the workplace in the industry at Hawassa plant.

Physical working condition: - The HR-Manager should have improved the working environment, creating safe and secure working conditions, addressing any safety concerns and providing necessary resources and equipment to ensure the well-being of employees.

Finally, the researcher recommends for the lack of clarity of transparency at the HR- Manager to develop a culture of notifying for the employee's regarding to the clarity of their duties and responsibilities in the industry, This will help them lastly to achieving and improving their job performance and role ambiguity stress will decrease and also employee's job performance will increases in the industry at Hawassa millennium plant.

5.4. Future research direction

This study was limited to only Moha soft drink industry at Hawassa plant on its scope. Therefore the Further researchers may carry out on other moha soft drink industries. This study was conducted by based on descriptive and explanatory research design. Hence, this study was focused only the effect of occupational stress on employee's job performance by taking four dimensions, which are likes, (Time-pressure, role ambiguity, role conflict at workplace, and physical working condition) on employees on job performance in the Moha soft drink industry at Hawassa plant. Other limitation is that from the model summary, the adjusted R2 is (.612) which means (61.2%) However, (38.8%) was not covered in this study. Therefore, the researcher recommends for future of the other researchers regarding similar issue to take other variables can cover this gap by studying using other dimensions of occupational stress model.

REFFERANCE

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APPENDIX 1

HAWASSA UNIVERSITY

COLLEGE OF BUSINES NAD ECONOMICS GRADUATE STUDIES

(MBA)SPECIALIZATION IN HUMAN RESOIURCE MANAGENMNET

Questionnaires to be filled by Management and non-management Specialization employees of the Moha Soft Drink Industry/organization,

Dear Respondents,

My name is Belay Taffese and I am graduate student at Hawassa University College of business and economics studies. As partial fulfilment of my Maters Degree, I am examining the effect of Occupational Stress on Employee's Job performance, in the case of Moha Soft Drink Industry s.c (Pepsi) Cola at Hawassa millenium plant. You are kindly invited to genuinely fill tin this questionnaires and return it to me within one week time, and the Participation in this study is voluntarily. The information you provide would be kept in a confidential manner and it would be only used for academic purpose aggregated with the response of other respondents.

Thank you for taking the time to assist me in my educational endeavours.

If you require additional information or have any question please contact me through

Mobile: 0913037508/0912374151 or email belaytaffese@gmail.com

Instruction

Please do not write your name

 Put "√"or "x" mark in the box to the point which mostly reflect your idea

Demographic Data

1. Gender

1. Male ☐ 2.Female ☐

2. Marital Status

1. Married ☐ 2. Single ☐ 3.Separated ☐ 4.Divorced ☐ 5.Wicdowed ☐

3. Age

1.24-30year ☐ 2.31-40year ☐ 3.41-45year ☐ 4.>45year ☐

4. Educational Background

1. MA/Msc ☐ 2.BA/Bsc ☐ 3.Diploma ☐ 4.Vocational School ☐

5. Work Experience

1. Bellow 2 years ☐ 2.2 to 5 years ☐ 3. 6 to 10 years ☐

4. 11 to 15 years ☐ 5.Above 15 years ☐

6. Salary status in range

1. Birr 1500 to 5000 ☐ 2.Birr 5001 to 10500 ☐ 3.Birr 10501 to 15000 ☐

4. Greater than Birr 15001 ☐

II. Research Related Questions

The following questions are presented on a five point Likert scale. If the item strongly matches with your response choose 5 (Strongly Agree), if you moderately agree on the idea choose 4(Agree), if you do not have any idea or information on the point choose 3 (Neutral), if you moderately disagree with the point choose 2 (Disagree) and if you completely disagree with the point choose 1 (Strongly Disagree).

1 = "Strongly Disagree" 2 = "Disagree" 3 = "Neutral"; 4 = Agree 5 "Strongly Agree"

Questions Related to Time pressure,

Instruction: Listed below is a series of statements that represent the conditions that exist for you in the organization you work or in your home. Please indicate your level of agreement with each statement by **circling** the number that represents your situation

No	Item	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I have an achievable deadlines					
2	I usually struggle to meet deadlines.					
3	I have to work very fast,					
4	My working time can be flexible,					
5	I can perform tasks in my own speed (R)					

Questions Related to Role Ambiguity

Instruction: Listed below is a series of statements that represent the working conditions that exist for you in the organization you work. Please indicate your level of agreement with each statement by **circling** the number that represents your situation

No	Item	1	2	3	4	**5**
		Strongly Disagree	Disagree	Neutral	Agree	**Strongly Agree**
1	I feel secure about how much authority I have.					
2	Clear, planned goals and objectives exist for my job.					
3	I know that I have divided my time properly.					
4	I know what my responsibilities are.					
5	I know exactly what is expected of me.					
6	Explanation is clear of what has to done.					

Questions Related to Conflict at Work

Instruction: Listed below is a series of statements that represent the working conditions that exist for you in the organization you work. Please indicate your level of agreement with each statement by circling the number that represents your situation

No	Item	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	There is harmony within my group.					
2	In our group, we have lots of unkind remarks over who should do what job.					
3	The members of my group are supportive of each other's ideas.					
4	There is friendliness among the members of my group.					
5	There is cooperation between my group and other groups					
6	Other groups create problems for my group.					

Questions Related to Physical Working Condition

Listed below is a series of statements that represent the working conditions that exist for you in the organization you work. Please indicate your level of agreement with each statement by circling the number that represents your situation.

No	Item	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The level of noise in the area(s) in which I work is usually high.					
2	The level of lighting in the area(s) in which I work is usually poor.					
3	The level of air circulation in my work area(s) is good.					
4	The air in my work area(s) is clean and free of pollution					
5	My work area(S) is/are extremely crowded					
6	The overall quality of the physical environment where I work is poor.					

Questions Related to Employee's Job Performance,

Listed below is a series of statements that represent the working conditions that exist for you in the organization you work. Please indicate your level of agreement with each statement by circling the number that represents your situation.

No	Item	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I seek to achieve the general objectives of the organization when performing my job tasks.					
2	I plan to the work before doing it.					
3	I have a good knowledge of my organizations laws and regulations.					
4	I have the ability to bear the daily					

	different responsibilities.					
5	I have a ability to successfully resolve conflicts and to acts well in any urgent situations.					
6	I know the importance of cooperation with the work team to achieve the required tasks.					
7	I am aware of the necessity to communicate with presidents and colleagues to do the required tasks.					
8	I have the ability to create suitable solutions of the complicated problems.					
9	I have the ability to take the importance decisions successfully.					
10	I can do more than one tasks at the same time.					

Appendix 2
Interview Questions

Interview Guiding Questions for Key Informants

Informant Demography

Age: _____ Gender: _____

Occupation:_____

1. Do you believe that there is high level of employee's job performance in your organization?
2. Do you feel that causes of occupational stress are a serious problem?
3. Do you know the reasons of why employees perform less in your organization?
4. Do you believe that the overall practice of HR polices are fair in your organization?

.

Thank you once again for your time & support!!!

APPENDEX 3

Same important Tables of correlation

and regression

Reliability of statistics

S.N	Variables	No of Items.	Cronbach"s alpha,	Internal Consistency
1	Time pressure	5	.764	Good
2	Role ambiguity	6	.831	Very Good
3	Role conflict	4	.786	Good
4	Physical working condition	5	.735	Good
5	Employees job performance	10	.835	Very Good
	Over all Reliability.	30	.7902	good

Descriptive Statistics of analysis of Demographic Information of Respondents

No	**Item**	**Classification**	**Frequency**	**Percent**	**Valid Percent**	**Cumulative Percent**
1	Gender	Male	145	74.7	74.7	74.7
		Female	49	25.3	25.3	100.0
		Total	194	100.0	100.0	
2	Marital status	Married	132	68.0	68.0	68.0
		Single	62	32.0	32.0	100.0
		Total	194	100.0	100.0	
3	Age	31-40 Years	136	70.1	70.1	70.1
		24-30 Years	32	16.5	16.5	86.6
		41-45 years	26	13.4	13.4	100.0
		Total	194	100.0	100.0	
4	Education Level	MA/Msc	15	7.7	7.7	7.7
		BA/Bsc	37	19.1	19.1	26.8
		Diploma, level 1-4 and Grade 1-12	66	34.0	34.0	60.8
		Certificate 10+1-10+3	76	39.2	39.2	100.0
5	Work experience	2-5 Years	19	9.8	9.8	9.8
		6-10 Years	54	27.8	27.8	37.6
		11-15 Years	64	33.0	33.0	70.6
		Above 15 Years	57	29.4	29.4	100.0
		Total	194	100.0	100.0	
6	Salary In range	5001-10500	68	35.1	35.1	35.1
		10501-15000	25	12.9	12.9	47.9
		>15001	101	52.1	52.1	100.0
		Total	194	100.0	100.0	

Descriptive Statistics of analysis

Descriptive Statistics			
	N	Mean and St. Deviation.	
	Statistic	mean	Std. Deviation Error
Time-Pressure	194	3.806	.0.88
role ambiguity	194	4.14	.071
role conflict	194	3.77	.0.802
Physical working condition	194	3.96	1.25
Employee job performance	194	3.01	.0.71
Valid N (leastwise)	194		
Grand mean=		(3.73)	0.4352

Correlations						
		Employee_job_performance	Time pressure	role ambiguity	role conflict	physical_working_condition
Pearson Correlation	Employee_job_performance	1.000	.426	.685	.635	.066
	Time pressure	.426	1.000	.432	.466	.246
	role ambiguity	.685	.432	1.000	.600	-.014
	role conflict	.635	.466	.600	1.000	.032
	physical_working_condition	.066	.246	-.014	.032	1.000
Sig. (1-tailed)	Employee_job_performance	.	.000	.000	.000	.363
	Time pressure	.000	.	.000	.000	.000
	role ambiguity	.000	.000	.	.000	.424
	role conflict	.000	.000	.000	.	.330
	physical_working_condition	.363	.000	.424	.330	.
N	Employee_job_performance	194	194	194	194	194
	Time pressure	194	194	194	194	194
	role ambiguity	194	194	194	194	194
	role conflict	194	194	194	194	194
	physical_working_condition	194	194	194	194	194

Model		Collinearity Statistics		
		Tolerance		VIF
1	(Constant)	.000		
	Time pressure	.001	.690	1.450
	Role Ambiguity	.000	.604	1.656
	Role Conflict	.000	.587	1.704
	Physical working condition	.003	.921	1.086

Dependent Variable: Employee_job_performance

Collinearity Diagnostics [a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions (Constant)	Time-pressure	role ambiguity	role conflict	physical_working_condition
1	1	4.915	1.000	.00	.00	.00	.00	.00
	2	.049	10.021	.00	.01	.02	.04	.78
	3	.017	17.017	.11	.93	.04	.02	.01
	4	.012	19.883	.33	.06	.02	.75	.14
	5	.007	27.215	.56	.01	.91	.19	.07

a. Dependent Variable: Employee_job_performance

Table. 4.14. Test of Autocorrelation

Model	Durbin-Watson
1	2.107

Summary of Z-valves of Skewness and Kurtosis to check to Normality of data distribution

	N	**Skewness**		**Kurtosis**	
	Statistic	**Statistic**	**Std. Error**	**Statistic**	**Std. Error**
Time Pressure	194	.030	.175	-1.064	.347
role ambiguity	194	-1.184	.175	2.635	.347
role conflict	194	-.022	.175	-.169	.347
physical_ working_ condition	194	.357	.175	-.737	.347
Employee_ job_ performance	194	.376	.175	-.962	.347
Valid N (list wise)	**194**				

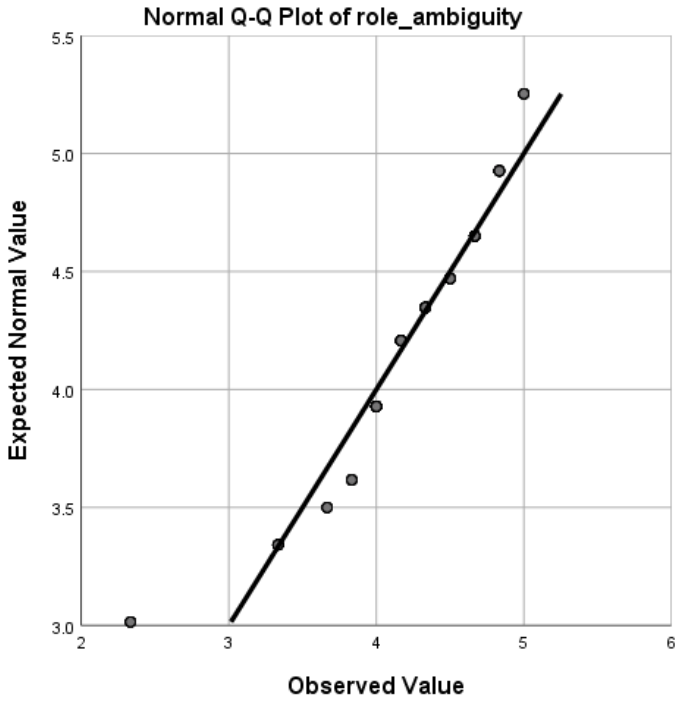
Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786[a]	.621	.612	.3466

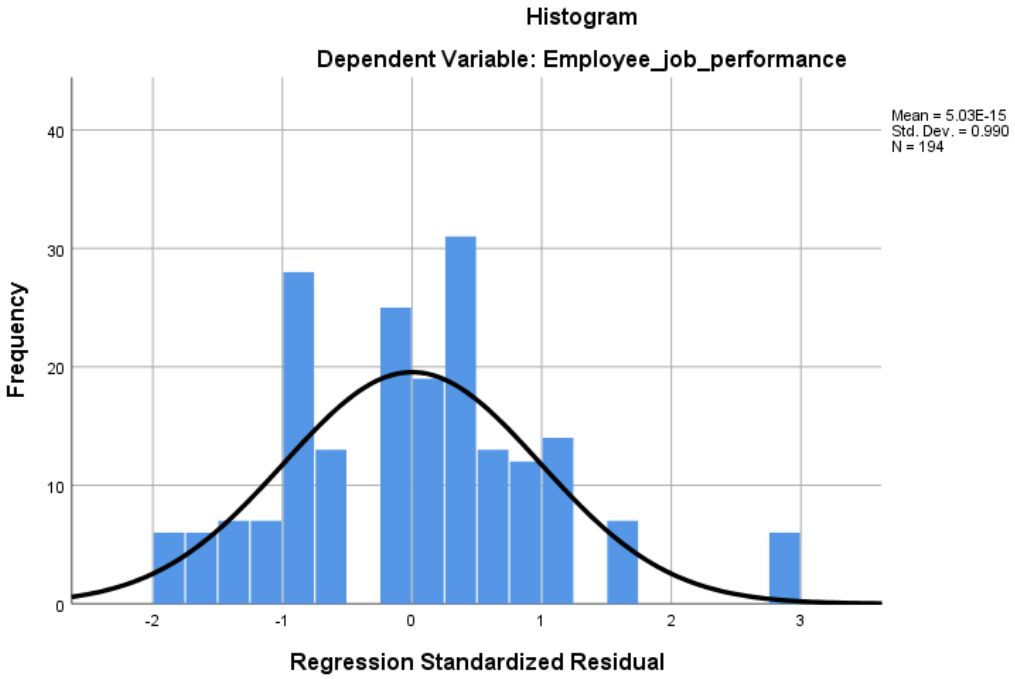
Predictors: (Constant), physical_working_condition, role ambiguity, role overload, role conflict
Dependent Variable: Employee_job_performance

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.567	4	7.162	72.465	.000[b]
	Residual	23.345	189	1.345		
	Total	53.912	193			
a. Dependent Variable: Employee_job_performance						
b. Predictors: (Constant), physical_working_condition, role ambiguity, time-pressure, role conflict						

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.302	.201		6.466	.000
	Time-Pressure	.354	.051	.397	6.258	.001
	role ambiguity	-.395	.053	-.462	-7.395	.000
	role conflict	.234	.045	.327	5.154	.000
	physical_working_condition	.-341	.031	-.319	-4.314	.003

Dependent Variable: Employee job performance.


Normal Q-Q Plot of role_ambiguity
Expected Normal Value
Observed Value
5.5
5.0
4.5
4.0
3.5
3.0
2
3
4
5
6


Histogram
Dependent Variable: Employee_job_performance
Mean = 5.03E-15
Std. Dev. = 0.990
N = 194
Frequency
Regression Standardized Residual
40
30
20
10
0
-2
-1
0
1
2
3

Company Name	Document No.
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ጉዳዩ:- ማስረጃ ስለመስጠት፣

በቁጥር ማ.ኒ/192/15 በቀን 15/10/2015 ዓ.ም በተፃፈ ደብዳቤ የዩኒቨርሲቲው የማኔጅመንት ት/ክፍል በMBA in HRM ትምህርት መስክ የ2ኛ ዲግሪ 2ኛ ዓመት ተማሪ የሆኑት በላይ ታፈሰ ወደ ድርጅታችን መላካችሁ ይታወሳል:: በዚህም መሰረት በድርጅታችን መጠይቅ አቅርበው የተሞላላቸው መሆኑን እንገልጻለን::

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Awasssa Millenium Plant
SOFT DRINKS INDUSTRY S.C.

ከሠላምታ ጋር

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