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Exploring the Impact of Stress Management Strategies on Organizational Performance: A Case Study of Budaka District Local Government in Uganda

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Abstract

Stress is an adaptive reaction to an external circumstance that causes people in an organization to exhibit physical, psychological, and/or behavioral abnormalities. Stress is the result of a person's interactions with their surroundings. The main aim of this research project was to examine the effect of Stress management on organisational performance in Uganda; A case study of Mayuge. The study considered Person-Environment (P-E) Fit theory and the Lazarus and Folkman's Transactional Model of Stress and Coping which aims to help people cope with stressful situations by use of objective appraisal. The population under study was 60 respondents in the Category of: Chief Administrative officer 2, LC. V chairperson and the vice 2, Planner 2, Heads of departments and their deputies 15, other district Employees 40. And the sample size was 46 respondents. The researcher's intention to consider that category was that these are key stakeholders in government programs in Mayuge district. This study employed a mixed research approach in order to examine how stress management contribute to organisational performance in Uganda a case of Mayuge District Local Government. It was revealed that, Strategy planning for stress management significantly contribute to organizational performance; The work condition significantly contributes to organizational performance; Positive thinking does not contribute to organizational performance. The study provided a comprehensive understanding that strategic planning, work conditions significantly contribute to organizational performance in Mayuge district Local Government in Uganda. Positive thinking has no contribution has no coloration on organizational performance in the Mayuge district Local in Uganda.

Keywords: Stress management, organizational performance, psychological, behavioural, abnormalities

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Introduction

Stress is a natural human response that prompts us to address challenges and threats in our lives. Everyone experiences stress to some degree. The way we respond to stress, however, makes a big difference to our overall well-being (WHO-2023). Doing what matters in times of stress – aims to equip people with practical skills to cope with stress. Stressors in an organization include but not limited to; Job insecurity, Workload, Discrimination, Work environment, Management style, Absenteeism, Economic problems, Inadequate resources and Individual personality (Finney, 2013).

Background

These days, people have to deal with a wide range of events on a daily basis; these situations have weight and repercussions of their own. Managing these occasions, gatherings, obligations, or assignments whether personal or professional can be demanding in and of itself. It entails holding off on making decisions, acting under duress, and so forth. This kind of strain is seen as stressful. Even the tiniest amount of stress can frequently have an impact on some people. Stress can be controlled, and there are several instruments, approaches, and strategies available. We refer to this as stress management. A strategy known as stress management tries to reduce or control an individual's level of stress in order to enhance their performance and day-to-day functioning. The main goal of this article is to examine the effect of stress management on organizations performance. Employees in every organization are vulnerable to high levels of stress and pressure because they manage their personal and professional lives on an equal basis, making stress an inevitable part of the job. Since employees are an organization's most valuable resource, stress and its causes should be managed in order to foster and improve performance, which will undoubtedly increase organizational performance, productivity, profitability, and strength. Performance is defined as the extent to which an organizational member contributes to achieving the goals of the organization (Daisy Masters, 2012). Madeline Miles 2022 affirms that, organizational performance is subjective, managers have to identify what's important to them at a particular time so as to be used as a yard stick for performance and in this case, one of the areas to determine the level of organizational performance is the; Financial performance, Culture and collaboration, Employee retention and growth, among other factors. The performance of organizations can be measured using a variety of dimensions in management. Kilic and Alpkan (2011) and Hans (2011) contend that it is laborious to use a single metric. Nevertheless, Isogawa, and Ohashi (2012), an organization's performance can be divided into three categories: Job satisfaction, Productivity and Quality service. This article examined the performance in two crucial areas: human resource capacity, productivity and quality service.

The study focused on stress management as the independent variable and focus was on the three basic elements of; planning, work conditions and Positive thinking. Stress is any unpleasant emotional experience which is accompanied with predictable biochemical, physiological, and behavioral changes. Silverman et al. (2010). Stress management is the process of acquiring and practicing a variety of cognitive and behavioral techniques with the goal of managing and coping with stress. Stress is defined as the perception that demands exceed personal resources, and can result in both physiological (e.g., increased blood pressure, migraine headaches) as well as psychological effects (e.g., anxiety, depression). Potential sources of stress range from major life events such as death of a loved one, divorce, or job loss to "daily hassles" such as traffic and interpersonal annoyances. In this perspective therefore, Planning has effect on Organization Performance. And in this case Organization Performance is the dependent variable which include; Employee skills, Tools and Technology and Work Environment. Planning through the aspect of: Policies; Resource allocation and implementation strategies greatly affect organizational performance of Government entities. In the same manner, Employee skills, Tools and Technology and Work Environment are highly affected by planning. Though the above variable has relationship, there other moderating factors such as the factors such as economic inflation, political interference among others.

This study adopted the Caplan and van Harrison 1998 P-E theory. Person-environment fit theory focuses on the interaction between characteristics of the individual and the environment, whereby the individual not only influences his or her environment, but the environment also affects the individual. The adequacy of this fit between a person and the environment can affect the person's motivation, behavior, and overall mental and physical health; that is, if the fit is optimal, the individual's functioning may be facilitated; if it is unsuitable, the individual may experience maladaptation.

General Objective

Exploring the Impact of Stress Management Strategies on Organizational Performance: A Case Study of Budaka District

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Local Government in Uganda.

Specific Objectives

1. To assess the effect of Strategic Planning on organizational performance, the case of Budaka District local government.
2. To assess effect of improved work conditions on organizational performance, the case of Budaka District local government.
3. To find out the effect of Positive thinking on organizational performance, the case of Budaka District local government.

Research Questions

The following questions were used to guide the study.

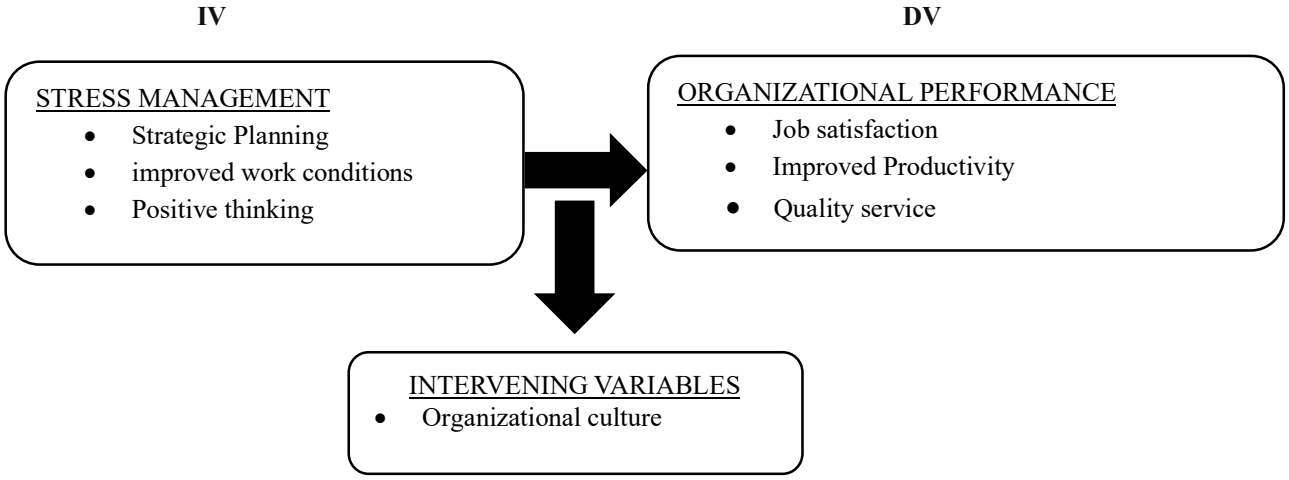
1. How does Strategic Planning affect organizational performance, the case of Budaka District local government?
2. what is the effect of improved work conditions on organizational performance, the case of Budaka District local government?
3. What is the effect of Positive thinking on organizational performance, the case of Budaka District local government?

Significance of the Study

This article offers practical strategies for stress management within an organization. It will demonstrate how stress contribute to organizational performance. This article will assist in identifying stress management strategies and resources as well as the many stressors in our environment and how to handle them, in addition to its negative effects, stress may also be beneficial when it motivates people to perform their daily tasks more effectively and meet deadlines. In an organization, there is a fine line between being stressed enough to perform mandated duties and being overly stressed to a point of it being harmful to cause no performance.

Conceptual Framework

This illustrates the relationship between the variables. Planning as an Independent Variable (IV) and organization performance as a Dependent Variable (DV).



Source: Researchers' presentation

Figure 1. Conceptual Framework

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The relationship between stress management and organizational performance is significantly influenced by organizational culture, which acts as an intervening variable. Effective stress management strategies, such as strategic planning, improved work conditions and having a positive thinking, can enhance individual well-being and productivity. When an organization fosters a positive culture that prioritizes job satisfaction, improved productivity and improved quality, employees are more likely to engage fully in their roles, leading to improved performance outcomes. Conversely, a toxic or unsupportive organizational culture can exacerbate stress levels, resulting in decreased morale and productivity. Therefore, the interplay between stress management practices and organizational performance is mediated by the underlying cultural values and norms within the organization; a strong culture that promotes resilience and support can amplify the benefits of stress management efforts, ultimately driving better organizational performance.

Literature Review

This chapter is about the review of the related literature including the conceptual and theoretical review of the study plus the gaps that have been identified that the study intends to close.

Conceptual Definitions

Stress - According to Fred Luthans, stress is an adaptive reaction to an external circumstance that causes people in an organization to exhibit physical, psychological, and/or behavioral abnormalities. It is an adaptive reaction to any external action, circumstance, or event that makes unique demands on a person's physical and/or psychological makeup, mediated by personal traits and/or psychological processes.

Organizational performance - The performance of organizations has been measured using a variety of dimensions in management literature, Chaubey and Shastri (2024), contend that it is laborious to use a single metric. According to Kola et al (2024), an organization's performance can be divided into three categories: Job satisfaction, Productivity and Quality service. This article examined the performance in two crucial areas: human resource capacity, productivity and quality service.

Theoretical Review

Transactional Model - According to Muthoifin et al. (2024), the phenomenon of the rise of online transactions: A case study Tokopedia.com and Bukalapak.com sharia perspective. Cognitive assessments of the situation's significance and an individual's capacity for responding to it give rise to the two archetypal states of challenge and danger. Situations deemed to have the potential to cause injury or loss are considered to be dangerous.

Strategic planning and organizational performance - According to Ekiz Kavukoğlu and İşci (2024). strategic planning and performance go hand in hand. He goes on to say that planning establishes the objectives and course of an organization. According to Mueller (2010), performance demonstrates how goals are pursued and attained. The researcher goes on to say that efficient resource allocation, systematic progress monitoring against predetermined benchmarks, and coordinated actions all contribute to optimal performance. Nonetheless, according to MoLG-Planning-Guidelines (2014), strategic planning improves organizational alignment by promoting a common knowledge of the priorities, goals, and objectives of all stakeholders. It makes sure that each person's efforts are directed toward the overall plan, resulting in a workforce that is focused and cohesive and moves in the same direction as a whole. According to Vandersmissen et al. (2024). Strategic planning and performance perceptions of managers and citizens Analysing multiple mediations. Planning influences organisational performance and leads to controllability of stressors Vandersmissen, and George (2024). Controllability to stressors influence the effects of stress exposure on behavioral functioning which in turn leads to desired organizational performance. By managing time and prioritizing tasks, there is always spared time to relax and to socialize hence reducing stress. Effective planning will help eliminate the stress of last-minute work.

Work conditions and organizational performance - Bamba (2016) stated that, an inadequate work environment reduce performance and in general contributes to low organizational performance due to unproductiveness of the employee under stress. Organizations should take initiatives to improve work conditions for employees. Employees work more today than they did earlier. Because of many reasons staff is getting downsized but work remains the same. It results in heavy workload

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for employees. Garg and Saini (2024). argues that, targets oriented tasks or jobs are another major root of stress. These target-based jobs make employees to get tensed, have sleepless nights, pressurized life and finally they experience high level stress. The scholar continues to state that, Heavy work load, long work hours, not enough time to complete the job can affect the individual stress level at work. Lack of support from coworkers, difficult supervision and conflicts with co-workers can develop stressful work environment. Stressful work conditions are not healthy for employees, it demotivate employees and show negative impact on morale of the employees and it leads to absenteeism, thus high employee turnover (Bamba, 2016).

In most industries, the working environment is dangerous. Factors include poorly designed workplaces, improper furniture, lack of ventilation, poor lighting, excessive noise, poor fire protection, and lack of personal protective equipment. Creating a productive work environment for your organization, enterprise, or small business is important to increasing revenue like the relationship between the factory and the workplace, the workplace becomes an integral part of the work. Management those controls maximizing employee productivity focuses on two main areas: personal motivation and work environment infrastructure (Gede & Huluka, 2024).

Positive thinking and organizational performance - Positive emotions and attitudes at work, such as job satisfaction, organizational commitment, and positive affect, are all associated with better job performance, increase and increase organizational performance through innovation, stronger teamwork, Job satisfaction, Productivity and Quality service. Positive practices impact organizational outcomes (Spreitzer & Sonenshein, 2014). This means that outcomes are investigated which dramatically exceed common or expected performance. Positive deviance, in other words, extends beyond achieving effectiveness or ordinary success in that it represents intentional behaviors that depart from the norm of a reference group in honorable ways (Spreitzer & Sonenshein, 2021).

Methodology

Research Design

Takona (2024) affirms that a research design is a plan to answer a set of questions. It is a framework that includes the methods and procedures to collect, analyse, and interpret data. In other words, the research design describes how the researcher will investigate the central problem of the research and is, thus part of the research proposal. This study will employee a mixed research approach in order to examine how stress management contribute to organisational performance in Uganda a case of Mayuge District Local Government. In regards to this study, a mixed methods approach will be appropriate to this study. The fundamental goal of adopting the approach is to arrive at a description of organizational performance marvel in Government sector.

Study Population

Chief Administrative officer 2, LC. V chairperson and the vice 2, Planner 2, Heads of departments and their deputies 15, Other district Employees 40 comprise the population of the study. Majority of the population under study are Basoga though there are other tribes as most of them come from the neighboring districts and some are already settled migrants in the district and these are Bagwere, Bagisu, Banyoli and other tribes. However, they are not a big fraction but make the population under study in Mayuge district.

Sample Size Determination

According to Takona (2024), Sample size is the number of observations or individuals included in a study or experiment. It is the number of individuals, items, or data points selected from a larger population to represent it statistically. The sample size is a crucial so, sampling procedures here will include the probability and non-probability sampling procedures and the size of the sample selected as well as the techniques used to select that sample. The population under study will be 60 respondents in the Category of: Chief Administrative officer 2, LC. V chairperson and the vice 2, Planner 2, Heads of departments and their deputies 15, other district Employees 40. And the sample size will be 46 respondents. The researcher's intention to consider that category is that these are key individuals in government programs in the district.

Sampling techniques and procedure - Sampling techniques are the 'methods' used to select the respondents. A number of techniques were used, both probability and non-probability. Purposive sampling will be employed because it is a meaningful

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way of investigating and attaining specific data from key technical (Takona, 2024). Simple Random sampling will involve selecting respondents by chance so as to give the respondents equal chances to be selected. A simple random sample takes a small, random portion of the entire population to represent the entire data set, where each member has an equal probability of being chosen.

Data Collection Methods

The study will use both primary and secondary data collection methods. This study will apply multiple data collection methods, which will include; Interviews, and questionnaires. Therefore, the study will use a close ended questionnaire, and an interview guide, and a researcher's diary (Takona, 2024).

Data Processing and Analysis - According to Mrida et al. (2025), the classification and interpretation of material to create implicit and explicit dimensions and structures to extract meanings and representations from the material is known as data analysis, especially qualitative analysis. Data analysis, according to Calzon (2021), is the act of gathering, modeling, and analyzing insights in order to support crucial decision-making. In order to achieve a complete picture, it will be necessary to synthesize or combine the data and information that will be acquired for each study topic from a variety of sources and methods.

Results and Discussion

Demographic Data of Respondents

A total of forty-six copies of the questionnaire were distributed and were returned making 100% return rate valid for analysis.

Table 1. Respondents Demography

Item	Options	Frequency	Percent
Gender	Males	20	43
	Females	26	57
Total		46	100
Age	Below 25years	0	0
	26-35years	12	26
	36-40years	22	48
	41yearsandabove	12	26
Total		46	100
Marital status	Single	9	20
	Married	29	63
	Others	8	17
Total		46	100
Educational Qualification			0
	Diploma	7	15
	Degree	30	65
	Masters	9	20
Total		46	100
Work Experience	Below4years	6	13
	4-6years	17	37
	Above6years	23	50
Total		46	100

The above table shows that 43% of the respondents were males while 57% were females. Concerning the age of the

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respondents, majority of the respondents are within the age range of 36-40years and above making 48% and 26% respectively. The results showed that majority of the respondents were married with a percentage rate of 63% followed by singles with 20% and the other categories who are classified in widows and or divorced contributed to 17%. With the educational qualification, majority of the respondents show that they obtained degree with a percentage of 76%. This is followed by masters Holders with 20% and diploma holders were the least qualified staff with 15%. Concerning the work experience, majority had work experience of 6yrs and above with a percentage range of 50%, followed by 37% with 4-6 years of working experience while 13% were below four years of work experience.

How does strategic planning affect organizational performance, the case of Budaka district local government?

Budaka District local government, the first step in strategic planning involves conducting comprehensive research and analysis of the current situation. This includes understanding demographic trends, economic conditions, and the political landscape. By utilizing diverse data sources such as census data, economic reports, and citizen surveys, Budaka can make informed decisions that reflect the needs of its constituents.

Engagement with a wide range of stakeholders is essential for effective strategic planning. In Budaka District, this means involving citizens, community organizations, local businesses, and other government agencies in the planning process. By soliciting feedback through town hall meetings and online surveys, the local government can ensure that the strategic plan addresses the concerns and aspirations of the community. This inclusive approach fosters public trust and buy-in, which are crucial for successful implementation, (Museule, 2024).

Once stakeholder input has been gathered, Budaka District must establish clear and achievable goals based on this feedback. These goals should be Specific, Measurable, Achievable, Relevant, and Time-bound (SMART). For instance, if one goal is to improve local healthcare services within five years, it should be realistic given available resources. This clarity helps guide actions and ensures that all efforts are aligned with the district's long-term vision.

With defined goals in place, Budaka District needs to develop actionable strategies to achieve them. This involves outlining specific steps to be taken along with timelines and performance metrics. For example, if improving education is a goal, strategies might include increasing funding for schools or enhancing teacher training programs. Engaging departments responsible for execution ensures that these strategies are practical and grounded in reality, (Bawate et al., 2024).

Strategy planning for stress management should be imposed by the organizations to enable effective staff performance which in the long run is measured as organizational performance through productivity of each department in the organization. MoLG-Planning-Guidelines (2014) revealed that, strategic planning improves organizational alignment by promoting a common knowledge of the priorities, goals, and objectives of all stakeholders. Hence, Sreyashi Chatterjee (2023) affirms that, strategic planning and performance go hand in hand

What is the effect of improved work conditions on organizational performance, the case of Budaka District local government?

One of the most immediate effects of improved work conditions is an increase in employee satisfaction and morale. When employees feel safe and valued in their workplace, they are more likely to be engaged with their tasks. Research indicates that higher job satisfaction correlates with increased productivity levels (Harter et al., 2002). In Budaka District local government, initiatives such as providing adequate office supplies, comfortable working environments, and recognition programs can lead to enhanced employee morale.

Improved work conditions directly impact productivity levels within organizations. Studies have shown that when employees are provided with ergonomic furniture or tools that reduce physical strain, there is a noticeable decrease in absenteeism due to health-related issues (Baker et al., 2019). For the Budaka District local government, this means that investing in better facilities could lead to fewer sick days taken by staff members and a more efficient workflow.

Organizations that prioritize improved work conditions often experience lower turnover rates. High turnover can be costly for any organization due to recruitment and training expenses associated with new hires (Griffeth et al., 2000). By creating a positive work environment where employees feel supported and appreciated, Budaka District local government can retain skilled personnel who contribute positively to its operations.

Enhanced work conditions foster better communication and collaboration among team members. Open office layouts or designated collaborative spaces encourage teamwork and idea sharing (Gonzalez & Mark, 2004). In the context of Budaka District local government, this could mean more effective inter-departmental projects leading to improved service delivery for constituents.

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A positive work environment encourages innovation as employees feel more secure in expressing their ideas without fear of negative repercussions. Improved working conditions can stimulate creativity by providing resources such as training programs or brainstorming sessions that allow employees to think outside the box. For Budaka District local government, fostering an innovative culture could lead to new solutions for community challenges.

The work condition of employees in an organization must be considered a priority if organizational performance is to be achieved especially in government sector. It's in this perspective that, Bamba (2016) stated that, an inadequate work environment reduce performance and in general contributes to low organizational performance due to unproductiveness of the employee under stress resulting from undesired and unfavourable work conditions. The scholar continues to state that, Organizations should take initiatives to improve work conditions for employees. Modern organizations for many reasons have staff getting downsized but work remains the same hence work conditions should be favourable enough.

What is the effect of Positive thinking on organizational performance, the case of Budaka district local government?

One of the primary effects of positive thinking is its ability to enhance employee morale. When employees adopt a positive mindset, they are more likely to feel motivated and engaged in their work. This heightened morale can lead to increased job satisfaction, which is crucial for retaining talent within the Budaka District local government. Employees who believe in their capabilities and maintain an optimistic outlook tend to approach challenges with resilience rather than defeatism.

Research indicates that organizations that foster a culture of positivity often experience lower turnover rates. In the context of Budaka District, this means that by encouraging positive thinking among staff members, the local government could reduce costs associated with recruitment and training new employees.

Positive thinking also promotes better teamwork and collaboration among employees. When individuals maintain a positive attitude, they are more likely to communicate effectively and support one another in achieving common goals. This collaborative spirit is essential for local governments like Budaka District, where interdepartmental cooperation can lead to improved service delivery for citizens.

Furthermore, teams characterized by positive interactions tend to be more innovative. They are willing to share ideas without fear of criticism, leading to creative solutions for community issues faced by the district.

The correlation between positive thinking and productivity is well-documented. Employees who think positively are generally more productive because they approach tasks with enthusiasm and determination. In Budaka District's local government operations, this could translate into faster project completion times and improved service delivery.

Moreover, when employees believe in their ability to succeed an aspect closely tied to positive thinking, they are less likely to procrastinate or become overwhelmed by challenges. This proactive approach can enhance overall efficiency within governmental processes.

Positive thinking contributes significantly to reducing stress levels among employees. High-stress environments can lead to burnout and decreased performance; however, fostering a culture that emphasizes positivity can mitigate these effects. In Budaka District's local government context, this means healthier employees who are better equipped to handle the demands of their roles.

Additionally, when employees feel supported in maintaining a positive outlook through initiatives such as wellness programs or mental health resources, they are likely to exhibit higher levels of engagement at work.

Recommendations

Organizations should promote positive thinking lined to objectives and goals of the organizations with advanced technology on task completion. Organizations should adhere to capacity building techniques through induction and continuous promotional development and on Job training.

Conclusion

The study provided a comprehensive understanding that strategic planning, work conditions significantly leads contribute to organizational performance in Mayuge district Local Government in Uganda. Positive thinking has no contribution has no coloration on organizational performance in the Mayuge district Local in Uganda.

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