RELATIONSHIP BETWEEN TELEWORKING AND WORK STRESS AMONG NON-TEACHING EMPLOYEES IN PUBLIC UNIVERSITIES: A CASE OF THE UNIVERSITY OF NAIROBI AND SOUTH EASTERN KENYA UNIVERSITY

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DECLARATION

This Research Project is my own original work that has not been submitted previously to any examination body for academic award.

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I am grateful to God who has enabled me to get this far. I would also like to appreciate my family: Husband Fredrick Isika, Sons Fortune Muema, Ethan Mumo and Daughter Jane Musisii for the support and inspiration throughout my academic journey.

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ABSTRACT

Teleworking is an alternative work arrangement, where information and communication technologies enable employees to work outside the traditional working space. Work related stress can therefore spill over to the virtual offices from the traditional offices. This study aimed at finding out if there was a relationship between Teleworking and Work Stress among non-teaching employees in the public universities. University of Nairobi and South Eastern Kenyan University were picked to represent all other public universities. The study was important to the management of the universities, HR Policy makers and also researchers. The theories guiding the research included: Organizational adaptation theory and the transactional theory of stress. Descriptive research design was used and the target population was the all non-teaching employees in the two universities. A sample size of 357 was obtained from the target population of 3289 and questionnaires were administered. MS-Excel was used in analyzing the data. The presentation was through charts, graphs and tables and Regression model was used to establish the relationship between the teleworking and work stress. The achieved response rate was 71.43% and the demographic analysis was done. The results revealed that Public universities were using teleworking as an alternative way of organization work with Zoom being the most used form although there seemed to be some departments which teleworking was a challenge due to nature of work. Teleworking came with its own challenges among them being internet connectivity issues and power outages. Teleworking came with advantages and disadvantages. The study conclusion was that there was a relationship between teleworking and the work stress among the non-teaching employees in the public universities. Some variables had positive relationship while others had negative relation. However, the results of the research revealed a statistically insignificant model. Limitations of the study included lack of trust from the respondents, time, funding and the fact that the research findings could not be generalized. The researcher suggested that similar studies on teleworking and work stress to be carried out targeting other sectors to see if the same results would be achieved.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Teleworking practice is both popular and divisive. Teleworking has evolved into a manner of working that may be employed as part of agile working over time. The results of Thorstensson's (2020) study show that working remotely has a significant impact on productivity. While impacts of main factors were found to be either positive or negative, some of these factors greatly depended on the predominant features and attitude of the individual employee and the circumstances. According to Irak & Mantler (2017), offering employees more control over their schedule boosts the employees' sovereignty, which in turn helped them meet some of their psychological needs. Employees who are allowed to have their own schedule of work are more likely to be satisfied and hence high retention rate to the organization. Tamunomiebi et al (2019) findings show "a positive relationship that existed between telecommuting and the fundamentals of organizational performance, in the case of Mobile (GSM) telecommunication companies operating in Port Harcourt".

According to organizational adaptation theory, organizations will change their structures or methods, in whole or in part, in order to keep up with changing market conditions or shifting environmental elements (Bess & Dee, 2008). Organizational adaptability is a thorny issue. The notion serves as glue that holds the core challenges of organizational change, performance, and survival together. Organizational adaptation is defined as changes and adaptations made to an organization or its components in order to respond to changes in the external environment (Burke, 2008). Its goal is to bring an uneven situation back into balance. The transactional theory of stress and coping noted that individual factors and contextual influence have a significant impact on the acute and chronic outcomes of stress. There are five stages to the system. The first stage, according to Cox (1978), represents "the sources of demand pertaining to the person" and is an element of the individual's environment. Perceptions of the demands by individuals and their ability to adapt to the existing coping strategies make up the second stage. 'Stress occurs when people experiences an imbalance between the perceived demands and the impression made by individuals on their ability to meet the demand,' according to Cox (1978). The third stage involves the psychophysiological levels that correlate to the stress reaction. The fourth stage,

according to Cox (1978), is focused on the implications of the different coping responses, whether they are mere perceived or the actual responses as displayed by the people. The model's fifth and final stage centers on feedback, which is observed to occur at every stage and influences the outcome of every stage.

Knowledge has become the currency of the realm in today's globe, defining national prosperity, and enormous factors are pushing an increase in public demand for university education services (Bailey et al 2010). Universities, according to Willmott (1993), are repositories of expertise and knowledge capital. Universities serve as hubs for research, as well as providing researchers with assistance, exposure, and promotion. Universities generate significant economic benefits by attracting research, improving population skills and education levels, and integrating with local economies and communities (Kivati 2017). They provide graduates with significant financial rewards. Universities provide environments for the development of expertise, the validation of learning, and the prestige of people who are linked with them. Additional qualities that foster output and invention 'amplify' the university's position in a country's intellectual capital (Arbo& Benneworth 2007). Because non-teaching staff represent personnel in numerous organizations whose task is to give support services to an organization's fundamental objective, the researcher is motivated to conduct the research on specifically non-teaching members of staff from public universities.

1.1.1 Tele-working

Telework is described as the use of ICT to perform a specific task. According to Euro found and ILO (2017) Smart phones, tablets, laptops and desktop computers are the important in facilitating teleworking. In other terms, telework refers to work done remotely using ICTs. It enables workers to perform their duties at anytime and from anywhere. (Garett & Danziger, 2006). New ICT have revolutionized work and life in the twenty-first century, according to Eurofound and the International Labour Organization (ILO). Work may be done at any time and from practically anyplace thanks to the ongoing connectivity. According to Hendricks (2014), Technological tool enables people to work remotely as long as these tools are able to work optimally. With teleworking, there are several opportunities that help reconcile work and family and create a new approach to work–life balance, and this benefits women the more. Teleworking give employees

power to work anytime, and any where using the Information Communication Technologies (ICT) there by blurring the traditional offices.

Teleworking involves use of emails, online chat programs, video calls and also telephone calls in communicating unlike in normal office where there is physical interaction and communication. Information Communication Technology tools like Google classroom, zoom, Google meet, Slack and Microsoft teams enables shifting from face to face to online meetings. Virtual Private Network (VPN) enabled the employees to log in to the various organizations' systems and work comfortably as if they are in the traditional office space. Among the work done include processing data such as text, graphics and video (Akbar et al, 2020). Organizations are opting to have teleworkers in their organization for various reasons. Its benefits both actual and perceived include; Office space cost, greater flexibility, work-life balance for employees, increased productivity, better quality communication with customers, reductions in the rental expenses, improved employees morale and reduced congestion in traffics and air pollution and saving time on commuting (Allyn, 2020). There are however challenges associated with teleworking, companies implementing teleworking programs may also face significant challenges including; difficulties in supervising and managing remote workers, more possible distractions, can be difficult to draw line between work time and personal time, feelings of loneliness among employees, inefficiencies associated with poor collaboration due to remote location of workers and increased security risks., (Dooley 2020).

1.1.2 Work Stress

Over time, stress has been described in a variety of ways. It was first thought as pressure from the environment, then as strain within the individual. Stress, according to Ayala, (2002) is the physical and emotional reactions that people have to changes, different events or even different situations in their lives. Stress is an unavoidable part of life, regardless of where a person is or what they are doing (National Institute of Mental Health, 2004). Work stress, according to (Agrawal & Chahar, 2007), is an individual's adaptive response to the exposed external environment. It can cause physical, psychological, and behavioral changes in employees. Stress is a complicated issue that many people misunderstand (Dewe et. Al, 1993) the term "stress" is associated with negative connotation, implying danger and a scarcity of resources. Some situations and people are more likely to experience stress than others. Individuals and

organizations alike can suffer from stress, which can make achieving goals difficult (Lupu, 2017). Stress is becoming a more prevalent occurrence among employers and employees. Employees are always worried and suffer stress, therefore workplace stress reactions are not a distinct factor (Dollard et. al, 2003).

Individuals and the organizations where they work are both affected by stress. Extra-organizational stresses, and organization inherent stressors, are both possible causes of work-related stress among employees (Cooper & Bright, 2001). Downsizing, technological advances, affirmative action, retrenchments, restructuring, and job sharing are examples of extra-organizational pressures. Personal and financial issues are other considerations (Fischer, 1994). Factors such as the organization's task characteristics, functioning, career matters, work demands, physical working conditions, equipment, interpersonal relationships, social issues, and subordinates are all examples of organizational stressors ((Dollard et. al, 2003). Individuals in the workplace may react to external and internal stressors in the workplace in a variety of ways (Ayala, 2002). On a physical, psychological, and/or behavioral level, this can happen. "It could emerge as hypertension on a physical level, anger, despair, anxiety, and concern on a psychological level, and/or smoking and drinking, sleeplessness, overeating or undernourishment, weariness, and violence on a behavioral level" (Goldenberg & Waddell, 1990). Not everyone, however, is unable to cope with stressful conditions; in fact, some people seem to thrive in them (Humphrey, 1995). The influence of various causes of stress on an individual is moderated by a number of factors which include "Job experience, social support, locus of control, learned helplessness, and problem-solving abilities". Failure to cope with the stressful condition may lead to high staff turnover, increased sick leave and early retirement, lower work performance and a higher rate of accidents, a shift in attitude, decreased motivation, lower client satisfaction, and work withdrawals, all of which can lead to poor decisions and poor work relationships.

1.1.3 Non-teaching Staff in Public Universities

The Universities Act of 2012 provides for university education development, establishment, accreditation, and control of institutions, is an institutional act of parliament that establishes public universities. The beginnings of university education in Kenya may be dated all the way back to 1947. The colonial authority devised a strategy to construct a technical and commercial institution in Kenya during this time (Bailey et al, 2013). University education has grown since

1972, the number has gone up from one university to seven public universities by 2007. In the year 2013 the number of public universities had increase to twenty two fully pledged universities because of increasing demand for higher Education needs in the country. Today Kenya has thirty one fully pledged chartered universities (CUE, 2020).

Staff in the public universities have two categories that is teaching staff and non-teaching staff. The non-teaching staffs provide the secondary services to the Universities while teaching provide the primary services to the universities. The non teaching staffs work under different departments. They include human resource management, finance, procurement, administration, students' accommodation, construction and maintenance among other departments. The non teaching staffs account for the biggest percentage in public universities. The supporting role of the non-teaching staff is critical toward achieving the vision of the universities. The non-teaching staffs are therefore as important as the teaching staffs.

1.2 Research Problem

Teleworking is now widely regarded as a flexible method of scheduling work. "Teleworking is a type of alternative work arrangement aided by information and communication technologies that allows employees to work outside of the traditional workplace, bringing work to them" (Lake, 2013). Work related stress can spill over from the traditional offices to the virtual offices (Enter, 2007). Work stress is a common occurrence among many people within the modern society. . In practice teleworking may affect employees differently from working in work place. Some studies have shown that remote working enhances work-life balance (Ray, 2009) while others have shown that having a perfect balance between personal and professional life balances negotiation in the families and this leads to high levels of work stress (Sullivan, 2012). Teleworking allows employees to work from where they are thus reducing the stress that comes with the time of commuting (Kemerling, 2002) but also employees who take home work with them tend to overwork which may lead to tiredness hence increase in work stress (Ojala, 2011). Lake (2013) states that issues of stress can originate from the family level and extend to the pressures at work places as have been illustrated by different sources like start from the daily hassles of family to the work place or from the work place (Enter, 2007).

Tele working was not predominantly an option for all industries before COVID-19. However, after COVID 19 pandemic it has become a new normal and unprecedented. In March 2020,

Kenya had first case, which led to lock down and ban on inter-county travel followed. The President further declared curfew, Closure of learning institutions, ban on gatherings, restricted movement. Feelings of uncertainties and vulnerability caused the universities to look for other alternatives other than face-to-face working. Immediately the Universities commenced on staff training on online lectures and examination.

Thorstensson (2020) conducted a research in Sweden between the years 2000 and 2019-2020 on The Impact of Working from Home on Employee Productivity. The findings revealed that some aspects had a good impact on productivity, while others had a negative impact. Moreover, he found out that there are other factors which influence productivity. He also discovered that there are additional elements that affect productivity. The results of Bhattarai's (2020) research on Working from Home and Job Happiness in Toronto during pandemic times showed that the majority of employees were content even when working from home, but there were several critical components of job satisfaction that must not be overlooked. According to Ward, working from home has an impact on the overall motivation and performance of employees in a financial firm in Ireland (2017). Employees who worked from home were much more motivated because they believed they could push through their workload to finish work responsibilities and get the job accomplished. According to a study by Singh et al. (2017) on the influence of working remotely on productivity and professionalism in India, there were more odds that the choice of working remotely would negatively affect employee productivity and professionalism than it would positively affect it. The above studies did not address the relationship between the teleworking and employees' stress levels again the studies did not address the non teaching employees in the public universities. This study seeks to answer the question is there a relationship betweenteleworking and Work stress among the non-teaching employees in the public universities?

1.3 Research Objectives
To establish the relationship between teleworking and work stress among non-teaching employees in public universities.

1.4 Value of the Research Study
This research work will broaden the understanding of teleworking and its relationship with employees' stress levels in organisations. This will be achieved by contributing to the existing

literature. Other researchers interested in the area of teleworking will benefit from this study since the outcome of this study will serve as a base for academicians who want to conduct further studies on teleworking in relation to employees' stress level especially in the learning institutions. In addition, it will provide insights to University of Nairobi and South Eastern Kenya University and relevant stakeholders as well as help staff to gain wider knowledge on teleworking relationship with employees' stress level. Once these stakeholders understand the concept of teleworking, it will be a vital guide to policy formulation in the Universities and also other learning institutions. Understanding the relationship between teleworking and stress level among employees will be useful to policy makers in preparing action plan. Further still, this study will contribute to best human resource practices in the various learning institutions. This research will also assist human resource practitioners in putting the findings of this research into practice, promoting smart decision-making and providing direction to businesses, particularly educational institutions.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides theoretical framework upon which the study was be based. It also highlighted and discussed work of various scholars on teleworking and work stress.

2.2 Theoretical Foundation of the Study

There are many theories explaining teleworking and work stress. This study will be based on two theories. They are Organizational adaptation theory and transactional theory of stress.

2.2.1 Organizational Adaptation Theory

Organizational adaptation theory as advanced by Hrebiniak & Joyce, (1985) addresses how business and organizations change in the face of market or environmental factors. Institutions will adapt how they operate or function in order to keep up with changing market conditions or shifting environmental elements. This could be due to a variety of factors, including new legislation that affects a business or shifting consumer preferences, to name a few. According to the hypothesis, organizations that adapt are more effective in the long run. This theory is relevant in that, organizations (such as institutions of higher learning) will change their structures or procedures in whole or in part to adapt to the changing environments like the shifting economic landscape, the incorporation of new regulations by the ministry of education, or new legislation impacting their field.

A good example of the university's organizational ability cope and how the institutions adjust to new laws that affect the way they manage their curriculum and stay in touch with the trends within the work environments in terms of skills requirements. Some of the institution's processes have to be readjusted to comply with the changes in skills requirements (Battilana, et al, 2010). They will have to come up with new means of training the learners to make them marketable within the work environments. At the same time, there are other aspects that must remain constant. For instance, ethical students' service might be a core value that the institution has to uphold in order to retain their client base and reputation. However, as Michael W. Durant explains in his article "Managing Organizational Change," detractors of this theory claim that the paradigm misses scenarios where non-management staff and other direct stakeholders may need to make changes. These opponents argue that successfully leading change necessitates a strategy that extends beyond a rigorously regulated, linear series

of events (Lyon et al, 2018). However Organizations, on the other hand tend to take a mechanistic approach.

2.2.2 Transactional Theory of Work Stress

Cox (1978) presents a model of stress which starts by demand from the environment which requires an individual to act. It is followed by the perception of the individual on whether they have capacity to meet the demand or not. This is done when an individual tries to match the perceived demand and perceived capability and if there perceived to be imbalance between the two then the individual gets stressed. An individual can experience emotional, psychological or even physiological stress response.

The idea of work-related stresses is anchored in this model's basic descriptions of response-stimulus based definitions of stress and the emphasis that stress is "an individual perceptual phenomenon rooted in psychological processes" in the context of the current study (Cox, 1978) The feedback aspects of the system are also highlighted, implying that it is cyclical rather than linear. This approach favors analyzing the individual's qualities and how he or she reacts to a specific situation, according to detractors of the theory. This contrast between transactional and interactional techniques is useful because it stresses the necessity of taking into account or ignoring an individual's view of a work scenario. However, detractors point out that it is also fairly discriminatory in that it lumps various models together into a single category, ignoring important distinctions that the conceptual framework that we propose here clarifies and categorizes (Part IV). Furthermore, it is not mutually exclusive, and thus might be ambiguous, because a well-known model like Siegrist's is sometimes regarded as transactional and sometimes as interactional depending on the authors.

2.3 Forms of Teleworking

If managed properly, a remote team can reap numerous benefits. The move to managing remote employees can be made easier in an organizational setting by developments in technology and a belief that your staff will be just as productive, and possibly even by giving them the trust and flexibility to accomplish their job wherever they are situated. The types of teleworking in use are defined by communication and collaboration tools. There are several forms of teleworking which include: G suite, Microsoft teams, Zoom, Google Met, Slack and 15 Five.

The G Suite is the first type of teleworking platform, and it makes use of Google's entire toolkit. Institutions may collaborate no matter where they are via video conferencing, chat, and a wide range of productivity apps, offering efficient, reliable access (Sadgrove, 2016). Along with the G suite, powerful analytics technology is required that adjusts to how people work on a daily basis and can even use employee on boarding data to tailor training and offer career pathways. Secure data access, on the other hand, provides businesses with greater assurance that sensitive data will not leave the organization without a data trail to follow it, and allows management to toggle secure access on and off from a dashboard, he explained. Furthermore, Sadgrove (2016) points out that communication tools like video and chat allow a team to collaborate as if they were in the same workplace, regardless of their location. The study found that in many cases, teams in the same city discover that using these tools is far more productive than going into an office.

Microsoft Teams is a type of teleworking that is an all-in-one collaboration program that allows companies to create their own internal channels for real-time meeting, file sharing, on-the-spot, and chat dialogues. Microsoft teams can set up voice and video calls without utilizing teams platform. The Outlook Calendar is used to schedule, hold and manage meetings. Activity is for real-time interactions between Team members, such as mentions, talks, messages, and replies (Ilag, 2018). One of the most notable benefits of Microsoft Teams is that it delivers the majority of critical collaboration and communication tools for free as long as a Microsoft Office 365 subscription is current. The free version includes limitless video and audio calls, message, and activity, as well as ten GB and two GB of team data and personal data storage respectively (Ilag, 2019). As a result, it reduces the amount of money spent by the organization. Another significant benefit is that Microsoft Teams works smoothly with Office 365 apps such as PowerPoint, Excel, OneNote, Word, Access, and Project. Microsoft Teams supports Skype, Exchange, SharePoint, and Yammer (Hubbard & Bailey, 2018).Microsoft Teams' ability to give teams and businesses with collaboration and seamless communication has been beneficial in increasing overall productivity. There is more collaboration in an organization which results into improved performance. Microsoft Teams' decreased expenses, increased productivity, and quicker timelines have increased ROI (ROI). According to a report published by Ilag, (2018), businesses that use Microsoft Teams have reduced their email usage and their physical meetings by up to 25%. In effect, this has raised their overall productivity by 32%.

Another type of platform that ensures work discipline is Zoom. While the company strives to accommodate remote workers' time zones and work patterns, it is critical to make it a habit to be in contact with them through video call for continuity of the company (Cooper, 2020). Zoom has a video conferencing software which enables open flow of information and feedback, which is crucial for keeping remote staff motivated. Ilag (2020) stated that because visual cues account for 80% of all communication, distant zoom meetings have become more accessible because zoom allows up to one hundred people to participate in one video chat at a time. Microsoft Teams video conference calls may hold up to two terabytes of PowerPoint presentations (Hubbard & Bailey, 2018). The non-verbal expressions are usually visible in the video conferencing just like face-to-face meetings. Because the reception of decisions is apparent in real-time, it allows for a more precise assessment of decision-making. Because feedback is immediate, the decision-making process is made time.

Communication is important for all employees, but it is more important for remote workers. To ensure that distant team members do not feel isolated, it is preferable to over-communicate. Employees get to express themselves better using slack since it allows personalized communication. Communication tools like video and chat, according to Banaeianjahromi & Smolander (2019), allow remote teams to collaborate as if they were in the same workplace. Any firm that fails to communicate is doomed to fail. Remote employees and teams suffer from a lack of serial communication. Emails are insufficient. Tools that facilitate real-time communication are beneficial in several ways. "For starters, they lessen feelings of isolation and improve the perception of being part of a team" (Sadgrove, 2016). Interacting with coworkers on a regular basis boosts morale, builds trust and engagement, and minimizes competitiveness. The employees are focused on achieving their objectives through cooperating with one another. Constant and fast feedback catches any mistakes made by the remote team before they cause too much damage. Supervisors may track how both short-term and long-term goals are being met, which keeps everyone on their toes. Similarly, exceptional performance might be commended in order to encourage personnel to keep up their good work. The lack of real-time communication makes collaboration difficult (Erlandia, 2016).

The 15Five is a continuous performance management solution that is particularly useful for allowing effective feedback and regular check-ins between employees and supervisors. These qualities are essential for keeping a team interested and motivated, as well as making team members feel appreciated for their efforts (Haynes, Suckley & Nunnington, 2017). As a project management tool, 15Five enables teams to interact more efficiently while working on their own time, as well as managers to manage project priority and documentation (Bell, 2020). Companies can use time-tracking software to figure out how long certain projects take, calculate profitability, and precisely pay staff and invoice clients. Advanced analytics technology adjusts to how workers work on a daily basis and can even customize training and suggest career pathways based on employee on boarding data. Secure data access, on the other hand, gives businesses more confidence that sensitive data would not leave the organization without a data trail to follow it, and allows management to toggle secure access on and off from a dashboard, he explained.

2.4 Factors that Influence Work Stress

Employees may experience work-related stress when they are confronted with work expectations and pressure that is incompatible with their knowledge and talents, and which put their ability to cope to the test. Most authors categorize stress into different forms in order to better understand the notion.

2.4.1 Workload and Workplace

Workload is the amount of work which an individual has to finish within a given period of time (Jex, 1998). Work load can be either overload or under-load. Work overload occurs when a person's ability to deal with employment demands exceeds his or her ability to cope. That is, the amount of work demanded surpasses the amount of time and resources available (Bhowte& Paturkah, 2013). Work overload is the accumulation of hours, the loss of time, and the frustration of not being able to finish duties in the time allotted. When the level of demand exceeds a person's available resources, or when the individual has too many tasks that require attention, conflict arises (Willow, 2006).

Work overload occurs when an individual has too many tasks, responsibilities, and demands to fulfill, but is unable to do so successfully, disrupting the balance of work and life activities. Under-load is the polar opposite of overload, in which work demands exceed available resources.

It's a state of being loaded incorrectly (Willow, 2006).Employees that are overworked confront unrealistic workloads, extended working hours, more demanding work schedules, and are under pressure to work extra. Work overload leads to tiredness, and job stress has an indirect impact on mental and physical health. According to Kiani et al. (2015), tiredness diminishes employees' initiative while also restricting their ability to do difficult tasks. Aside from that, a sense of inefficiency, lack of performance, and productivity at work can lead to a loss of trust in the workplace.

2.4.2 Role in the organization

Role conflict is defined as the incompatibility of a role's criteria and expectations, with compatibility established by a set of circumstances that influence the role's performance (Ahmed, 2003). Role conflict is more prevalent in positions that require critical thinking and decision-making. Due to a lack of information or confusing instructions and descriptions, this type of stress is more difficult to recognize (Glissmeye et al, 2007). Low productivity, tension, and psychological withdrawal from teamwork can all emerge from role conflicts (Mohr & Puck, 2007). Role conflicts are also known to be possible workplace stressors. Absenteeism and turnover are increased by role conflict and job stress (Saranani, 2015). Some employees fail to understand their task and role in the organization due to confusion about their position and a lack of expertise.

When roles for a specific position are unclear, uncertain, or poorly defined, it is called role ambiguity. When an employee lacks a clear dimension and definition of their position, as well as the requirements, processes, or methods that are required for them to execute the activities associated with their jobs, role ambiguity arises (Ahmed, 2003). Goal or expectation ambiguity, process ambiguity, priority ambiguity, and behavior ambiguity are the four characteristics of role ambiguity established by Kim &Wilemon (2002). According to Brun et al., (2009), there are two sorts of ambiguity: subject ambiguity and resource ambiguity. Dougherty &Cordes(1993). Muchinsky (1997) discovered that role ambiguity causes negative consequences such as anxiety, powerlessness, bewilderment, and depression among employees in his study. This occurs when employees are unsure about what is expected of them at work or how their performance is measured. Employees, in other words, have no idea how or where they fit into the organization, and they have no idea whether or not they will be rewarded, no matter how well they perform.

There is strong evidence that role ambiguity can cause stress, according to Johns (1996). Lack of direction can be unpleasant, particularly for those who have a low tolerance for ambiguity.

2.4.3 Organization Structure and Leadership

Organization structure is the level of differentiation in an organization, its rules and regulations and the decision making hierarchy. A company's staff may be stressed if they are not allowed to participate in decision making of issues affecting them. The organization structure of a company describes how it runs, organizes, and arranges itself, and it pervades the entire organization (House et al 2002). Integration, instrumental communication, centralization, formalization, and promotional opportunity are some of the features of organizational structure that researchers have identified (Aldrich, 1979). These characteristics emphasize worker resource availability; resource availability protects employees from stress, whereas resource scarcity contributes to employee strain and stress (Leiter &Maslach, 1988). A flat structure invites workers to express their concerns, whereas a tall structure discourages workers from participating in decision-making or influencing company outcomes (Lincoln & Kalleberg, 1990).

Organizational leaders play a crucial role in shaping subordinates' consciousness of work by assigning tasks, defining goals, evaluating performance, and even inspiring them. Leaders often engage in all management roles according to Yukl's (1999) overview of leadership theory. In general, leadership is a process of persuasion that results from followers' impressions of a leader's actions (Bass, 1990). The goal of this influencing process is to get people to agree on and understand how to direct, structure, and facilitate activities in a company. The management style of an organization's senior executives is referred to as organizational leadership. A culture of tension, dread, and anxiety is fostered by many senior leaders. They place unrealistic requirements on staff to perform in the near term, impose excessively tight restrictions, and repeatedly fire people who do not meet expectations.

2.4.4 Career Advancement and Job Security

Career development is largely concerned with how a career develops, which does not always imply upward mobility through promotion (Rotondo, 1999). Most professional employees, on the other hand, expect to be challenged in their jobs and to gain new skills on a regular basis. Career planning and development that isn't done properly can cause a lot of anxiety and stress. According to Hall (1996), if an employee feels he or she has limited opportunities for self-

growth and is behind in the corporate ladder, he or she may be stressed. Individuals may be stressed as a result of a perceived lack of opportunities to advance their careers inside the organization for which they work. McConnell is a Republican senator from (Holland, 1973). It's extremely unpleasant and difficult to feel stuck in one's work. This is referred to as a "career plateau" (Tulger, 1995). Workplace stress is found to be higher in structurally plateaued employees than in non-plateaued personnel (Hall, 1996).In a precarious job scenario, job insecurity refers to a feeling of impotence to maintain desired continuity (Greenberg, 2009).

Job insecurity, according to (Rotondo, 1999) is the perceived stability and continuation of one's job, as technically defined. Job insecurity is defined by Tulger (1995) as the gap between the level of security employees expect from their jobs and the level of security offered at any given time. There is widespread agreement that job insecurity is subjective, and that individuals will react differently to comparable conditions. It also suggests apprehension about the future, as well as concerns regarding the continuation of employment (Hellgren et al., 1999). Uncertainty about one's job can be a source of anxiety (Jamal, 2005). The biggest stressors, according to Robbins (2004), are economic and technical unpredictability. He went on to say that when the economy is weak; individuals become increasingly concerned about their job security, which can contribute to an increase in stress levels. Employees' skills and experience could become obsolete in a short period of time due to technological uncertainty and advances. Job insecurity was identified by Jordan et al. (2002) as a potential source of stress.

2.4.5 Interpersonal Relationships

According to Wheatley (2001), relationships are fundamental for the already established systems and are the center of organizations. Organizational stability is achieved through partnerships. A strong association among employees working together in the same organization is referred to as an interpersonal relationship (Sias, 2008). Human beings, according to Picard (2002), are not robots that can operate for long periods of time, which means they require people with whom they can communicate and express their sentiments. These relationships are a natural element of the workplace and are typically pleasant and productive, but they may also be a source of tension and aggravation (Olshfski, 2008). Individuals who work alone are more prone to stress and worry, and they rarely like their profession and go to work only to be there (Picard, 2002). He goes on to say that those who work alone find their jobs monotonous. Workers are more prone to experience stress when they are faced with demands from coworkers or bosses, or even the

physical or psychosocial environment, to which they feel unable to respond appropriately (Sias, 2008).

Interpersonal conflict is a construct that gauges the quality of interpersonal relationships at work (Jaramillo 2011). Conflict is thought to be a natural, functional, and dysfunctional concept in human and organizational relationships (Haq, 2011). Conflict can be defined as the incompatibility of two or more people's or groups' objectives, goals, demands, or motives (Kocel, 2011). Interpersonal conflict arises when two or more people are incompatible with each other. Different goals, methods, knowledge levels, abilities, and culture, as well as individual responsibilities in the organization, are some of the most common reasons of this type of conflict. Interpersonal conflict can present itself in a variety of ways, including antagonism, jealousy, poor communication, frustration, and low morale (Liu et al., 2011). Interpersonal conflict is a bad idea that wastes time, money, and energy while also increasing job stress and lowering job satisfaction and motivation. Interpersonal conflict is exacerbated by employees' failure to agree on individual role responsibilities or supervisory directions (Jaramillo 2011).

2.5 Teleworking and Work Stress
The influence of telecommuting on employee performance was investigated by Onyemaechi et al (2018), who were motivated by the changing character of the environment in which our firms operate and the needs of our consumers. The researchers wanted to test if allowing employees to work from home resulted in greater quality work and if enabling them to work at a predefined location resulted in faster service delivery. The goals were achieved by a survey research approach. The analysis of the data was through descriptive statistics as well as the spearman rank correlation coefficient. A weak but positive correlation between allowing employees to work from home and higher job quality was found. It was also shown that allowing employees to work at a defined location has a significant impact on the speed with which services are delivered.

Bhatti et al. (2011) conducted study on "the association between job stress and job satisfaction among Pakistani university instructors." Using a basic random procedure, data was obtained from 400 respondents using a cross-sectional method from Pakistan's four provinces. The study looked at the managerial position, relationships with others, "workload pressure, homework interface, role ambiguity and performance pressure as drivers of occupational stress". Pakistani state universities make up the sample. There was a substantial association between four of the

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constructs studied, according to the findings. There was also a substantial negative association between job stress and job satisfaction, according to the findings. It was discovered that 70% of the defective members are dissatisfied with their pay. Their health suffers as a result of their job stress.

Job stress and its impact on heath workers at private hospitals in Tiruchirappalli, South India, was the topic of Muthu and Chandru's (2012) study. The researcher gathered primary data for this study by administering a structured questionnaire to health staff in two renowned private hospitals in Tiruchirappalli, Tamilnadu. The sample size is made up of 128 employees from those companies. The respondents were chosen using a simple random sampling procedure utilizing the lottery method. The Cronbach's Alpha test was used to measure the reliability of the data collected, and the result was 0.835, suggesting that the data was trustworthy. Workload, depression, superiors, salary, shift timings, and a lack of a clearly defined career ladder were discovered to be some of the elements that create stress among private hospital health employee.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discussed various elements of research methodology which were used in the entire study. These included; "the research design, the target population, sampling techniques to be used, data collection method, data analysis and the presentation of the results of the study."

3.2 Research Design

Kothari & Garg (2014) "defines research design as a set of parameters for data collecting and analysis that tries to combine relevance to the research purpose with procedural economy". Survey descriptive research design was used since this would give the description of the state of affairs as it is. It also had the ability to deliver a vast amount of data gathered from a large number of people. Descriptive research focuses on describing the characteristics of the population or subject under examination (Kurmar, 2011). That is the "what" of the study. Descriptive studies are not limited to factual results, but can also lead to the creation of fundamental knowledge principles and solutions to critical problems.

3.3 Target Population

Study population refers to "individuals, events, or items of interest that the researcher wants to look at" (Kothari, 2004). The study's target group included all the non-teaching employees at the University of Nairobi and the University of South Eastern Kenya. There were 3289 non-teaching employees in these organizations, divided into three cadres' namely Senior Administrative Staff (11-15) employees, the middle grades (A-F) and the junior employees (I-IV).

Table 3.1: Target Population

Employee Category	Population	
	University of Nairobi	South Eastern Kenya University
Senior administrative staff (11-15)	253	123
Middle Grades (A-F)	1226	359
Lower Grades (1-4)	876	452
Total	**2355**	**934**

3.4 Sampling Design

"A sample is a representative portion of a population whose attributes are investigated in order to learn more about the entire population" (Kumar, 2011). "The selection of an aggregate or totality

on the basis of which a judgment or conclusion about the aggregate or totality is made is referred to as sampling" (Kothari, 2014). A stratified random sampling technique was used to ensure that fair representation in the sampling process. Slovin's formula was adopted since the target population (N) was known:

$n=N/(1+Ne^2)$
Where n = Sample Size
N = Total number of Non-teaching employees at UoN and SEKU.
E = Error (95% confidence level).
n= 3289/ [1+3289(0.005^2)]
This result shows that the sample size = 357.

3.5 Data Collection

Data was collected from the non teaching employees of the University of Nairobi and South Eastern Kenya University. Primary data was collected using questionnaires. The questionnaire was uploaded on Google form. The first section contained the demographic data of the respondents, the second section contained information about different forms of teleworking, and the third section provided information about work stress. The researcher agreed with the respondents on the most appropriate time to fill and submit the questionnaires to ensure minimal changes on their work schedule.

3.6 Data Analysis

Data was entered and analyzed using a social science statistical tool (MS-Excel). Frequency tables and dispersion were used in descriptive analysis (median, means, modes, variance, grouping of categorical variables and standard deviation).The most preferred inferential statistics used for this study was the multiple linear regression. The regression analysis was used to determine the relationship between the variables (Mugenda & Mugenda, 2003). The factors considered were work stress {dependent variable (Y)} and teleworking {independent variable (X)}. The following regression model was adopted for the study:

$Y=\beta_0+ \beta_1 X_1+ \beta_2 X_2+ \beta_3 X_3+\alpha$
Where; Y = Work Stress,
β_0 "Constant term"
$\beta_1, \beta_2, \beta_3$ and β_4 "Beta Coefficients"
X1 "Convenience"
 X2 "Decision Making"
X3 "Social Isolation"
α "Error term"

CHAPTER FOUR: DATA ANALYSIS, FINDINGD AND DISCUSSION

4.1 Introduction

This chapter presents the data collected in descriptive and inferential. It also interprets and discusses the findings. Likert scale on five point scale with 5 being great extend and 1 being no extend is used to derive responses on all variable statements.

4.2 Response Rate

A total of 357 questionnaires were sent to various departments in the University of Nairobi and South Eastern Universities. Out of the 357 questionnaires administered only 255 questionnaires were returned. This translated to 71.43% response rate. Kothari (2014) stated that a response rate above 70% was very good for data analysis and reporting while 60% was good and 50% was adequate as shown in Table 4.1

Table 4.1: Questionnaire Response rate

Number of Questionnaires administered	Number of questionnaires Returned	Response Rate (%)
357	**255**	**71.43%**

Source: Research Data (2021)

4.3 Demographic Analysis

The study sought to understand the respondents' demographics in relation to their age, gender, education level, grade, and years of experience.

4..3.1 Respondent's gender

To understand the gender of the respondents, the researcher had a question on gender. The Table below distributes the gender of the respondents

Table 4.2: Respondents' Gender

Gender	Frequency	Percentage
Male	113	44.31
Female	135	52.94
Blank	7	2.745
Total	**255**	**100**

Source: Research Data (2021)

From the Table 4.2 it is evident that majority of the respondents were Female. 135 out of 255 respondents accounting for 52.94% respondents were Female while 113 (44.31%) were Male while 2.75% left the question blank.

4.3.2 Marital Status

The respondents 'marital status was also sought and Table 4.3 is a representation of the status.

Table 4.3 Respondents Marital Status

Marital Status	Frequency	Percentage
Married	133	52.16
Single	93	36.47
Others	29	11.37
TOTAL	**255**	**100**

Source: Research Data (2021)

From Table 4.3 the married represented the biggest percentage of 52.16% while singles were at 36.47% and 11% had indicated other marital status.

4.2.3Age Group of the Respondents

Respondents age ranges are as shown in Table 4.4.

Table 4.4: Age Group of the Respondents

Age Group	Frequency	Percentage
Up To 34	83	32.55
35 - 44	99	38.82
45 - 54	47	18.43
Above 55	23	9.02
Others	3	1.18
Total	**255**	**100**

Source: Research Data (2021)

The results in Table 4.4 revealed that the age group of majorities of the respondents was between 35-44 years at (38.82%), 32.55% represented the age group of 34 and below, 18.43 was for age between 45-54 while 1.17% left this question blank.

4.3.4 Work Experience

The study also wanted to find out respondents years of experience in the universities. The findings are presented in the table 4.5.

Table 4.5: Work Experience

Years of Service	Frequency	Percentage
5 years and below	58	22.75
6-10 years	85	33.33
11-15 years	49	19.22
16-20 years	35	13.73
over 20 years	22	8.62
Blank	6	2.35
TOTAL	**255**	**100**

Source: Research Data (2021)

Table 4.5 revealed that majority (33.33%) of the respondents had worked for 6 to 10 years, followed by 22.75% who had 5 years and below experience, 11-15 years had 19.22%, 16-20 years had 13.73%, over 20 years (8.61%) being the minority of respondents while 2.35% chose to skip the question.

4.3.5 Job Designation
The researcher also wanted to know the respondents level in terms of seniority. The Table 4.6 represents the information on job designation.

Table 4.5: **Grade**

Grade	Frequency	Percentage
11 and above	72	28.24
A -F	132	51.76
I - IV	42	16.47
Blank	9	3.53
TOTAL	**255**	**100**

Source: Research Data (2021)

From Table 4.6 above, grade A-F had the majority respondents of 51.76% followed by grades 11 and above at 28.24% while I-IV had 16.47% and 3.53% respondents left this question blank.

4.3.6 Academic Qualification
The research sought to understand the level of education for the respondents. Table 4.7 below represents information on the level of education.

Table 4.6: Academic Qualification

Academic Qualification	Frequency	Percentage
Post-Graduate	103	40.39
Under-Graduate	83	32.55
Diploma	39	15.29
Certificate	9	3.53
KCSE	16	6.27
KCPE	1	0.40
Blank	4	1.57
TOTAL	**255**	**100**

Source: Research Data (2021)

Table 4.7 revealed that Majority of the respondents (40.39%) had Postgraduate degrees, 32.55% had Undergraduate degrees, 15.30% had Diplomas, 6.27% had KCSE, 0.40% had KCPE while 1.57% skipped the question.

4.3.7 Type of Engagement

The type of engagement was sought from the respondents and Table 4.8 below has the information on this.

Table 4.7 Type of Engagement

Academic Qualification	Frequency	Percentage
Permanent	183	71.76
Contract	61	23.92
Casual	6	2.35
Other	5	1.97
TOTAL	**255**	**100**

Source: Research Data (2021)

Table 4.8 revealed that majority (71.76%) of the respondents was on Permanent terms, followed by 23.92% who were on contract, Casuals were 2.35%, while 1.97% were on other terms.

4.3.8 Department

There was a fair representation of Departments respondents coming from Human Resource, Finance, Administration, Procurement, Students Welfare Authority, Dean of Students, Academic Division, Various teaching Departments, Facility Management, Public relations, Legal, ICT, Records Management, Caretaker, Catering, Planning, Audit, Health Service, Transport and Logistics, Marketing and Customer care departments.

4.3.9 Customers

Respondents were required to give information of their main customers. They were free to pick more than one customer. This information is represented in Figure 4.1 below.

Most of the customers served were students at 41.06% followed by Staff who had 33.72% and lastly was General Public at 25.22%.

Figure 4. 1: Customers

4.4 Forms of Teleworking

A question on the form of teleworking that was majorly relied on was floated to the respondents. The information is represented in the Figure 4.2.
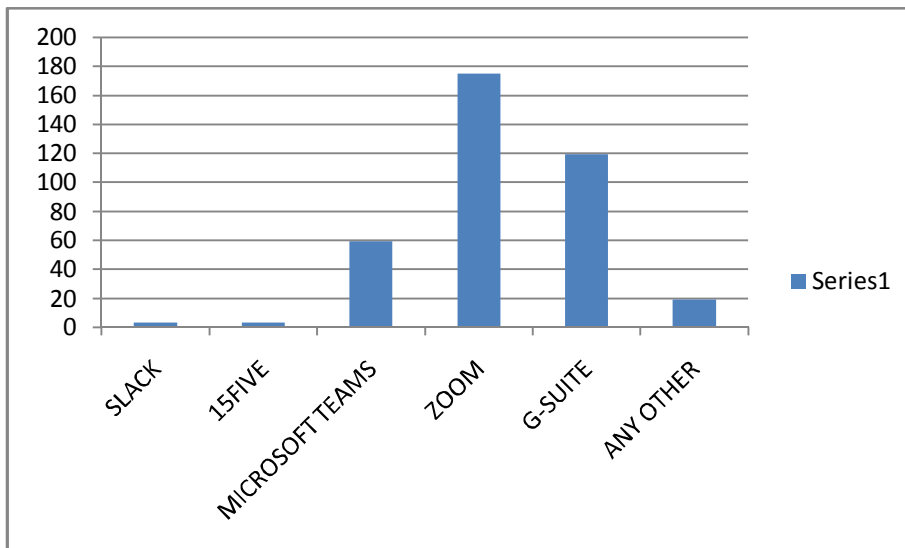
Figure 4.2: Forms of Teleworking

Majority at 46.30% respondents used zoom, 31.48% used G-suite, 15.61% used Microsoft teams, 50.26% used other forms not mentioned in the research while 0.08% used slack and 15five.

4.5 Teleworking

The researcher asked the respondents to answer several questions in relation to teleworking. Respondents were requested to state to what extent they agreed with various statements on a likert scale of: "5-meaning very great extent, 4-Large extent, 3-Moderate extent, 2 - Low extent, 1- No extent." The response was analyzed using Mean and Standard Deviation as indicated in the Table 4.8 below.

Table 4.8 Teleworking

Statement	Mean	Std dev
I find it hard to make decisions while working remotely	2.88	2.54
At times I have sleeping problems while working remotely	2.77	2.44
I have a problem with online interactions	2.28	2.11
I find teleworking interesting	4.29	3.87
Teleworking is better than office working	4.01	3.61
Teleworking minimizes the social touch at work place	4.38	3.96
Teleworking is more productive	3.86	3.46
Working remotely is very convenient	4.26	3.85
Teleworking is a cheaper way of organization productivity	4.10	3.67
Teleworking promotes efficiency and productivity	4.01	3.58
OVERAL	**3.68**	**3.31**

Source Research Data (2021)

Respondents were moderate with a mean of 2.88on the statements 'I find it hard to make decisions while working remotely' and standard deviation was 2.54, 'At times I have sleeping problems while working remotely' scored a mean of 2.77 while the standard deviation was 2.44. To a low extent, the respondents agreed on the statement 'I have a problem with online interactions' with a mean of 2.28 and a standard deviation of 2.11. The respondents agreed to a large extend with the statements; 'I find teleworking interesting' with a mean of "4.29 and standard deviation of 3.87". 'Teleworking is better than office working' had a mean of 4.01 and standard deviation of 3.61 while 'Teleworking is more productive' had a 'mean of 3.86 and standard deviation of 3.46'. 'Working remotely is very convenient' had a mean 4.26 and a standard deviation of 3.85. 'Teleworking is a cheaper way of organization productivity' scored a mean of 4.10 and a standard deviation of 3.67and lastly 'Teleworking promotes efficiency and productivity' each with a mean of 4.01 and a standard deviation of 3.58. The respondents agreed to Very great extent with a mean of 4.38 and standard deviation of 3.96 to the statement, 'Teleworking minimizes the social touch at work place'. The overall mean was 3.68 and the overall standard deviation was 3.31

4.6 Challenges of Teleworking

The major challenge faced was network or internet connectivity. Others included power outage, disruption from other engagements and respecting office time remotely was so hard. Access to documents that were physically filed in registries, collisions of activities to be performed at the same time and lack of social touch were presented as challenges. Noise from the environment, inability to express emotion and keeping time were challenges too. Anxiety of not meeting the standard required, overworking, high cost of purchasing internet was also listed. Lack of Concentration, Lack of clarity of assignment and lack of face-to-face communication were issues facing teleworker. The challenge list also included; technological knowledge, slow consultation with colleagues, lack of equipment, stubborn clients and making administration decision was hard. Timely wastage, unstructured working environment, assumption that people were free all the time, getting feedback from students is time consuming, Headache and too much stress. There was also work related pressure leading to stress, lack of adequate breaks leading to working beyond normal working times , delays in taking action on requests from colleagues or customers and the fact that some positions could not allow remotely working were presented as challenges faced.

4.7 Work Stress

The researcher asked the respondents to answer several questions in relation to work stress. Respondents were requested to state to what extent they agree with the statements on a scale of: 5- Very great extent, 4- Large extent, 3 - Moderate extent, 2 - Low extent, 1- No extent. The response was analyzed using mean and Standard deviation as shown in Table 4.10.

Table 4.9: Work Stress

Statement	Mean	Std dev.
I sometimes experiences muscle tension, nausea, increased heart rate or headache	2.57	2.24
I am forced to be absent from work due to medical issues	2.42	2.13
My working environment and conditions bring about frustration to me	2.47	2.13
I get worked up by small issues	2.36	2.03
Sometimes there is miss understanding between me and my workmates on issues related to work	2.51	2.17
I sometimes can't concentrate on my work	2.41	2.08
I often find myself withdrawn from people	2.41	2.09
Decision making at my work is hard for me	2.51	2.19
The work that is assigned to me is too much	2.45	2.13
I sometimes feel nervous and anxious.	2.48	2.15
My sleeping pattern keep on changing	2.48	2.20
I sometimes lose control because of work related issues	2.41	2.09
My work demands and family demands are balanced	3.14	2.84
I always commit more hours to complete assignments given	2.88	2.62
My working condition is rigid and insensitive	2.70	2.38
I have unrealistic deadline which give me stress	2.48	2.17
OVERAL	**2.54**	**2.23**

Source Research Data (2021)

On statement, 'I sometimes experiences muscle tension, nausea, increased heart rate or headache' respondents were affected to low extent with a mean of 2.57 and standard deviation of 2.24. The statement 'I am forced to be absent from work due to medical issues' had also a low extent agreement with a mean of 2.42 and standard deviation 2.13. My working environment and conditions bring about frustration to me statement had low extent agreement with a mean of 2.47 and standard deviation of 2.13. The respondents agreed to a low extend to 'I get worked up by small issues with a mean of 2.36 and standard deviation of 2.03. 'Sometimes there is misunderstanding between me and my workmates on issues related to work with a mean of 2.51 and standard deviation of 2.17. 'I sometimes can't concentrate on my work scored a mean of 2.41 and standard deviation of 2.08 while I often find myself withdrawn from people had a mean of 2.41 and a standard deviation of 2.09. Decision making at my work is hard for me had a mean of 2.51 and standard deviation of 2.19. The respondents also agreed to low extent to the

statements 'The work that is assigned to me is too much' had a mean of 2.45 and standard deviation of 2.13. 'I sometimes feel nervous and anxious' had a mean of 2.48 and a standard deviation of 2.15 while 'My sleeping pertain keep on changing' scored a mean of 2.48 and standard deviation of 2.20. I sometimes lose control because of work related issues had a mean of 2.41 and standard deviation of 2.09. 'I have unrealistic deadline which give me stress' had a mean of 2.48 and standard deviation of 2.17. The respondents were neutral on 'I always commit more hours to complete assignments given' had a mean of 2.88 and standard deviation of 2.62 while 'My working condition is rigid and insensitive' scored a mean of 2.70 and standard deviation of 2.38. 'I am able to balance my work demands and family demands' had a mean of 3.14 and standard deviation of 2.84.

4.8 Regression Analysis
Model Summary

The coefficient of determination was used to test the percentage of variations on dependent variable (work stress) predicted by change in independent variables. Coefficient of determination explained the percentage of variation in the dependent variable that was explained by the independent variables.

TABLE 4.10: Model Summary

Regression Statistics	
Multiple R	0.501598
R Square	0.251601
Adjusted R Square	0.242655
Standard Error	0.903454
Observations	255

Source Research Data (2021)

From the results, correlation coefficient was 0.502 an indication that teleworking and work stress moderately correlate. The coefficient of determination was R Square = 0.252 shows the predictive power of the model and in this case it is 25.2% of variations in work stress is explained by independent variables with adjusted coefficient of determination 0.243. This shows that the independent variables accounts for 24.3% of the variations in work Stress.

ANOVA Results

The study used ANOVA to establish the model fit with the data. The results are presented in the table 4.12.

TABLE 4.11: ANOVA

	df	SS	MS	F	Significance F
Regression	3	68.875	22.958	28.127	0.74665
Residual	251	204.873	0.816		
Total	254	273.749			

Source Research Data (2021)

The significance F is 0.74665, which is more than the recommended 0.05. This means that the model is statistically insignificant in predicting how teleworking affect Work Stress.

4.8.3 Regression Coefficients Results

The study used Regression Coefficient to check the relationship between the dependent and independent variables relationship. The results are presented on table 4.13 below.

TABLE 4.12: Regression Coefficients Results

	Coefficients	Standard Error	t Stat	P-value
Intercept	0.962	0.313	3.067	0.002
Convenience	-0.175	0.130	-1.349	0.179
Decision Making	0.186	0.060	3.094	0.002
Social Isolation	0.311	0.125	2.492	0.013

Source Research Data (2021)

Multiple linear regression analysis was used to determine the relationship between teleworking and work stress. The following regression equation was generated.

Work Stress = $0.961 - 0.175X_1 + 0.186 X_2 + 0.311X_3$

The regression equation obtained indicated that; taking all factors (Working remotely is very convenient, I find it hard to make decisions while working remotely and Teleworking minimizes the social touch at work place) at zero, Work Stress would be 0.961. The findings also indicated

that, a unit increase in teleworking would lead to a 0.175 decrease of work stress. A unit increase in Challenges of Decision making remotely will lead to a 0.186 increase in work stress and lastly unit increase in Social Isolation will lead to a 0.311 increase in work stress.

This infers that Social Isolation contributed most to the work stress followed by the inability to make decisions remotely and Convenience due to Teleworking would decrease the level of work stress.

4.9 Discussion of Results

On the ANOVA results, the study reveals that relationship between teleworking and work stress was insignificant. Mann & Holdsworth (2003) examined "the psychological impact of teleworking: Stress, emotions and health". Results suggested a negative emotional impact of teleworking. Giovanis& Ozdamar (2020) study on "implication of COVID-19: The Effect of working from Home on Financial and Mental Well-Being in UK". They found that there was concerned about future financial situation for organizations which had not shifted to working from home but also the findings reveal that there was negative impact on mental well-being for employees who were working from home.

A study done by Gibs (2021) on working from home and productivity revealed that there employees had increase in working hours. However, there was slight decline on average output. According to Rupietta & Beckmann (2016) study on the effect of working from home on employees effort revealed that there was a significantly positive influence on work effort. Thorstensson (2020) study on influence of working from home on employee productivity reveled that "working from home had an influence on productivity of employees. Some of the influencing factors were either positive or negative".

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The objective of study was to determine if there was a relationship between teleworking and work stress among the public universities non-teaching employees. This chapter presents a summary of the finding, conclusions drawn from the study and recommendations. The chapter also presents limitations of the study and suggests further research.

5.2 Summary

The study tried to find out if there was relationship between teleworking and work stress among the public universities non-teaching employees. The dependent variable was work stress while the independent variable was teleworking. The study used descriptive analysis to analyze the data.

From the study, it was very clear that universities were using telework as an alternative way of organization work with Zoom being the most used form. Employee could not agree or disagree on decisions while working remotely and were neutral on sleeping problems while working remotely. They did not have issues on online interactions. They agree that teleworking interesting and it was better than traditional office. They also stated that teleworking was more productive, very convenient, cheaper way of organization productivity and it promoted efficiency and productivity. The employees felt that teleworking was minimizing the social touch at work place.

The study also sought to understand various issues related to stress; muscle tension, nausea, increased heart rate and headache were not much experience. Absenteeism from work due to medical issues was also low. Working environment and conditions was not frustrating the employees and they did not get worked up by small issues. Misunderstanding between workmates, sleeping pertain change, nervousness and anxiety were minimal among the employees. Concentration levels were not low and decision-making was not hard. Assigned work was not too much and withdrawal from others was minimal. They did not lose control because of work related issues and neither did they have unrealistic deadline. Hours dedicated for a given task was neutral, working condition flexibility was also neutral. Lastly, employees indicated that they had a balance work-life.

5.3 Conclusion

Broadly, the study wanted to establish if there was a relationship between teleworking and work stress among the non-teaching employees in the public Universities. The objective was further broken to small specific statements which touched on both teleworking and work stress. It was evident that Public Universities were using teleworking as an alternative means of working. However, there seemed to be some departments which teleworking was a challenge due to nature of work. For instance, caretaker Department required employees' physical appearance since their duties such as cleaning could not be remotely done.

Teleworking came with its own challenges among them being internet connectivity issues and power outages. Teleworking came with advantages and disadvantages. For instance, employees confirmed that teleworking was convenient and interesting. However, they affirmed that it brought up isolation among the employees.

The study concluded that there was a relationship between teleworking and the work stress among the non-teaching employees in the public universities. Some variables had positive relationship while others had negative relation. For instance, teleworking proved to have negative effect on social life of the employees since it brought about isolation. It was evident that teleworking was a very convenient thus reducing the stress that comes with commuting. Decision-making was at neutral, meaning that either working from the traditional office or remotely decision-making process would remain the same. However, the results of the research revealed a statistically non-significant relationship between teleworking and work stress.

5.4 Recommendations

From the results of the study, the researcher recommends that Public Universities should invest more in improving teleworking that can also drop the work stress level among the non-teaching employees. For instance, the Document held physically in the registries could be stored electronically so that employees could access them remotely hence facilitate and make teleworking easy. Proper work schedule with breaks should be developed to ensure that employees have only one assignment at a time and have time to break. Emphasis should be given to clarity of assignment and expected outcome as the employees work remotely. This would reduce stress.

The Public universities should work on their ICT infrastructure to ensure that employees are well connected since network and internet connection were sighted as the most challenging issue in the teleworking. A proper reporting and feedback teleworking mechanism should be employed to ensure that feedback is received on time to facilitate action taking. Investing in training of staff is also important since it will make employees work with a lot of ease hence less stress as the organization increases the level of production and minimize time wastage. Human being is social animal, so public universities should not do away with face-to-face means of working. Employees need to interact physically and share what they are going through. This in turn reduces stress.

A well-organized way of working would reduce the pressure that comes with teleworking. It is also important to note that delayed action from one employee would lead to process delay since one employees output is input for another employee. So employees are encouraged to check there inbox often when teleworking. Public Universities should also try to adopt flat structures or reduce the levels of the hierarchy. From the research employees experienced rigidity in the decision-making which may be caused by bureaucracy.

5.5 Limitations of the study

The study was confined to establish if there was a relationship between teleworking and work stress among the non-teaching employees in the public Universities. There was trust issues from the respondents which delayed data collection. Although a good number of the respondents filled and submitted the questionnaires, it is good to note that the researcher did not receive a 100% return. Confidentiality was also a challenge, which led to a number of respondents skipping some questions. Although a letter, from the faculty clearly indicating that the research was to be used for academic only and that it would be confidential had been attached to the questionnaire.

There was also a challenge of generalization. Generalization is an essential component of the wider scientific process. This study focuses on non-teaching employees at the public universities thus the findings cannot be wholly applied to all Organizations. Data could not be collected in hard copies due to COVID 19 effect. This forced the researcher to identify and device other means of soft data collection methods. The research also experienced limitation related to time and funding.

5.5 Suggestion for Further Research

This study finds the need for similar studies on teleworking and work stress to be carried out targeting other sectors to see if the same results would be achieved. This would give a broad range of views from various respondents. More studies may be carried out to identify the other factors that led to work stress since teleworking was insignificant.

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QUESTIONNAIRE
PART ONE

DEMOGRAPHIC DATA

Tick where appropriate

1. Gender: Male ( ) Female ( )

2. Marital Status: Single ( ) Married ( )   Others ( )

3. Age Group: Below 34 ( ), 35-44 ( ) 45-54 ( ) and above 55 ( )

4. Years of ServiceBelow5 ( ), 6-10 ( ), 11-15 ( ), 16-20 ( ), over 20 ( )

5. Grade 1- 4 ( ) A-F ( ) 11 and above ( )

6. Academic Qualifications

Primary ( ) High School ( ), Certificate ( ), Diploma ( ), Bachelors ( ), Post-graduate ( )

7. Engagement type

Casual ( ), Contract ( ), Permanent ( ), Others ( )

8. Indicate your Department …..

9. Area of Specialization (eg Human Resource, Finance) ………

10. Who are your major customers?

Students ( ) Staff ( ) General public ( ) (You can pick more than one)

PART TWO

DIFFERENT FORMs OF TELEWORKING

A. What form of teleworking do you use often use for your remote working?

Kindly tick in the table below

Forms of teleworking	Tick
Slack	
15Five	
Microsoft teams	
Zoom	
G-Suite	
Any other (Kindly list them down)	

B. To what extent do you agree with the following statements "on a scale of 5(Very great extent), 4(Large extent), 3 (Moderate extent), 2(Low extent) and 1(No extent)

	Statement	5	4	3	2	1
i	I find it hard to make decisions while working remotely					
ii	At times I have sleeping problems while working remotely					
iii	I have a problem with online interactions					
iv	I find teleworking interesting					
v	Teleworking is better than office working					
vi	Teleworking minimizes the social touch at work place					
vii	Teleworking is more productive					
viii	Working remotely is very convenient					
ix	Teleworking is a cheaper way of organization productivity					
x	Teleworking promotes efficiency and productivity					

C. What are some of the challenges you have faced while working remotely?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

…………………………………………………………………………………………………

………………………………………………………………………………………………

WORK STRESS

To what extent do you agree with the following statements? "On a scale of: 5- Very great extent, 4- Large extent, 3 - Moderate extent, 2 - Low extent, 1- No extent"

	Statement	5	4	3	2	1
1	I sometimes experiences stress related illness					
2	I am forced to be absent from work due to medical issues					
3	My working environment and conditions bring about frustration to me					
4	I get worked up by small issues					
6	Sometimes there is misunderstanding between me and my workmates on issues related to work					
6	I sometimes can't concentrate on my work					
7	I often find myself withdrawn from people					
8	Decision making at my work is hard for me					
9	The work that is assigned to me is too much					
10	I sometimes feel nervous and anxious.					
11	My sleeping pertain keep on changing					
12	I sometimes lose control because of work related issues					
13	My work enables me to work-life balance					
14	I always commit more hours to complete assignments given					
15	My working condition is rigid and insensitive					
16	I have unrealistic deadline which give me stress					

Thank you