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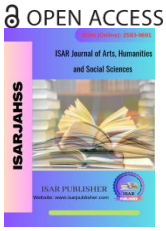

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Utilizing strategic communication to manage organizational social stressor at the Ministry of Agriculture and livestock Development, Kenya

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Abstract:

Purpose: The main objective of this study is to establish the influence of strategic communication in managing organizational social stressors. The specific strategy of communication that is utilized is feedback mechanism.

Materials and methods: A review of literature and theories, such as agenda-setting theory and social cognitive theory, was utilized to address the above objective. The study's target population consisted of 1,896 staff members at the Ministry of Agriculture and Livestock Development in Kenya, while the sample size was determined at 330 using the Taro Yamane formula. The sample size was stratified based on organizational hierarchy to form three strata, namely, entry-level and supervisory-level, and senior management-level staff. Data was then collected quantitatively using questionnaires. After the data was collected, inferential analysis was conducted and conclusions made.

Contribution of the study to the scientific community and policy makers: The study findings provided actionable insights and recommendations for policymakers, communication professionals, and organizational leaders on how strategic communication can act as a central non-clinical organizational intervention for managing organizational social stressors before they escalate into mental health crises. This will contribute to enhanced organizational effectiveness and employees' well-being in the context of contemporary mental health challenges.

Keywords: *Strategic communication, organizational social stressors and feedback mechanism*.

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Introductıon

Over one billion people globally experience cognitive disorders, translating to 12% of the worldwide disease burden (World Health Organization, 2025). A study by the BLS in the USA found that the average employed person uses nearly 8.5 hours per day on work activities, translating to around 42.5 hours per week reported in the (American Time Use Survey, 2021).

South Korea, on the other hand, representing Asia has one of the longest average annual working hours; exceeding 2,000 hours per year this highlights the diverse approaches to time allocation in different regions globally (World Economic Forum, 2021). According to Maslach & Leiter, (2016) spending more hours on a specific task or in a particular workplace environment leads to burnout and exhaustion, which are prevalent factors that influence organizational social stressors.

In Africa, workplaces are characterized by uncertainties presented by a dynamic cultural, economic, and socio-political setting. According to International Labour Organization, (2020) informal employment remains widespread in Africa, increasing prevalence of stressors associated with job insecurity and economic vulnerability.

Kenya as a part of the East African community is not exceptional, mental health issues are often stigmatized in Kenya and can be particularly acute in the workplace, where individuals may fear negative consequences if they reveal their mental health challenges (Muga & Jenkins, 2008).

This study provides a roadmap for optimizing communication approaches in different organizations. Effective communication practices have been demonstrated to foster a positive organizational culture, facilitating information flow and aligning employees with organizational objectives (Argenti, 2007).

Statement of the problem

Strategic communication is an underutilized proactive, non-clinical organizational tool for identifying and managing social stressors. Organizational social stressors such as role conflicts, role ambiguity, work overload, organizational politics, workplace bullying, social support deficiency, discrimination, and prejudice can significantly affect employee well-being and general organizational performance (Kahn et al., 2013).

According to Men and Bowen, (2017) effective communication strategies promote mental wellbeing by reducing social strain and promoting transparency. Strategic communication also creates an environment of trust essential in managing work-related pressure and uncertainties. Zerfass et al., (2018). Organizational interventions such as strategic communication play a critical role in cultivating a supportive work environment that promotes employees' mental wellbeing (Bhata and Balani, 2015) and (World Health Organization, 2014).

Despite having such evidence, most organizations still rely on reactive and clinical interventions to manage stress in the workplace. Studies frame mental health as an individual medical issue, overlooking its organizational and communicative origins. The researcher's attention is drawn to less-resourced countries. Kenya Mental Health Policy (2015–2030) reports only 92 psychiatrists and 427 psychiatric nurses are serving a population of over 52 million people, and only 15 county-level hospitals are equipped for mental health care (Ministry of Health, Republic of Kenya, 2015). This shows that clinical approaches alone are inadequate.

This study seeks to address this gap by positioning the use of strategic communication as a central non-clinical organizational intervention for managing organizational social stressors before they escalate into mental health crises.

Theoritical Review

This study utilized several theories including agenda setting theory to explore more on the independent variable (strategic communication) and social cognitive theory to explore more on the relationship between the dependent variable and independent variable (organizational social stressors).

Social cognitive theory helps one understand the role of observational learning, self-efficacy, behavioral change, and outcome anticipations (Albert Bandura, 1986).

Therefore, when employees of an organization observe strong communication strategies such as feedback mechanisms, they are more likely to adopt similar behaviors thus, reducing workplace tension and organizational social stressors, this can be achieved through modeling, mastery, practice, and reinforcement (Ashford et al., 2010).

Agenda setting theory is Walter Lippman theory that originates from 1922 Public opinion book whereby, the theory is relevant in comprehending how mass media messages shape perceptions priorities and perceptions of the general public (McCombs and Shaw 1972).

The theory is based on several concepts or agendas namely; media, public, transfer of salience or high visibility features or items of importance in the media into the public mind, first level agenda setting; with strong focus on issue selection and last one is second level agenda setting where media frames how we think or attributes.

The study applied this theory by depicting that employees mental well-being is always underrepresented in organizational communication. Many organizations priorities are usually on productivity, performance and meeting deadlines over psychosocial wellness. As a result, workers mentality end up being configured towards these priorities thus, overlooking their own mental wellbeing.

Therefore, different organizations can intentionally maximize on their internal communication channels to set the agenda that promotes the importance of mental wellbeing, this will create a rapid osmosis within the organization to positively reduce causes of organizational social stressors thus, shaping organizational culture and ensuring that mental wellbeing is prioritized within the workplace agenda (Webster & Ksiazek, 2012).

Organizational social stressors

Organizational social stressors refers to external or environmental factors within a social context that can potentially induce stress or strain on individuals (Ivancevich et al., 2011). These social stressors encompass a range of factors such as role conflicts, role ambiguity, work overload, organizational politics, workplace bullying, social support deficiency, discrimination, and prejudice, which can significantly effects employee well-being and general organizational performance (Kahn et al., 2013).

Firstly, organizational politics which involves use of power to affect the behavior of others within an organization or the social influence attempts directed at those who can offer rewards to aid in promoting chances of others' attaining their set goals (Zaccaro, 2016).

Secondly, we have role conflict and ambiguity; where role ambiguity involves lack of clarity or understanding regarding one's responsibilities, tasks, authority, and performance expectations within an organization (Monnot & Beehr, 2014). While role conflict According to Panatik et al., (2011) occurs when an individual experiences incompatible or contradictory demands, expectations, or obligations from their roles, whether within a single job or across various aspects of their lives. This lead to challenges like confusion and reduced employee morale, leading to organizational social stressors (Sluss et al., 2008).

Another stressor is work overload where Fieyatiwi et al., (2019) and Budiasih, (2017) view it as an excessive amount of work or excessive demands and responsibilities that exceed their capacity to manage effectively any task assigned to an individual within a given time frame.

Lastly, is workplace bullying and harassment which Ayoko et al., (2003) argued that adverse workplace incident qualifies as bullying or harassment only when the recipient undergoes some manifestation of psychological, emotional, or physical harm.

In conclusion, we have discrimination and prejudice where discrimination is the unjust or prejudicial treatment of individuals or groups based on specific attributes or characteristics (B. Mishra et al., 2015). While prejudice refers to preconceived opinions or attitudes, often negative, towards a particular group. Together, they form part of a toxic combination that can create hostile work environments and hinder organizational success. Finally, is social support deficiency where Cohen, (2004) states that social support deficiency involves a lack of meaningful connections, assistance, and encouragement from others in an individual's social network, such as an organization.

Non-communication interventions; can also play a crucial role in fostering a healthier work environment, they include workplace flexibility, recognition and rewarding of employees, wellness programs and training and development programs, all this interventions are directly linked to overall productivity, mental wellbeing and job satisfaction among employees (Chapman et al., 2019).

Strategic communication

Strategic communication is a multipurpose organizational process that encompasses the deliberate planning, execution, and evaluation of communication initiatives to achieve specific long-term business objectives (Cornelissen, 2017; Argenti, 2018).

Currently communication channels within (MoALD) involve notice boards (circulars and memos), electronic channels such as (website, email, Facebook and Twitter), workshops and seminars, staff meetings, service delivery charter, printed policy guidelines, magazines, text messages, and phone calls.

The specific communication strategy; that this study focus on is feedback mechanisms. Feedback mechanisms in communication act as a bridge that facilitates the exchange of responses, opinions, and evaluations regarding the performance, behavior, or outcomes of individual employees (Dixit, 2018). The Two-way communication process is not truly complete until feedback is incorporated (Bosman, 2014).

In a contemporary communication process involving a cycle of encoding, transmission, decoding, and feedback, this reciprocal interaction is integral to closing the communication loop and is pivotal in addressing organizational social stressors. Scholars such as Lyon et al., (2018); Glasgow et al., (2014) support that feedback mechanisms act as crucial component in therapeutic intervention of the mental health conditions.

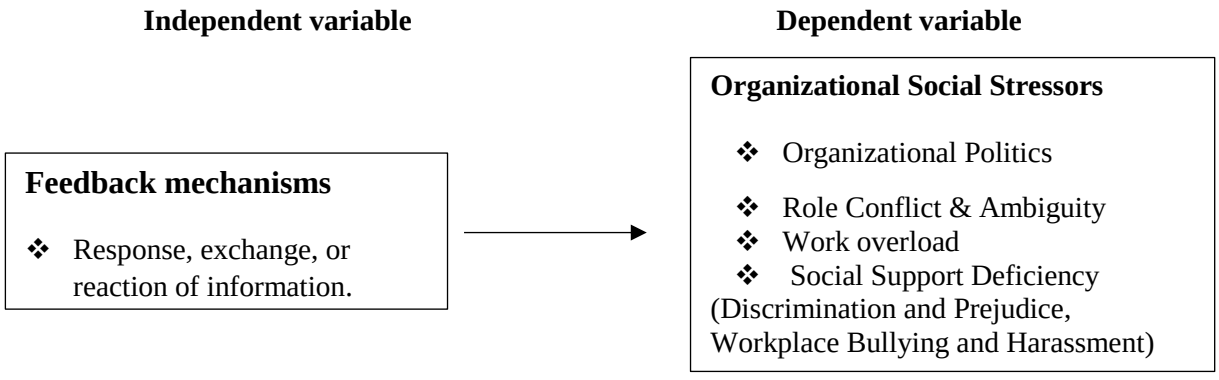
Constructive feedback also fosters transparency while reducing stressors associated with hidden agendas thus, fostering an environment where employees feel secure, this creates a healthy work environment for maximum productivity and attaining organizational goals (Edmondson, 2018).

Feedback mechanisms in a well-managed organizations encourages employees to seek growth opportunities actively reducing stressors associated with resistance to change while fostering a culture of adaptability (Anseel, 2015). Psychiatrist and other medical professionals use feedback mechanisms to discourage biasness, thereby promoting effectiveness of handling mental health challenges (Janse et al., 2023).

Feedback is also important in problem-solving and interpersonal conflict resolution, allowing individuals to express concerns, share perspectives, and collaboratively find resolutions, creating a positive feedback culture of trust and engagement leads to a healthier organizational climate, reducing the buildup of social stressors associated with interpersonal conflicts (Kinicki & Kreitner, 2018).

Lastly, feedback mechanisms is instrumental in addressing organizational social stressors by resolving conflicts through timely feedback communication thus, addressing interpersonal conflicts, leading to improved communication dynamics through motivation (Muda et al., 2014). And lack of feedback mechanisms compromises organizational effectiveness of managing organizational social stressors (Lutgen-Sandvik, 2010).

Figure 1.1 Conceptual Framework



Methodology

Target population under this study involved employees within the Ministry of Agriculture and Livestock Development (MoALD) with job roles that require interactions with the farmers, agricultural policies and extensive communication such as communication officers, departmental heads and agricultural extension officers. (MoALD) has two state departments, namely, the State Department for Livestock Development, comprising 1000 (56%) staff members and the State Department for Agriculture, with about 896 (44%) members of staff, making an overall estimated population of about 1896 employees.

Research Design; This study adopted quantitative research design Ghanad, (2023) explains that this design involves quantifying data under a study and explaining its findings. To achieve a correct representation of the data, a probability sampling technique was used because of its efficiency in ensuring representation of variations in target population sub groups resulting to homogeneity in samples through randomization (Kumar, 2018).

The specific probability sampling technique that was used was is stratified random sampling, where the target population were stratified based on their levels of organizational hierarchy to form three stratums namely; senior management level comprising of employees with eleven years of experience and above(11 years of experience and above), while the supervisory level compromised employees having five to ten years of experience (5-10 years of experience)and entry level included officers who had less than four years of experience (0-4 years of experience).

A simple random sampling was then employed on the three stratums formed to select participants all participants stood equal chance of selection (Kumar, 2018). This approach aimed at capturing variations in experiences and perceptions across different management levels, to ensure a diverse representation of the perspectives.

Taro Yamane formula was used in accordance with (Olonite, 2022) findings to calculate the sample size. Where the confidence level was at 95%, while the margin of error was at 5%.

Taro Yamane formula indicates that n = N / [1+N (e) 2]

Where n is the = sample size in a given study

While N is the = total size of the population

e = margin of error, which is 5%, meaning the confidence level stands at 95%

The study's total population size is 1896; using the Taro Yamane formula to calculate the sample size was tabulated as follows

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

n = 1896 / [1+1896(0.05)2]

n = 330.31; therefore, the sample size was settled at 330

Data collection instrument involved the use of questionnaires where structured questions were drafted in a Likert scale format (SD = strongly disagree, D = disagree, N = neutral, A =agree, SA = strongly agree) in accordance with (Upgrade & Shende, 2012). Lastly, SPSS tool was used for inferential analysis and the outcomes interpreted. The data distribution is shown in table 1.1.

Table 1.1 Sample size distribution

Stratum Divisions	**Number of respondents**	**Departments**
Senior Level Officers (11 years of experience and above)	32	• Administration • Agriculture • ICT • Animal Health • Animal Production • Finance • Leather
Supervisory level officers (5 to 10 years of experience)	158	• Administration • Agriculture • ICT • Animal Health • Animal Production • Finance • Leather
Entry level officers (0 to 4 years of experience)	140	• Administration • Agriculture • ICT • Animal Health • Animal Production • Finance • Leather
Total sample size	**330**	

Results

Out of the 330 sample size 227 respondents feedback was received this represented 69% response rate according to scholars such as Sataloff and Vontela, (2021) 50% and above is within the acceptable response rate margin shown in table 1.2.

Table 1.2 Respondent's distribution table

Description of category	**Sample size (n) (expected)**	**Number of respondents received**	**(n) %**	**Specific role in the department**
Senior management Officers (11 years of experience and above)	32	24	75%	• Administration • Agriculture • ICT • Animal Health • Animal Production • Finance • Leather
Supervisory level officers (5 to 10 years of experience)	158	95	60%	• Administration • Agriculture • ICT • Animal Health • Animal Production • Finance • Leather
Entry level officers (0 to 4 years of experience)	140	108	77%	• Administration • Agriculture • ICT • Animal Health • Animal Production • Finance • Leather
Total	330	227		

Demographic Data

The demographic report shows all the information of the study respondents, and it creates an overview of the individual respondents' representation in the general population and the target sample size. This report was classified as; gender, age groups, education, experience in years on specified role, and their department.

Table 1.3 Demographic Report

Description		**Sample size**	**Sample (n) %**
Gender	Male	125	55.07%
	Female	102	44.93%
	Prefer not to Say	0	0.00%
Age	18 to 35	130	57.27%
	36 to 45	89	39.21%
	46 to 60	8	3.52%
Education Level	Diploma	33	14.54%
	Bachelor's degree	141	62.11%
	Master	44	19.38%
	Doctorate	9	3.96%
Stratum	Entry level officers (0 to 4)	108	47.58%
	Supervisory Level Officers (5 to 10)	95	41.85%
	Senior management officers (11 and above)	24	10.57%
Department	Administration	19	8.37%
	Agriculture	67	29.52%
	ICT	11	4.85%
	Animal Health	62	27.31%
	Animal Production	42	18.50%
	Finance	13	5.73%
	Leather	13	5.73%

Sample adequacy test

Before conducting the inferential analysis, suitability check of the data was conducted for factor analysis, this assisted in finding data sets related to the grouped items in a survey for interpretation to show a description of the variables that are being studied (Burton & Mazerolle, 2011). The sampling adequacy tests done included Kaiser-Meyer-Olkin Measure of sampling adequacy (KMO) and Bartlett's test of sphericity.

Kaiser-Meyer-Olkin Measure of sampling adequacy (KMO) is one of the methods used to check if the set data is suitable for analysis (Field, 2013). If KMO values are in range of 0.7 and 0.8 they are said to be adequate. Therefore, this study checked for suitability of data sets and the results in the table 1.4 affirmed a sampling capability since KMO is 0.789 > 0.60 thus, there is a connection amid items under survey since the (probability value) P=0.000<0.05, supported by (Williams, Onsman, & Brown, 2010).

Bartlett's Test of sphericity is a correlation matrix or final significance for all correlations (Hair et al., 2010). The significance values for this test should be below 0.001 affirmed in table 1.4 to be 0.000.

Table 1.4 Sampling Adequacy Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.789
Bartlett's Test of Sphericity	Approximate Chi-Square	488.412
	degree of freedom	15
	Significance	0.000

Statistical tests of assumptions

Before conducting the inferential analysis certain assumptions must be fulfilled according to (Mishra et al., 2019). First assumption was normality test included; Shapiro-Wilk test and Kolmogorov-Smirnov test (formal test of normality), Skewness and Kurtosis (numerical method) and graphical representations (histogram) (Razali and Wah, 2011).

The second assumption was test of linearity (linear relationship should exists between variables) it include Scatterplots and residual plots (Osborne & Waters, 2002). Lastly, was homoscedasticity test where equal variances should appear across groups of set data (Knaub, 2007).

Other tests were multicollinearity tests which included; Variance Inflation Factor (VIF), Rule of thumb and Condition Index (CI).

Shapiro-Wilk test and Kolmogorov-Smirnov test

To satisfy the first assumption Shapiro-Wilk normality test method was considered where Razali & Wah, (2011) argued that Shapiro-Wilk normality test is the best method in testing normality as compared to Kolmogorov-Smirnov. Therefore, in Shapiro-Wilk normality test resulting p-value for all the variables are below 0.05 (i.e. $p < 0.05$) as shown in table 1.5. Hence, a crucial indication that distributions of samples for all the variables are not normal (Mordkoff, 2016).

However, one can proceed to parametric statistics even if Shapiro-Wilk test values were not normal provided that skewness, kurtosis and plots will suggest approximate normality (Ghasemi & Zahediasl, 2012).

Table 1.5 Kolmogorov-Smirnov and Shapiro-Wilk test of normality

Tests of Normality						
	Kolmogorov-Smirnov[a]			**Shapiro-Wilk**		
Key Variables	Statistic	Degree of freedom	Significance	Statistic	Degree of freedom	Significance
Organizational social stressors	0.111	227	0.000	0.956	227	0.000
Feedback mechanisms	0.240	227	0.000	0.848	227	0.000
a. is the Lilliefors Significance Correction						

Statistics of Skewness and Kurtosis for variable feedback mechanism

The second assumption on skewness and kurtosis was necessary to assess the normality of the data. According to Hair, (2017) skewness is as an extent of symmetry in distribution of variables, while kurtosis compares distribution of normal data to that of a data set Therefore, to determine normality of the examined variables it was important to check skewness and kurtosis because they observe the distribution of variables in terms of tail and peak (Hair, 2017).

Rule of thumb for skewness and kurtosis

Rule of thumb for skewness gives a practical guideline for checking data normality distributions in quantitative research. According to Park, (2008) skewness is nearly normal when values are between–0.5 and 0.5, values are reasonably skewed when between –1 and –0.5 or 0.5 and 1, and values excessively skewed when less than –1 or greater than 1.

Kurtosis is considered normal set of data distribution when the kurtosis values are within the range of plus (+7) or negative (-7) (Bryne, 2010; Hair et al., 2010). The results indicated that variable feedback mechanism was approximately normal, because their skewness values were between (-0.5 and 0.5) and kurtosis values were between (-7 and +7) (Bryne, 2010; Hair et al., 2010).

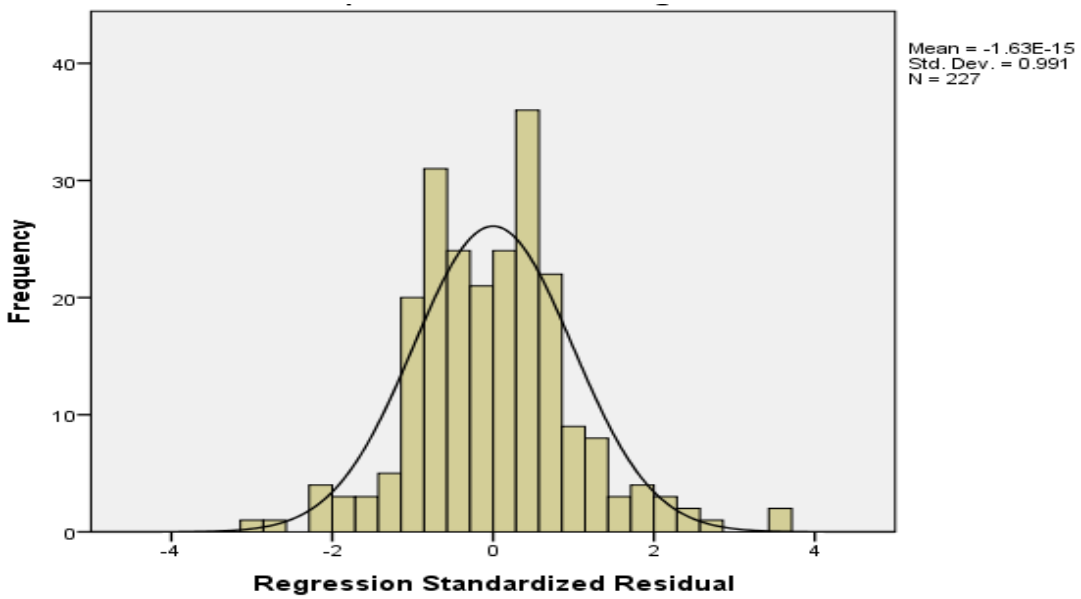
Table 1.6 Statistics of Skewness and Kurtosis for all variables

Descriptive Statistics					
	Sample size	**Skewness**		**Kurtosis**	
Key Variables	Statistic	Statistic	Standard error	Statistic	Standard error
Organizational social stressors	227	0.379	0.162	1.894	0.322
Feedback mechanisms	227	-0.300	0.162	6.068	0.322
Valid Sample size (n)	227				

Graphical representation (Histogram)

Graphical representation was done alongside other methods to avoid subjectivity (Orcan et al., 2020). By envisioning figure 1.2 below hypothesis of normality for the multi-regression is contented because the graph is nearly symmetrical bell-shaped, therefore the dependent variables are considered normal in their distribution in accordance with (Das et al., 2016).

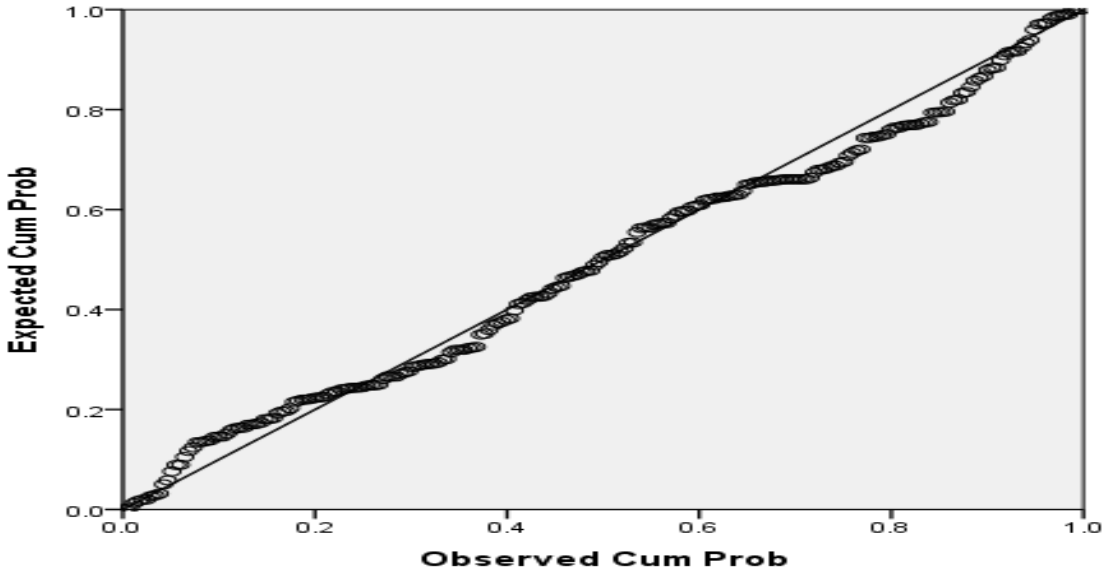
Figure 1.2 Organizational social stressors (histogram)



Linearity test of assumptions for variables under study

According to the findings of Osborne & Waters, (2002) the assumption of linearity relates to the linear path connection between the outcome variables and predictor variables. The relationship of the straight-line between outcome and predictor variables under study was contended as shown in figure below 1.3 (Jiang et al., 2013).

Figure 1.3 Normal P-P plot of Regression standardized residual of dependent variable

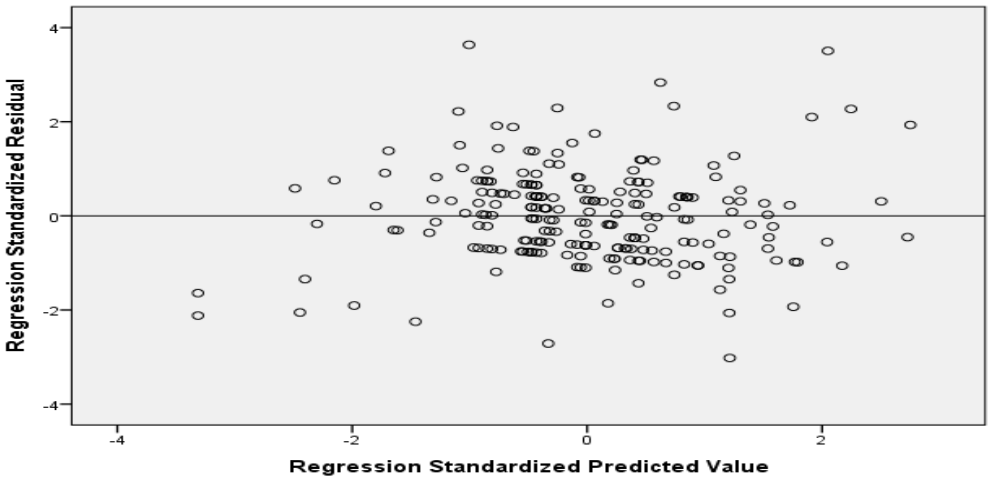


(Organizational social stressors)

Homoscedasticity test of assumptions for variables under study

Homoscedasticity is the predictions variances determined by regression kept constant (Knaub, 2007). When the residual plots were evenly distributed figure 1.4 while scattering around the horizontal line (0), there is a homoscedasticity (Keith, 2015).

Figure 1.4 Scatter plot of the dependent variable (Organizational social stressors)



Multicollinearity test of assumptions among variables under study

Rule of thumb for tolerance and variance inflation factor (VIF) tolerance value less than 0.1 shows a serious collinearity and less than 0.2 shows a potential collinearity (Midi et al., 2010). Variance inflation factor (VIF) above value of 10 shows collinearity existence, while multicollinearity test functions to show linear relationships of the independent variables, this ensures accuracy and consistency of the regression test results.

The results table 1.7 indicated the tolerance values are above 0.2 and the variance inflation factor (VIF) values minimum requirement value of 5, hence, no collinearity amidst the independent variable thus, regression model is reliable in the prediction of dependent variable (Akinwande et al., 2015; Midi et al., 2010). Since all the required assumptions were satisfied, it was appropriate to carry on with the statistical analysis.

Table 1.7 Test of Multicollinearity among the Independent Variables table

Coefficients[a]								
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t-value**	**Significance**	**Collinearity Statistics**	
		B	Standard Error	Beta			Tolerance	Variance Inflation Factor
1	**Independent variables (Constant)**	2.730	0.343		7.953	0.000		
	Feedback Mechanisms	0.305	0.157	0.198	1.951	0.052	0.420	2.381
a. Dependent Variable: organizational social stressors								

Analysis of Variables

All the results were analyzed statistically using inferential analysis where the data for both variables were presented and merged with the theoretical findings of other scholars to derive an overall research conclusion for this study.

Feedback mechanisms and organizational social stressors

Feedback mechanisms in communication act as a bridge that facilitates the exchange of responses, opinions, and evaluations regarding the performance, behavior, or outcomes of individual employees (Dixit, 2018). On investigating the impact of feedback mechanisms in managing organizational social stressors at the (MoALD).

The results obtained in table 1.8 indicated that 84% of respondents perceived that existence of feedback mechanisms is essential in management of organizational social stressors. Creating a proper feedback mechanism alongside organizational culture of trust and engagement leads to a healthier organizational climate, reducing the buildup of organizational social stressors associated with interpersonal conflicts (Kinicki & Kreitner, 2018).

Table 1.8 Feedback mechanisms response rate

Establishing the influence of feedback mechanisms in alleviating organizational social stressors at the (MoALD).		**Total**	**Sample (n) %**
(MoALD) has effective feedback mechanisms channels for employees to provide feedback on issues related to organizational social stressors.	Strongly Agree	10	65.2%
	Agree	24	11.5%
	Neutral	26	10.6%
	Disagree	148	8.4%
	Strongly Disagree	19	4.4%
Feedback mechanisms efficiency is essential for management of organizational social stressors at (MoALD)	Strongly Agree	190	83.7%
	Agree	29	12.8%
	Neutral	6	2.6%
	Disagree	1	0.4%
	Strongly Disagree	1	0.4%
I frequently receive feedback on messages regarding organizational social stressors at (MoALD).	Strongly Agree	5	2.2%
	Agree	9	4.0%
	Neutral	25	70.5%
	Disagree	160	12.3%
	Strongly Disagree	28	11.0%
I rarely receive feedback on messages regarding organizational social stressors at (MoALD).	Strongly Agree	60	1.3%
	Agree	132	5.3%
	Neutral	20	8.8%
	Disagree	12	58.1%
	Strongly Disagree	3	26.4%
Effectiveness in feedback mechanisms significantly impact employees' perceptions of how organizational social stressors are managed at (MoALD).	Strongly Agree	157	69.2%
	Agree	59	26.0%
	Neutral	9	4.0%
	Disagree	2	0.9%
	Strongly Disagree	0	0.0%
I have observed that lack of effective feedback mechanisms usually leads to increased organizational social stressors within (MoALD).	Strongly Agree	164	72.2%
	Agree	52	22.9%
	Neutral	2	0.9%
	Disagree	5	2.2%
	Strongly Disagree	4	1.8%
(MoALD) has effective metrics in place to assess the impact of feedback mechanisms on reducing organizational social stressors	Strongly Agree	16	58.6%
	Agree	19	21.6%
	Neutral	10	4.4%
	Disagree	133	8.4%
	Strongly Disagree	49	7.0%

Correlation results in Table 1.9 confirms the connection between feedback mechanisms and organizational social stressors because correlation coefficient value is 0.46 (r=0.46). The existing relationship is viewed strong because value of r=0.46 approaches zero point five (0.5) at which there is moderately strong correlation. Also, the relationship is significant because p=0.037<0.05.

Table 1.9 Correlations of feedback mechanisms and organizational social stressors

		Feedback mechanisms	Organizational social stressors
Feedback Mechanisms	Pearson Correlation	1	0.46
	Significance (2-tailed)		0.037
	Sample size (n)	227	227
Organizational Social Stressors	Pearson Correlation	0.46	1
	Significance (2-tailed)	0.037	
	Sample size (n)	227	227

The regression findings in Table 2.0 shows value $R^2 = 0.212$, Therefore, 21.2% of organizational social stressors would be explained by feedback mechanisms. This indicates that the feedback mechanisms can explain the variations on the dependent variable (organizational social stressors).

Table 2.0 Regression of feedback mechanisms and organizational social stressors

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.46[a]	0.212	0.208	0.05918
a. Predictors: (Constant), Feedback Mechanisms				

Table 2.1 shows feedback mechanism is significant statistically in prediction of dependent variable because value of p=0.037<0.055

The regression model equation is Y=2.263 + 0.179 X,

Where Y= organizational social stressors and X= feedback mechanisms.

Table 2.1 Regression of feedback mechanisms and organizational social stressors

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T value (t)	Significance
		B	Standard Error	Beta		
1	Variable (Constant)	2.263	0.253		8.928	0.000
	Feedback Mechanisms	0.179	0.102	0.46	2.753	0.037
a. Dependent Variable: Organizational Social Stressors						

The ANOVA results in table 2.3 also confirmed that the regression model is considerably fit in dependent variable prediction because $F_{1,\ 225;\ 0.05}$=3.85<4.072 with p=0.037<0.05. Hence, the variable feedback mechanisms had an influence on the dependent variable (organizational social stressors).

Table 2.3 Feedback mechanisms and organizational social stressors ANOVA

ANOVA[a]						
Model		Sum of Squares	Degree of freedom	Mean Square	F statistic value	Significance
1	Regression	0.843	1	0.843	4.072	0.037[b]
	Residual	46.575	225	0.207		
	Total	47.418	226			
a. Dependent Variable: organizational social stressors						
b. Predictors: (Constant), Feedback Mechanisms						

The correlation, regression and ANOVA analysis in this study concluded that feedback mechanisms had an influence in managing organizational social stressors. Therefore organizations need to strengthen the feedback mechanisms in their communication strategies to be able to promote a positive work environment that reduces organizational social stressors.

Overall Analysis of dependent variables on independent variable (Feedback Mechanism)

After conducting statistical analysis on all independent variable feedback mechanism, it was necessary to conduct the same analysis on the dependent variable to be able to draw a conclusive discussion on the findings. The results obtained indicated in table 2.4 that 88% of organizational social stressors affect an individual mental wellbeing and workplace productivity.

Table 2.4 Organizational Social Stressors Response rate (Dependent Variable)

Response rate of the prevalence and nature of organizational social stressors at the (MoALD).		**Total**	**Sample (n) %**
I frequently experience organizational politics at the (MoALD)	Strongly Agree	33	14.5%
	Agree	173	76.2%
	Neutral	15	6.6%
	Disagree	4	1.8%
	Strongly Disagree	2	0.9%
I feel that I have too much work to handle effectively at the (MoALD)	Strongly Agree	8	3.5%
	Agree	55	24.2%
	Neutral	65	28.6%
	Disagree	86	37.9%
	Strongly Disagree	13	5.7%
I often encounter role conflict and ambiguity in my job at (MoALD)	Strongly Agree	41	18.1%
	Agree	151	66.5%
	Neutral	16	7.0%
	Disagree	14	6.2%
	Strongly Disagree	5	2.2%
I feel that there is a lack of social support from my colleagues and supervisors at the (MoALD)	Strongly Agree	43	18.9%
	Agree	149	65.6%
	Neutral	10	4.4%
	Disagree	15	6.6%
	Strongly Disagree	10	4.4%
I experience discrimination and prejudice at the (MoALD)	Strongly Agree	20	8.8%

	Agree	72	31.7%
	Neutral	14	6.2%
	Disagree	99	43.6%
	Strongly Disagree	22	9.7%
I have encountered bullying or harassment at the (MoALD).	Strongly Agree	13	5.7%
	Agree	69	30.4%
	Neutral	13	5.7%
	Disagree	112	49.3%
	Strongly Disagree	20	8.8%
These organizational social stressors affect my mental wellbeing and workplace productivity.	Strongly Agree	136	59.9%
	Agree	63	27.8%
	Neutral	12	5.3%
	Disagree	10	4.4%
	Strongly Disagree	6	2.6%
These organizational social stressors do not affect my mental wellbeing and workplace productivity.	Strongly Agree	13	5.7%
	Agree	10	4.4%
	Neutral	13	5.7%
	Disagree	61	26.9%
	Strongly Disagree	130	57.3%

The correlation results in table 2.5 shows a positive connection between independent variable (feedback mechanisms) and dependent variable (organizational social stressors) because correlation coefficient is r=0.597 this value 0.597 is closer to value one (1) where a strong correlation exist.

In conclusion table 2.5 above shows R^2 value as 0.356 thus, 35.6% of organizational social stressors would be explained by all the independent variables.

Table 2.5 Regression summary for dependent variables on independent variable

Model Summary				
Model	Correlation coefficient (R)	R Square	Adjusted R Square	Standard Error of the Estimate
1	0. 597[a]	0.356	0.345	0.053843
a. Predictors: (Constant), feedback mechanisms, open and clear communication (recoded), timely and planned communication, upward and downward communication				

Regressions findings Table 2.5 shows regression model is significant statistically except this is because values of **p** is greater than 0.05. Thus, the model is fit to predict the dependent variable.

Therefore, the model equation can be defined as: $Y= 2.73 + 0.0305X_1$

Where: **Y** = Organizational Social Stressors $\mathbf{X}_1$ = feedback mechanisms.

Table 2.6 Regression analysis for dependent variables on independent variable

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T value (t)	Significance
		B	Standard Error	Beta		
1	Independent variables(Constant)	2.730	0.343		7.953	0.000
	Feedback Mechanisms	0.305	0.157	0.198	2.951	0.047
a. Dependent Variable: Organizational Social Stressors						

The ANOVA findings indicated in table 2.6 shows the multi-regression model is substantially fit in predicting or explaining variations on the dependent variable (organizational social stressors) since $\mathbf{F_{4,222,0.05}}$=2.38 > 2.235 p=0.036<0.05.

This means that strategic communication that includes feedback mechanisms has a significant relationship with management of the organizational social stressors. This findings is supported by scholars such as Paterson et al., (2021) that strategic communication relates to organizational social stressors and can be employed in developing awareness and educating organizational stakeholders to create a healthy workspace. Therefore strategic communication had influence in managing organizational social stressors.

Conclusion

The inferential findings on objective influence of feedback mechanisms in the management of organizational social stressors established a positive and significant connection between feedback mechanisms and organizational social stressors. Where 21.2% of organizational social stressors was explained by feedback mechanisms thus, the regression analysis of feedback mechanisms can explain the variations on the dependent variable (organizational social stressors).

This findings were in line with Anseel, (2015) that organization that set up feedback mechanisms in their communication strategies encourages employees to seek growth opportunities actively, reducing organizational social stressors associated with resistance to change thus, fostering a culture of adaptability.

The ANOVA outcomes also confirmed that regression model is significantly fit to predict the dependent variable. Therefore, variable feedback mechanisms had an influence in the management of dependent variable (organizational social stressors).

This was supported by scholars such as wellbeing Lyon et al., (2018); Glasgow et al., (2014) that feedback mechanisms act as part of the crucial component in therapeutic intervention for mental wellbeing. Feedback mechanisms is an important tool for psychiatrist and other medical professionals as it discourage biasness, thereby promoting effectiveness of handling mental health challenges (Janse et al., 2023).Therefore, the conclusion of this study was feedback mechanism relates to the management of the organizational social stressors.

Recommendations

This study demonstrated that communication strategy such as feedback mechanism can effectively manage organizational social stressors. Therefore, organizations should embed mental wellness messages and create feedback mechanisms in their communication policies to support this effort.

Secondly, (MoALD) should maintain effective communication strategies such as feedback while integrating non-communication interventions into the organizational culture to better manage organizational social stressors. Organizations should also invest in training there communication personnel to leverage on modern communication technologies to deliver targeted mental health messages for timely interventions.

With the rise of fields like science communication, integrating science and communication can promote non-clinical solutions to challenges like mental health. Given this study's limitations, scientists can build on its findings to address gaps in managing organizational social stressors.

This study excluded non-communication interventions and key factors like organizational culture and current events. Future research should explore these areas and use experimental methods to ensure consistency in findings.

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