



**UNZA-ZOU**



**AN EVALUATION OF THE EFFECT OF JOB STRESS ON WORKERS  
PERFORMANCE- CASE STUDY OF KENNETH KAUNDA INTERNATIONAL  
AIRPORT, LUSAKA**

BY  
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A dissertation submitted to the University of Zambia in collaboration with Zimbabwe Open University in partial fulfilment of the requirement for the award of the degree in Masters of Business Administration

THE UNIVERSITY OF ZAMBIA

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## **DECLARATION**

I, Chitalu Julius Musonda, hereby declare that this dissertation represents my own work, and that it has not previously been submitted for a degree, diploma or other qualification at this or any other university. I also declare that all published work or material incorporated in this report has been acknowledged through a detailed list of references

Signature of Author\_\_\_\_\_

Date: 20<sup>th</sup> December 2021

Signature of Supervisor\_\_\_\_\_

Date: 20<sup>th</sup> December 2021

## **DEDICATION**

This paper is dedicated to all the workers at Zambia Airports Corporation Limited who have either been injured or involved in accidents or/and incidents as a result of job stress.

## **ACKNOWLEDGEMENTS**

I would like to thank the Almighty God for His abundant grace and protection. I am grateful to all the people that rendered me their support in the course of undertaking this project.

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Further, I am grateful to the Management of Zambia Airports for giving me an opportunity to conduct the research at the institution and also to the employees in ground handling section that willingly provided the information which made this research possible.

Finally, I express my deep gratitude to my wife Nawezi, children; Kalumbu, Kanjiluba, Kawandi and Kamilumbe for the endurance over the last three years during which I have had to spend most of my time away from them. Their understanding, encouragement and patience was crucial during my study period at The University of Zambia

## **ABBREVIATIONS AND ACRONYMS**

- KKIA            Kenneth Kaunda International Airport
- ZACL            Zambia Airports Corporation Limited
- ICAO            International Civil Aviation Organisation

## APPROVAL

This dissertation by Chitalu Julius Musonda has been approved as partial fulfilment of the requirement for the award of Masters of Business Administration by the University of Zambia in collaboration with Zimbabwe Open University.

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## **ABSTRACT**

The main objective of this study was to analyze the effect of job stress on employee performance in the Ground Handling section at KKIA. The study sampled 50 customers and collected data using questionnaires. A descriptive survey design was used in the study. Quantitative data collected was coded and fed into a computer statistical software SPSS to run the analyses. Descriptive data analysis entailed counts, percentages, cross-tabulations, and measures of central tendencies. Correlation analysis was used to check the relationship between dependent and independent variables. Qualitative data from the research schedule entailed the use of thematic analysis techniques. The results were interpreted and data were presented in tables for uniformity and ease of interpretation. The study found that the majority of respondents in the study thought their physical environment at the ground handling section of the KKIA was poor. Furthermore, the majority of respondents at the ground handling section of the KKIA said there often was the availability of job stress factors in their work section. Additionally, when discussing the self-assessed job performance of the respondents, the study found that the direct stress factors at the ground handling section of the KKIA affected employee performance negatively. The results of the correlation and regression results showed that there was a negative relationship between Job Stress and Employee Performance at KKIA. The study concluded that, there had been many stress factors that the employees at KKIA endured, and enquiry proved that the effect of stress affected performance negatively. The fact that the majority of the employees thought of leaving their job and felt that the organization did not care about them was a reflection of huge dissatisfaction that undoubtedly lowered performance. Symptoms of work stress included a drop in work performance, depression, anxiety and sleeping difficulties. Therefore, it suggested that employers recognize work-related stress as a significant health and safety issue; and recommended that every company take steps to ensure that employees are not subjected to unnecessary stress.

**Key Words:** Job Stress, Employee Performance, Kenneth Kaunda International Airport

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# **CHAPTER ONE: INTRODUCTION**

## **1.0 OVERVIEW**

Chapter one presents the background to the study, Statement of the Problem, Study objectives, Research hypothesis, Significance of the study, theoretical framework, and scope of the study, Limitation of the study, operational definitions, and a summary.

## **1.1 BACKGROUND**

Selye (1974) as cited in Ling (2008) defined stress as a set of neurological and physiological reactions that serve an adaptive function. In today's world, most people experience higher levels of stress. The term “stress”, as is currently used, was first introduced by Hans Selye in 1936 and is considered as the originator of the stress theory. Selye defined stress as the “non-specific response of the body to any demand for change”. However, the commonly accepted definition of stress states that it is a condition or feeling, experienced when a person perceives that demands exceed the personal and social resources the individual can mobilize (Lazarus, 1966).

Stress is a physiological and psychological response to any events known as stressors that may disturb a human being's functional balance. A stressor can mean anything that has a stress-causing effect in one way or the other. Also, stressors can arise from within an individual (internally) or from the surrounding environment (externally). The nature and effects of stress are easier to understand when implied that certain environmental variables (stressors) when interpreted by an individual (cognitive interpretation) may lead to a type or level of stress as perceived by the individual (Selye, 1974 as cited in Ling, 2008).

Most studies have shown that job stress negatively affects an individual's work performance. There are many sources of job stress work overload, role ambiguity, job insecurity, working relationships, lack of motivation, working environment, working hours and time pressure. Stress is also triggered by an individual's lifestyle outside work environments such as family commitment and natural calamities associated with the individual (Alkubaisi, 2015).

Kenneth Kaunda International Airport is one of the four international airports being managed by Zambia Airports Corporation Limited (ZACL). The other airports include Harry Mwanga Nkumbula, Simon Mwansa Kapwepwe and Mfuwe International Airports. ZACL was established in 1989 by an act of parliament no. 16 of 1989 and has now been repealed and replaced by the Civil Aviation Act No. 5 of 2016 of the laws of Zambia. (Strategic Plan 2017-2021).

The corporation is responsible for the provision and maintenance of air navigational services and telecommunications aids throughout the Zambian airspace and charged with the responsibility to provide aircraft services, fire & rescue services and security at all designated airports in Zambia. The corporation is structured into three divisions namely Corporate Head Office, Airport Services and Air Navigation Services (Strategic Plan 2017-2021). Ground handling section which is the subject for this study is under Airport Services Department.

Since inception Kenneth Kaunda International Airport has been running 3 shifts of 8 hours each per day for the shift workers until 2018 when the shift pattern changed to 12 hours. According to the Zambian labor laws the standard working hours is eight (8) hours working day and a maximum forty-five (45) hours regular working week. Any work done in excess of these provisions attract overtime pay at one-and-a-half during working days and at double rate during Sundays and public holidays. The company has experienced a high employee turnover over the last three years and an increased level of absenteeism (ZACL HR Q3 report 2020) however, the resultant effect of the increase in shift hours has not been fully ascertained, hence the investigation done in this research.

Ground handling has two units namely Traffic section and Line maintenance. Traffic section at the airport environment involves passenger facilitation in the terminal building through the check-in counters. While Line maintenance involves technical flights meet and dispatch services, technical handling services using ground service equipment and handling of baggage on the apron. Apron is one of the busiest locations around the airport. An Apron is defined as an area on a land aerodrome that is intended to accommodate aircrafts for purposes of refueling, loading and unloading of luggage or cargo as well as the, embarkation and disembarkation of passengers (ICAO Annex 14). In addition, the Apron is associated with high jet engine noise, moving equipment, and adverse weather conditions such as excessive temperatures and rainfall. As a result, employees working in such environments are susceptible to high levels of stress.

One of the key functions in ground handling is airport check-in. The employees at check-in are the first line of defense for public safety and security in airports. Therefore, it is important that check-in staff have the confidence, commitment, and authority to deal with aggressive and disruptive passengers (ITF, 2000). Given the necessary training and management support to enable them to take on this critical role, check-in workers are well placed to identify potentially aggressive or threatening passengers and to catalyze a chain of actions aimed at preventing disasters, or aggressive behavior towards check-in and other air transport workers. Recognition of the positive and important role that check-in workers play as safety professionals on the ground would be a natural means of broadening their skill base, providing well-deserved recognition to the professional

job performed, and could serve to offset the cyclical, repetitive nature of some of the job tasks. This kind of work pressure causes employees to succumb to stress.

For example, the management of unruly or disruptive behavior can best be achieved where passengers recognize the safety role of staff, are willing to accept their authority, and will comply with their instructions. Unfortunately, the marketing of aviation very often explicitly undermines this staff role: crew and passenger handling staff are all too often portrayed as compliant service providers, willing and able to meet the individual requirements of passengers. Service with a smile, delivered by young, attractive, and usually female staff is the standard approach when promoting airline brands. Such images promote in the mind of passengers the notion that crew, and ground staffs exist to meet passenger demands alone, rather than to enforce and deliver passenger safety (ITF, 2000).

Roskam et al. (2003) observed that check-in workers are well placed to assess the weight of bags, ensure that carry-on baggage is of the correct weight, size, and quantity. Additionally, check-in workers identify passengers who are under the influence of alcohol or have mood problems at the time of check-in that is before such passengers become a potential nuisance and challenge on board an aircraft. Passengers with mood swings and those under the influence of alcohol are factors identified as potential causes of air rage. Such skills are key means of preventing passenger rage on the ground or in the air.

Evidence reveals that stress levels among workers in the aviation industry are increasing and is manifesting in the form of unsafe working practices, high turnover, reduced morale, and poor performance. Additionally, considerable pieces of evidence reveal that professionals are increasingly exposed to working environments that place their health at risk through workplace stress and subsequently have difficulties in maintaining an effective work-life balance (Dwyer, 1999 as cited in Sun & Chiou, 2010).

Aviation ground handling employees considered in this study are involved in the flight handling activities which often exposes them to extended working shifts. As a result, the work pressure they succumb to is more intense when compare to similar industries. Sun & Chiou (2010) add that these employees play a very important role in air transportation. Not only does their work pressure affect their health and organizational efficiency but also it affects aviation safety. This study therefore, investigated the effect of Job stress on work performance among employees working in the Ground Handling section at Kenneth Kaunda International Airport (KKIA) in Lusaka.

## 1.2 STATEMENT OF THE PROBLEM

Work related stress is an issue of contention in today's world because it affects both the organization and the employees. It is a phenomenon that may not be avoided among employees in the aviation industry, more so for shift workers. Basit et al (2017) concluded that job stress is one of the most popular 'occupational diseases' of the century to mankind and it has affected individuals' physically and psychologically, causing such impactful pressure on employees' performance.

Queensland Government (2012) adds that indicators of occupational stress at the workplace include increased absenteeism, altered performance, changes in attitude, mood or behavior becoming irritable, volatile or aggressive, conflict with others, diminished work relationships, tiredness and lack of interest. High levels of work-related stress may be associated with low levels of job satisfaction. Consequently, low levels of job satisfaction may have an interrelation with the workers' performance on the job. Subsequently, this may indirectly influence the operation and progress of an organization.

KKIA which operates on a 24-hour basis cannot operate without the shift pattern in the Ground Handling section. From inception KKIA has been running an 8-hour shift until recently in 2018 when the hours were increased to 12 hours. Owing to this change most employees have complained about drastic job stress (ZACL Safety annual report 2019) hence, this study investigated the effect of job stress on employee performance at Zambia Airports Corporation Limited.

## 1.3 OBJECTIVES OF THE STUDY

### *1.3.1 General Objective*

The main objective of this study was to analyze the effect of job stress on employee performance in the Ground Handling section at KKIA.

### *1.3.2 Specific objectives*

The specific objectives in this study were;

- i. To assess the prevalence of job stress among the employees in the ground handling section at KKIA.
- ii. To identify the sources of job stress among the workers in the ground handling section at KKIA.
- iii. To examine the implication of job stress factors on employee performance in the ground handling section at KKIA.



## 1.4 RESEARCH QUESTION

This study was guided by three research questions as outlined below;

- i. How prevalent is job stress among the employees in the ground handling section at KKIA?
- ii. What are the sources of job stress among the workers in the ground handling section at KKIA?
- iii. What is the implication of job stress factors on employee performance in the ground handling section at KKIA?

## 1.5 SIGNIFICANCE OF THE STUDY

The findings of this study will be used as a guideline by the shift workers in order to determine the main sources of job stress they experience by virtue of workplace. The results of this study will also motivate the shift workers to enhance their understanding of the importance of preventing job stress in the workplace and subsequently improve their work performance. Additionally, the findings will assist the management of the KKIA to become more effective and efficient in managing and reducing job stress among the employees.

The researcher anticipates that as this study will contribute substantially to the establishment of a theoretical understanding of the phenomenon of how organisational culture can be aligned with digital innovation and technology to yield increased productivity and serve customers efficiently with high satisfaction. This will form a new insight and contribute to the current ideas of organisational culture and stress management.

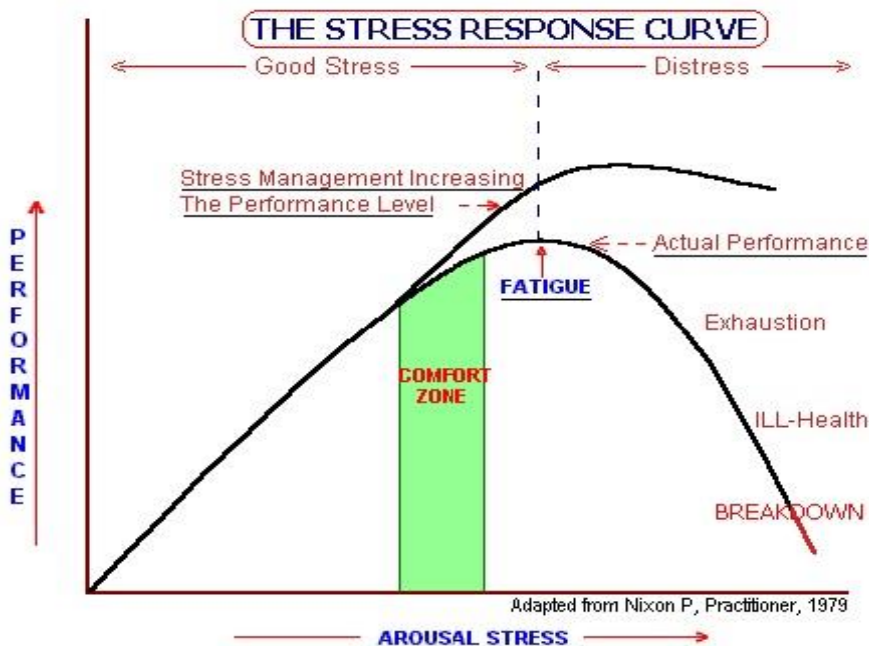
Furthermore, this study will be of importance to future researchers as it will give more details on the problem and it will be used as a forum for discussing the effect of job stress on the organizations. Finally, the Government of Zambia will also benefit from the findings in this study to identify the gaps in industries and implement policies towards creating an environment that will aid companies to adhere to the stipulated laws and regulations on stress management.

## 1.6 SCOPE OF THE STUDY

The study was conducted at Kenneth Kaunda International Airport, ground handling section. In conducting this research, the emphasis was on the effect of job stress on employee performance in the Ground Handling section at KKIA. Data on job stress and employee performance relevant to the study was collected and presented.

## 1.7 THEORETICAL FRAMEWORK

The Stress Response Curve developed by Nixon (1979) shows the relationship between job stress and employee performance as presented below. The model provides knowledge on how an individual decline from best performing into underperformance but this is the general stress processes experienced by all individuals.



Source: Nixon (1979)

Sarah (2012) as cited in Mwila, (2020) notes that extreme stress causes fatigue to an individual and also causes burnout which affects the health of the individual. A positive impact as shown by the graph is the increase in performance levels when stress management is effective such as providing adequate resources, equal promotional/career development opportunities, effective communication that motivates employees to perform at their best.

## 1.8 OPERATIONAL DEFINITIONS

**Stress:** Health and Safety executives (HSE) define stress as an adverse reaction people have to excessive pressures or other types of demand placed on them. Work-related stress is thus understood to occur when there is a mismatch between the demands of the job and the resources and capabilities of the individual worker to meet those demands.

**Performance:** A constant procedure for improving individuals by aligning actual performance with preferred organizational goal. A good performance of the employees of an organization leads

towards a good organizational performance thus ultimately making an organization more successful and effective and the vice versa (Armstrong, 2009).

*Workers:* These are individuals hired working under a contract in an organization.

## 1.9 VALIDITY AND RELIABILITY

### *1.9.1 Reliability of Data*

Ondeng (2000) refers reliability to the question of whether a measuring instrument or process can produce the same result if successively employed by different researchers or gives equivalent results over several repeated trials. This study will use internal consistency to measure the reliability of data. To ensure consistency, this research asked logically related questions and the answers were checked for any inconsistencies.

### *1.9.2 Validity of Data*

Validity refers to the extent to which empirical measures of concept accurately represent concept. In other words, Validity is the degree to which an instrument measures what it is intended to (Denise, et al, 2001). The research instruments were structured in a way that they covered all aspects of the phenomena under investigation.

## 1.10 LIMITATIONS OF STUDY

1. Some of the problems that the researcher encountered during the course of carrying out the research included the reluctance of respondents as some were skeptical about the research.
2. Some workers were too frustrated and stressed such that they were not interested in participating in the study.
3. Time limitation is one of the factors that hindered the researcher to collect more data from the sample group.
4. Language is also another limitation, as some of the respondents were not conversant with English, thus in order to acquire their responses the researcher had to use a local language the respondent was conversant with e.g., Nyanja or Bemba, in asking the questions from the questionnaire guide while at the end of the day the outcome was to be recorded and reported in English language.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.0. OVERVIEW**

This chapter presents the literature review for the study. The objective of conducting literature review was to obtain background information relating to the topic of discussion and to understand how previous researchers conducted similar studies in this regard. Therefore, the initial part of the chapter discusses previous studies conducted in developed countries, followed by those conducted in developing countries which include African countries. The concluding section of this chapter discusses studies that were conducted in Zambia.

### **2.1. STUDIES CONDUCTED IN DEVELOPED COUNTRIES**

Roskam *et al* (2003) conducted a two-country study in Canada and Switzerland, in which they examined employees from the ground handling section at three different types of airports. The aim of the study was to examine occupational health and safety issues in line with the impact of management practices and work organization on check-in employees' health. The study revealed that check-in staff are exposed to several hazards at the workplace.

For instance, there is a high rate of musculoskeletal disorders (MSD) that result from frequent lifting or handling of baggage and prolonged standing while operating a computer in a constrained space. As a result, MSDs are common among check-in employees and can lead to temporary or permanent disability as well as disrupt sleep and non-work activities. The study therefore, revealed that heavy workload is one of the leading factors contributing to job-related stress. The study also revealed other hazards which lead to job-related stress for check-in employees including violence, environmental conditions, and uneven workload distribution. The study further revealed that other aspects such as quick turnaround policies, work intensification, lack of training, lack of autonomy, and exclusion in workplace decision-making have negative effects on check-in employees. For example, the "quick turnaround" policies practiced by airlines increases stress levels, work pressure and workload for check-in employees.

In terms of the research gap, the study investigated the effect of occupational health and safety among check-in employee. However, the study did not investigate the effect of stress on the performance of employees. This will be the focus of this study. Furthermore, the study by Roskam *et al* was cross-sectional and targeted three different airports. However, this study will only target one airport. This will allow for more insights into the topic under study. Nonetheless, Roskam *et al* study relates to this current study in that both focus on the key variables that cause job-related stress in this regard.

Another study conducted by Sun, and Chiou (2010), investigated occupational stress and work performance. The target population for this study was the aviation ground crews working at Taoyuan International Airport in Taiwan. It was postulated in this study that aviation ground crews play a very important role in air transportation. Not only does their work pressure affect individual health and organizational efficiency, but aviation safety. The aim of the study was to determine the relationship between various factors contributing to job stress and work performance. The study explored the interrelationships of a variety of occupational stress factors, coping strategies and work performance using the Structural Equation Modeling (SEM).

The results of Sun, and Chiou analysis using the SEM model revealed that occupational stress had a negative effect on work performance, and that associated coping strategies were the mediator survivals between occupational stress and work performance. The study concluded that it was possible to have a better understanding of the characteristics of aviation ground crews and the causal relationship between occupational stress and work performance. Furthermore, the study proposed a model that can be beneficial towards improving the practices of human resources management and the development or reviewing of policies in the aviation industry.

Sun and Chiou's study research revealed that there are several implications for the managers and researchers of aviation ground crews. The study suggested that human resource managers particularly need to be aware of important psychological characteristics between occupational stress and work performance. These managers also need to be specifically aware that coping strategies determine how employees are treated in an organization and influence how they respond. However, the study was limited in that it did not further explore sources of stress but rather demonstrated a model of the relationship between occupational stresses with work performance. This is the gap that this study intends to fill.

Similarly, Lai, Saridakis and Blackburn (2013) conducted a study in the United Kingdom (UK) in which they examined the relationship between the size of a firm and employees' experience with work stress. The researchers used a matched employer–employee dataset (Workplace Employment Relations Survey, 2011) that comprised of 7182 employees from 1210 private organizations in the UK. Initially, they established that employees in small and medium sized enterprises (SMEs) experienced lower levels of overall job stress compared to those in large enterprises, although the effect disappeared when controlled for individual and organizational characteristics in the model.

The study also established that work overload, job insecurity, poor career progression opportunities, good work relationships, and poor communication were strongly associated with job stress in

SMEs. Whereas, work overload, poor job autonomy and employee engagements were more related with larger enterprises. As such, estimates demonstrated that the association and magnitude of estimated effects vary significantly with enterprise size. In addition, it was determined that work overload, poor career prospects, negative work relationships, and inflexible work environment all enhanced job stress.

However, the analysis for this research examined the effects of these factors separately for both SMEs and large enterprises and established that the magnitude of the impact of each job stressor varied significantly with enterprise size. On one hand, the study established that quantitative work overload, job insecurity and poor career progression, good work relationships and poor communication tend to have a stronger impact on employees' experience of job stress in SMEs. Whereas, on the other hand, qualitative work overload, poor job autonomy and employee engagement are more important stressors in larger enterprises. Although many similarities may exist between workloads in SMEs and large enterprises, this study will focus on a specific section in one company and will not necessarily compare and contrast between SMEs and large enterprises. This is the gap that this study intends to fill.

According to a study conducted by Wang and Yen (2013) in which they investigated the relationship surrounding sources of job stress, consequences of job stress, and stress coping strategies of airport ramp employees in Taiwan. The study classified the sources of job stress experienced by ramp employees into four dimensions including organizational environment, interpersonal relationship, workload, and career development. The study further used the Linear Structure Relation Model (LISREL) to analyze the correlation of the three variables including the sources of job stress, consequences of job stress, and stress coping strategies. The results of LISREL empirical analysis and testing revealed that the sources of job stress have a significant positive effect on stress coping strategies whereas, the sources of job stress have a significant positive effect on the consequences of job stress while stress coping strategies have a significant negative effect on the consequences of job-related stress. In terms of the research gap, the study employed LISREL as a tool for data analysis. However, this study will employ SPSS as a tool for data analysis. SPSS has a very useful and simple interface.

## 2.2. STUDIES CONDUCTED IN DEVELOPING COUNTRIES

A research conducted by Loura and Yadav (2013) at Indira Gandhi International Airport, New Delhi investigated human factors and stress in air traffic controllers. The study established that the leading causes of stress among air traffic controllers included work changes, work pressures,

relationships at work as well as uncertainty and inadequate resources. One key point from the study was that mixture combination of high workload, high responsibility for safety and shift work make the job of an air traffic controller a stressful one.

The study also revealed that air traffic controllers felt frustrated with routine tasks, and often did not know what to expect from the job. As such, they experienced loss of commitment or dedication to their work. The study further revealed that air traffic controllers indicated having fewer daily pressures from family relationships and other activities. According to this unit of employees, family relationships were strong and participants felt strong and capable for this area of their lives. There are not many changes in life events such as separation, divorce, birth, adoption, death of a close family member or friend and changing in family activities. The study also established that physical work conditions were apparently not dangerous, which was not the expected outcome due to the hazardous conditions associated with this type of work. Air traffic controllers also felt that workplace is not bleak, uncomfortable, or depressing.

In essence, safety and workload in air traffic control are interrelated issues which are of utmost importance. Therefore, air traffic safety requires the systematic and extensive use of safety instruments. Hence, to avoid critical situations, work schedules should consider stress and manage workload by giving short breaks within a shift to air traffic control employees. Also, critical incident stress management is needed when these controllers experience a separation loss between aircraft or in the worst-case scenario, an accident. Essentially the only cause of stress was work changes, work pressures, relationships at work as well as uncertainty and inadequate resources. Unlike Loura and Yadav's study which focused on employees who work in traffic air control, this study will focus on employees in the ground handling section. This is the gap that this study intends to fill.

Similarly, Iqbal and Waseem (2012) conducted a study on how job stress and employee satisfaction affected air traffic controllers of the Pakistan Civil Aviation Authority. The target population was employees working in four international airports namely Karachi, Lahore, Islamabad, and Multan. These airports were randomly selected with a total population for the study was 670 and 20% of the total population was selected as sample. The sample size comprised of air traffic controllers from various shifts in each of these airports. The aim of Iqbal and Waseem's study was to investigate the impact of job stress on job satisfaction among air traffic employees and also to determine the causal factors of job stress, which have subsequent negative effects on these employees' job satisfaction.

The objective of Iqbal and Waseem's study was to analyze the stress drivers in various situations of which these drivers were classified into six variables including job insecurity, performance pressure, role ambiguity, home-work interface, work load and relationship with others in the workplace. The findings established that performance pressure, role ambiguity and home-work interface contributed to increased stress among air traffic controllers while work load and relationship with others in the workplace remained insignificant. Furthermore, the results of the study established that there was a negative relationship between job stress and job satisfaction. As such the air traffic controllers who had high levels of job stress had low job satisfaction.

Iqbal and Waseem's study are important to this study in that it incorporated a methodology which is similar to that to be used in this study. However, the researcher used limited factors or variables since stress can be caused by many different aspects in the workplace environment. In addition, the study was conducted in a Pakistani workplace environment and hence may not be representative of the whole region or international civil aviation authorities. Furthermore, the study was on air traffic controllers as such it may not be right to generalize the findings to employees of the ground handling section. Thus, this study will focus on employees in the ground handling section to investigate how much effect job stress has on their performance.

Another study was conducted in Malaysia by Basit *et al* (2017) which explored the effect of job stress on employee performance in various sectors. In order to determine the level of stress in their study, four variables were identified that include time pressure, workload, lack of motivation, and role ambiguity. Regression analysis was carried out to examine the effect of stress on employee performance using SPSS21. It was found that time pressure and role ambiguity had a significant adverse influence on employee performance. Therefore, it was established that employees undergo job stress when they are pressured to complete their task in what may be considered as an unreasonable time accorded by their employers or superiors. The other two factors of workload and lack of motivation did not have any significant influence on employee performance because the aspect of workload was an inevitable factor in their line of work. It was, therefore concluded that increasing time pressure and role ambiguity would reduce employee performance in all aspects.

One of the recommendations from this study was that managers should ensure that role ambiguity is minimized and that clear roles are given and communicated to employees in order to increase job performance. The study concluded that supervisors and managers should be encouraged to discuss time allotment and task completion dates or duration with their subordinates to avoid the aspect of time pressure. Nonetheless, this study covered a wider scope of industries and only picked four variables for stress. As such, the results produced were inconsistent since each industry is unique in



nature. The current research will attempt to address this gap by focusing only on one industry and exploring other variables that affect employee performance.

Also, Alipour and Monfared (2015) conducted a study in which they investigated job stress and its impact on job commitment among hospital nurses in Behbahan in Iran. The results revealed that there is a significant inverse relationship between job stress and organizational commitment. Additionally, there is a significant inverse relationship between job stress and affective, normative and continuance commitment. The study concluded that among the seven job-stress subscales that include demand, change, control, managerial support, peer support, role ambiguity and relations, the peer support subscale was the strongest predictor of organizational commitment. It further suggested that developing good relations with colleagues can have a positive impact on job commitment. In terms of the research gap, the study main focus was on the health sector. However, this study will focus on the aviation industry and, particularly, ground handling workers.

### 2.3. STUDIES CONDUCTED IN AFRICA

Amoako *et al.* (2017) conducted a study to investigate the effect of occupational stress on job performance at Aspet A. Company Limited in Techiman, Ghana. Based on the findings of the study, it was clear that there are multiple causes of stress that had physical, emotional and psychological effects on employees at this company. The study further revealed that stress related with workforce, marital status, education, and working experience was negative. One key point from this study was the linkage between stress among employees and their job performance in a positive manner. The study concluded that as employee stress increases, their job performance also tends to increase and vice versa. This implies that stress to an extent enhanced job performance among employees at this company.

It was, therefore, recommended that management of this company devise an overall coping strategy policy on stress reduction. Furthermore, the study recommended that tasks be assigned by taking into consideration the marital status, education and work experience of employees in order to avoid overburdening them with work that may negatively affect them and their work performance. In terms of the research gap, the study utilized descriptive research design. However, this study will utilize exploratory sequential mixed method design. This is an approach that combines qualitative

and quantitative data collection and analysis in a single study. This will improve an evaluation by ensuring that the limitations of one type of data are balanced by the strengths of another.

In the similar way, Fonkeng (2008) conducted a study to examine the effect of work stress on employee performance in a microfinance institution in Yaoundé central of the Mfoundi division, Cameroon. The Mfoundi division which hosts about 200 branches of the masked microfinance institution with the most concentrated found in Yaoundé central. Fonkeng used the non-probability sampling technique to distribute questionnaires and a total of 100 employees from various branches in Yaoundé were selected as sample size for the study thus representing about 20% of the population. Fonkeng's study established that employees became stressed from working longer hours coupled with much workload considering that the majority of the participants rated working hours and work load as major stressors. Fonkeng's point of contention was that the employees work in a customer service institution which is busier and one employee's work input depends on the other employee. The study concluded that when employees are stressed, they tend to make a lot of mistakes and the overall productivity is reduced.

The study thus recommended that institutions need to elaborate and implement a robust and effective stress management mechanism that was found to be lacking in order to help the employees to perform much better. In addition, there was need for management to introduce an Employee Assistance Program which is a proactive measure that identifies and intervenes on problems before they affect the employee's production level. In essence, praise and recognition are known positive influencers. Therefore, management needed to inculcate the habit of praising and recognizing employees for exceptional performance through awards, merit system and other benefits or bonuses. In terms of the research gap, the study used non-probability sampling technique to distribute questionnaires. However, this study will use a probability sampling of simple random sampling to avoid selection biases.

Further, Ajayi (2014) conducted a study at Access bank in Lagos, Nigeria which aimed at investigating the relationship between the job stress and job performance among employees in the Nigerian banking sector. It also aimed at investigating the factors affecting the job performance. In this study, Ajayi considered factors such as poor remuneration, long working hours, excessive workload, poor workplace infrastructure and other environmental factors that contributed to stress among employees in the Nigerian banking sector. The study concluded that job stress significantly affected the performance of employees as individuals, which ultimately affects their work performance job.

The study came up with several recommendations that include aspects like employers should proactively minimize stress by providing adequate administrative support to employees, optimize workload and effectively manage customer expectations. Other recommendations were that the employees should minimize relationship and role conflict, deploy adequate reward system and provide adequate training and counselling to employees in order to improve their job performance and job satisfaction. However, the study main focus was the banking industry. This current study will focus on the aviation industry. This is the gap that this study intends to fill.

Furthermore, Awadh *et al* (2015) conducted a study titled effects of workplace stress on employee performance in the county governments in Kenya: a case study of Kilifi County Government. It was postulated in the study that the Public Service department is the nerve of service delivery to the public and due to the high demand and expectations from the public, staff needs to work over and beyond the normal routine, be able to multitask and get out of the confront zone for them to delivery. This has created a stressful environment as most staff are not used to the new system which has a lot of uncertainties and pressures. Therefore, the purpose of the study was to research the effect of stress on the performance of employees of the County Government of Kilifi. The main objective was to determine workplace stress and its effects on performance. To establish the effects of Job demand of the job, salary, job security and time pressure on employee's performance. The research design was a descriptive survey design and the target population research was the 2300 employees of Public Service department in the seven sub counties of the County Government of Kilifi.

The study shows that Job demand was a stress fact that hindered employee's performance though the stress levels were manageable thus did not affect their performance. A strong positive correlation existed between performance and Job demand. Time pressure was a major stressor as most employees felt due to working for long hours was a major challenge in that dual responsibility of dividing their time as working long hours denies them time with their family and this posed as a big challenge. A strong positive correlation existed between time pressure for the job and performance was noted. Employee felt that to some extent Salary was inadequate but it was not a stressor which hinders their performance. Majority of employee considers their job secure and do not find job security stressful. They also noted that Job Security influence their commitment to their employer. It is therefore concluded that workplace stress affects the performance of Kilifi County employees especially time pressure.

The study recommends that Kilifi County government should organize for burnout sessions for its employees and create sufficient time for them to be with their families. In terms of the research gap,

the study focused on the local government institution as its target population. However, this study will focus on the quasi-central- government institution as its target population. These may have different workplace environments and stress levels.

In addition, Kheswa (2019) conducted a study in the Alice and King Williams Town, Eastern Cape Province, South Africa. The aim of this study was to determine factors and effects of work-related stress and burnout on the well-being of social workers. Kheswa did a qualitative study designed from an interpretivist perspective. 14 social workers aged between 35 and 59 years from two Department of Social Development and Welfare offices were selected through purposive sampling to participate in the study. Data were gathered by means of focus group interviews and grounded theory was applied for data analysis. The results of the study confirmed that social workers attributed their work-related stress to lack of resources such as transport, computers and inadequate emotional support from their supervisors. Thus, they demonstrated impaired personal strength and poor human relations.

The limitation to the study was small sample size. With the utilization of a small sample size, it was challenging to decisively sum up the findings even though various questions were utilized as a part of a drive to decide how extensive the sample was. The current study will attempt to incorporate a larger sample size in order to adequately generalize the findings. In addition, the study sought to determine factors and effects of work-related stress. However, this study will go further and assess the prevalence of job stress among employees in the Ground Handling section at KKIA. These are the gaps that this study intends to fill.

Similarly, Mabiza *et al* (2017) conducted a study entitled occupational role stress on employee performance and the resulting impact: A South African Bank Perspective. The researchers explored the impacts of operational activities and job performance demand in relation to stress on employees in the banking sector. The specific objectives of the study were to survey the operational management activities of two selected banks in Johannesburg and to examine the nature of occupational stress in South African banking sector. Other specific objectives were to investigate the effects of occupational stress on employees' performance in the South African banking sector and to identify the major stressors among employees in those banks.

The study revealed that work in the banking sector, as is the case for any other work, is likely to result in stress and that the employees' relationships with management, colleagues and customers tend to cause stress. The researchers drew up the following conclusions: work in the banking sector, is likely to result in stress. Employees' relationships with management, colleagues and customers

tend to cause stress. Stress is a negative indicator that affects workplace performance. Finally, when stress is acknowledged at the workplace and it is identified and well managed, employees can avoid it. While the study main focus was the banking industry, this study will focus on the aviation industry which may have different stress levels altogether. This is the gap that this study intends to fill.

## 2.4. STUDIES CONDUCTED IN ZAMBIA

Mwila (2020) conducted a study to analyze the effect of job stress on employee performance at Zambia Police Paramilitary Battalion in Lusaka. The study revealed that there was a moderate prevalence of job stress among employees at this Battalion. Mwila established that the leading causes of job stress at the Paramilitary Battalion were staff shortage, work schedules, role ambiguity, lack of resources, bureaucratic and red tape, inconsistent promotion and disciplinary practices as well as unequal distribution of work responsibilities. Mwila used Pearson's Correlation and Linear Regression analyses to prove that a negative significant relationship exists between job stress and employee performance. Therefore, the study established that police officers at Paramilitary Battalion encounter unpredictable and potentially volatile situations caused by job stress factors, which makes them fail to execute self-initiated investigations, arrest lawbreakers or appear in courts to testify.

The study recommended that there was need for the Police High Command to identify job stress management interventions that focus on enhancing employee performance by providing adequate resources, equal promotional/career development opportunities for all staff and effective communication or feedback.

The lesson learnt from this study was that the effect of job stress would require the Management to optimize workload, minimize role ambiguity and design competitive compensation systems that sufficiently reward employees for their contributions. While the study analyzed the cause and effect of job stress on employee performance, this current study will go further and try to give job stress prevalence in the ground handling section at KKIA.

A similar study was conducted by Chipere (2008) where he looked at the reduction of on the job accidents through stress management in the mining industry at Mopani Copper Mines and Konkola Copper Mines. The aim of this study was to establish the relationship between work stress and accidents by examining the safety performance and management practice at the two mines. The researcher used the Chi-square, correlation and cross tabulation procedures to analyze data. The findings of the study were that there was a relationship between stress and accidents as well as

injuries in the mining industry. The leading stress factors identified were workload, work pressure, long hours, bad shift design and unpredictable working hours. It was also concluded that the use of contractor employees whose work culture was different from that of permanent employees contributed to the high rate of employee injuries and fatalities.

The researcher recommended that management should put in place stress management systems such as reviewing shift designs, rest and breaks, provision of a job description and encouraging employees to socialize. In terms of the research gap, the study focused on reduction of on the job accident through stress management in the mining industry. However, this current study will focus on evaluating effects of job stress on workers performance in the aviation industry, particularly, ground handling workers.

Further, Kanene and Mushungekelwa (2016) conducted a study to investigate the patterns of stress experienced by Secondary School Teachers in Choma District. The main aim of the study was to establish the forms of stress faced by teachers and to recommend solutions to the identified patterns of stress. The researcher used a descriptive survey design where a sample of six secondary schools and 120 teachers were selected from the district using the simple random sampling technique. The Teacher Stress Inventory (TSI) questionnaire was employed in the study. The study established that teachers moderately experienced patterns of stress in terms of emotional manifestation, fatigue manifestation, cardiovascular manifestation, and gastronomic manifestation but rarely experienced stress in terms of behavioral manifestation.

It was concluded that the above could be minimized by the Ministry of General Education conducting seminars and workshops for the teachers on stress prevention and management together with head teachers from various schools organizing team building events for teachers to refresh and be rejuvenated. However, the researchers concentrated so much on discussing the manifestations of stress as highlighted above without necessarily discussing the causes of stress. This study will attempt to address this gap by first understanding the status quo and sources of stress before discussing the resultant effect.

Similarly, Simuyemba and Mathole (2019) conducted a study of burnout amongst doctors at the University Teaching Hospital in Lusaka. These researchers used cross tabulations, chi-square and statistical analysis tests to determine whether there were significant associations between levels of burnout and other variables such as sex, age, seniority, department and marital status among others. Data analysis was done using guidelines as set out in the Maslach Burnout Inventory (MBI) manual using Epi-info software.

The MBI uses three subscales namely emotional exhaustion, depersonalization and personal accomplishment. The study revealed that more than half (54.4.%) of the doctors studied at the University Teaching Hospital experienced average or high levels of emotional exhaustion with 44.8% experiencing average or high levels of depersonalization and 66.4% experiencing average or low levels of personal accomplishment. There were no significant associations between demographic and individual work factors studied and burnout levels. It can therefore be concluded that the study did not discuss in detail the variables that contribute to stress and that is focused on a hospital set up and thus may not necessarily be generalized to aviation industry which is the focus of this current study. This is the gap that this study intends to fill.

## 2.5. SUMMARY

Chapter two has discussed empirical evidence of different research done in Zambia and other countries. There has been a lot of research done on job stress by many researchers but only some research topics have been done focusing on aviation. All these studies are pointing to the fact that factors such as work overload, job insecurity, long working hours, poor career progression opportunities, poor work relationships, and poor communication are strongly associated with job stress. However, there has never been an exact study (at least to the best knowledge of the researcher) that sought to analyze the effect of job stress on employee performance in the Ground Handling section at KKIA. That is why there is a need for research on this particular topic. This study may help law makers and managers in the aviation industry understand the status quo, and the cause-effects of job stress on workers' performance.

## CHAPTER THREE: METHODOLOGY

### 3.0. OVERVIEW

This chapter outlined the research methods used in conducting this study. It included the research design used, the site of study, the target population, study sample, sampling techniques, instruments for data collection, procedure for data collection, data analysis as well as ethical considerations in the study.

### 3.1. RESEARCH DESIGN

This research used exploratory sequential mixed method design comprising both the quantitative and qualitative methods. Exploratory sequential mixed method design is an approach that combines qualitative and quantitative data collection and analysis in a single study (Creswell & Plano, 2018) as cited in (SAGE publication, 2019). This method of research involves data gathering, description of events, tabulations, depicts activities and provides description of the collected data. Data collected was presented, interpreted and conclusions and recommendations were made.

### 3.2. TARGET POPULATION

The study drew its target population from the ground handling section staff at the KKIA that included the supervisors, customer service assistants, fleet service assistants, porters and the general workers.

### 3.3. STUDY SAMPLE

The study adopted the Yamane formula to calculate the sample of 74 employees who work in ground handling section to be used in the study. According to Yamane (1967) as cited by Israel (2003) this formula is as stipulated below

$$n = \frac{N}{1 + N(e)^2}$$

Where:

**Equation 1:** Formula for calculating a sample for proportions

$n$  = The sample size

$e$  - The desired level of precision (i.e. the margin of error). The study will be based on a 90% confidence interval hence used a level of precision at 0.1.



$N$ = The population.

Therefore, based on the above, the sample size was calculated as follows:

$$\frac{210}{1+210(0.1)^2} = 67.741935$$

The sample size will also account for a non-response rate of 10% consequently bringing the entire sample size to **74** employees.

### 3.4. SAMPLING METHOD

Data was collected using simple random sampling to allow for all members to have equal opportunity of being selected. The Data collected was both the primary and secondary data.

#### 3.4.1 Primary Data

According to Beck (2000), Primary data is data obtainable directly from first-hand sources by means of interviews experimentation and observations. This study's primary data was collected by administering questionnaires and conducting in-depth interviews on the employees at ground handling section of ZACL.

#### 3.4.2 Secondary Data

Secondary data is information that has already been collected and is usually available in published or electronic form (Sleeper, 2001). Secondary data was obtained mainly from journals, articles, books, reports, publications, electronic books and the internet. As such, secondary data was crucial in this study because it enabled the researcher to be acquainted with what has previously been done in investigating the effects of job stress on employee performance.

Obirih (2014) suggests that secondary data is crucial for any research because it allows the researcher to know what has been done in the area of interest and the procedures that were used to come out with those findings.

### 3.5. INSTRUMENTS FOR DATA COLLECTION

A triangulation of research instruments was used in collection of data. These include questionnaires, and the use of airport documents. According to Mugenda and Mugenda (2003) questionnaires give a detailed answer to complex problems. Additionally, questionnaires are also a popular method for data collection in deduction because of the relative ease and cost-effectiveness with which they are constructed and administered. Questionnaires give a relatively objective data and therefore, are

most effective. In this study, Questionnaires were used as the main instrument of data collection from the Customers.

Last but not least the researcher also used documents to gather secondary data. According to Sixsmith and Murray (2001) Documentary Analysis is the detailed examination of documents produced across a wide range of social practices, taking a variety of forms from the written word to the visual image. Documentary analysis was used to gather relevant data pertaining to the use of operation of ground handling section. These included reports and registers for the section.

### 3.6. DATA ANALYSIS

Cross checking of the survey questionnaires and responses to ensure that the questions were answered well was conducted. Quantitative data collected was coded and fed into a computer statistical software SPSS (Statistical Package for Social sciences) to run the analyses. Descriptive data analysis entailed counts, percentages, cross tabulations and measures of central tendencies.

Correlation analysis was used to check on the relationship between dependent and independent variables. Qualitative data from the research entailed use of thematic analysis techniques. The results were interpreted and data presented in a table for uniformity and ease of interpretation. Conclusions and recommendations were made basing on the interpreted data.

### 3.7. LIMITATION OF THE STUDY

The limitations came in because the researcher is an employee of the company hence some respondents perceived the researcher as hired by management. The other limitation was that participants were not given extra time to answer the questionnaires. Consequently, this may have caused participants to alter their views to research items during the busy time when responding to questions.

### 3.8. ETHICAL CONSIDERATION

By Ethical consideration the researcher refers to moral standing that should be held and practiced during the research process. When conducting the research, the researcher was fully aware that the banking environment is very competitive and therefore some respondents withheld some crucial information. The respondents were assured that strict confidentiality would be maintained in dealing with their identities by not writing their names.

The researcher sought approval from the Research Ethics Committee at the University of Zambia Ethics Committee and the office of the Managing Director of ZACL to conduct a research at Zambia Airports Corporation Limited – Ground handling section. Further, informed consent of the respondents and participants was also sought as well as ensuring confidentiality and anonymity.

Participants were given the freedom to withdraw from the research if they felt uncomfortable with the process at any time without any penalty. No participant was promised any form of reward. The participants were pre-informed that the report of the research will be made public and could be accessed by anyone once approved by the University Research Committee.

### 3.9. SUMMARY

In this chapter the methodology to be used has been discussed. Particularly, it presented the research design to be used. It further discussed in detail the methodological choice of the study by identifying and justifying the target population and sample size, types and sources of data, data collection techniques and analysis. Limitation of the study as well as ethical consideration was also presented in this chapter.

## CHAPTER FOUR: PRESENTATION OF FINDINGS AND INTERPRETATIONS

### 4.0 OVERVIEW

The results of the data analysis on the effect of job stress on employee performance in the Ground Handling section at KKIA are presented in this chapter. Where descriptive analysis entailed using measures of central tendencies, frequencies, and counts while correlation statistics employed checking on the level of association between the variables. Qualitative data has been summarized in themes. The findings have been presented in tables and figures followed by interpretation.

### 4.1 DEMOGRAPHICS AND BACKGROUND INFORMATION

#### 4.1.1 Gender

Table 1: Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	28	40.0	40.0	40.0
	Female	42	60.0	60.0	100.0
	Total	70	100.0	100.0	

Table 1 above shows the gender of the respondents. Out of the 70 respondents in this study, 28, 40% were male; and the other 42, 60% were female. Implying that the females were the majority of respondents in this study.

#### 4.1.2 Marital Status

Table 2: Marital Status

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	21	30.0	30.4	30.4
	Married	25	35.7	36.2	66.7
	Divorced	8	11.4	11.6	78.3
	Widowed	6	8.6	8.7	87.0
	Separated	9	12.9	13.0	100.0
	Total	69	98.6	100.0	
Missing	999	1	1.4		
Total		70	100.0		

Table 2 above shows the marital status of the respondents in this study. Out of the 69 respondents that indicated their marital status; 21, 30% were single; 25, 35.7% were married, 8, 11.4 were divorced; 6, and 8.6% were separated. Implying that the majority of respondents in this study were married.

#### 4.1.3 Age Groups

Table 3: Age Groups

		Age Groups			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 24 Years	12	17.1	17.1	17.1
	25 - 34 Years	11	15.7	15.7	32.9
	35 - 44 Years	26	37.1	37.1	70.0
	45 - 54 Years	15	21.4	21.4	91.4
	Above 55	6	8.6	8.6	100.0
	Total	70	100.0	100.0	

Table 3 above shows the age groups in which the respondents belonged to. Out of the 70 respondents that participated in this study, 12, 17.1% were below the age of 24 years; 11, 15.7% were between the ages of 25 – 34years; 26, 37.1% were between the ages of 35 - 44 Years; 15, 21.4% were between the ages of 45 - 54 Years; and the last 6, 8.6% were above 55 years old. Implying that the majority of respondents in this study were aged between 35 - 44 Years.

#### 4.1.4 Education

Table 4: Education Attainment

		Highest Level of Education Attained			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Grade 12 Certificate	6	8.6	8.6	8.6
	Diploma	30	37.1	42.8	51.4
	Degree	28	40.0	40.0	91.4
	Masters	6	8.6	8.6	100
	PhD	0	0	0	100.0
	Total	70	100.0	100.0	

Table 4 above shows the highest levels of education attainment for the respondents. Out of the 70 respondents; 6, 8.6% had grade 12 certificates; 30, 37.1% had diplomas; 28, 40% had degrees; and

the other 6, 8.6 had master's degrees. Implying that the majority of respondents had attained diplomas.

#### 4.1.5 Tenure at ZACL

Table 5: Tenure at ZACL

Tenure at ZACL		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 5 Years	19	27.1	27.1	27.1
	6 - 10 Years	12	17.1	17.1	44.3
	11 - 15 Years	23	32.9	32.9	77.1
	16 - 20 Years	15	21.4	21.4	98.6
	21 - 25 Years	1	1.4	1.4	100.0
	Total	70	100.0	100.0	

Table 5 above shows the respondents tenure at ZACL. Out of the 70 respondents; 19, 27.1% had only been with ZACL for less than 5 years; 12, 17.1% for 6 - 10 Years; 23, 32.9% for 11 - 15 Years; 15, 21.4% for 16 - 20 Years; and the last 1, 1.4% for 21 - 25 Years. Indicating that the majority of respondents had only been with ZACL for about 11 - 15 Years.

#### 4.1.6 Job Title

Table 6: Job Title

Job Title		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ground Handling Manager	1	1.4	1.4	1.4
	Traffic Superintendent	1	1.4	1.4	2.9
	Technical Superintendent	1	1.4	1.4	4.3
	Duty Officer	4	5.7	5.7	10.0
	Crew Chief	4	5.7	5.7	15.7
	Fleet Service Assistants	13	18.6	18.6	34.3
	Porters	13	18.6	18.6	52.9
	Marshallers	14	20.0	20.0	72.9
	Ground Equipment Operator	19	27.1	27.1	100.0
	Total	70	100.0	100.0	

Table 6 above shows the Job Titles of the respondents. Out of 70 respondents; 1, 1.4% was a Ground Handling Manager; another 1, 1.14% was a Traffic Superintendent; another 1, 1.4% was a Technical Superintendent; 4, 5.7 were Duty Officers; 4, 5.7% were Crew Chief; 13, 18.6 were Fleet Service Assistants; another 13, 18.6% were Porters; 14, 20% were Marshallers; and the other 19, 27.1 were Ground Equipment Operators. Implying that the majority of respondents were Ground Equipment Operators.

## 4.2 EMPLOYEES PERCEPTION OF THE SOURCES OF JOB STRESS

*Table 7: Work Shifts*

Work Shifts					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	08AM - 05PM	40	57.1	57.1	57.1
	05PM - 08AM	30	42.9	42.9	100.0
	Total	70	100.0	100.0	

Table 7 above shows the work shifts that the respondents mostly worked at the time of study. 40, 57.1 worked the 08AM - 05PM shift; 30, 42.9% worked the 05PM - 08AM shift. Implying that the majority of respondents mostly worked the 08AM - 05PM shift.

*Table 8: Tenure in Shifts*

Tenure in Shifts					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 1 Years	10	14.3	14.3	14.3
	1 - 2 Years	13	18.6	18.6	32.9
	3 - 4 Years	39	55.7	55.7	88.6
	Above 4 Years	8	11.4	11.4	100.0
	Total	70	100.0	100.0	

Table 8 above shows the length in years that the respondents worked their shifts mentioned in Table 7 above: 10, 14.3% worked in their shifts for less than 1 year; 13, 18.6% for 1 - 2 Years; 39, 55.7% for 3 - 4 Years; and the other 8, 11.4% for more than 4 years. Implying that the majority of respondents worked in their shifts for about 3 - 4 Years.

Table 9: Weekly shift changes

Weekly Shift Changes					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Once	7	10.0	10.0	10.0
	Twice	63	90.0	90.0	100.0
	Total	70	100.0	100.0	

Table 9 above shows the number of times the respondents changed shifts in a week: 7, 10% changed shifts once; and the other 63, 90% changed their shifts twice in the week, at most. Implying that the majority of respondents in the study changed shifts twice in a week.

Table 10: Work Hours per Day

Work Hours Per Day					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	9 Hours	40	57.1	57.1	57.1
	15 Hours	30	42.9	42.9	100.0
	Total	70	100.0	100.0	

Table 10 above shows how many hours the respondents worked pay day. 40, 57.1% worked 9 Hours; and the other 30, 42.9% Worked 15 Hours. Implying that the majority of respondents worked 15 Hours a day.

Table 11: Preferred Work Hours per Day

Work Hours Preference					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	8 Hours	45	64.3	64.3	64.3
	9 Hours	25	35.7	35.7	100.0
	Total	70	100.0	100.0	

Table 11 above shows how many hours the respondents preferred to work pay day. 45, 64.3% preferred to work 8 Hours; while the other 25, 35.7% preferred to work 9 Hours. Implying that the majority of respondents in the study preferred to work 8 Hours a day.



## 4.3 PHYSICAL ENVIRONMENT

Table 12: Physical Environment

PHYSICAL ENVIRONMENT						
	TRUE		FALSE		TOTAL	
	F	%	F	%	F	%
High Level of Noise	46	65.7	24	34.3	70	100
Poor Lighting	60	85.7	10	14.3	70	100
Good Summer Temperature	20	28.6	50	71.4	70	100
Good Winter Temperature	20	28.6	50	71.4	70	100
Good Air Circulation	38	54.3	32	45.7	70	100
No Air Pollution	35	50	35	50	70	100
Protected from Dangerous Substances	64	91.4	6	8.6	70	100
Crowded Work Area	56	80	14	20	70	100
Poor Overall Physical Environment	50	71.4	20	28.6	70	100

Table 12 above shows the physical environment as perceived by the 70 respondents in this study.

### 4.3.1 Level of Noise

46, 65.7% said the levels of noise were very high; while 24, 34.3% said that the levels of noise were not very high. Implying that the majority of respondents in the study thought that the levels of noise in the ground handling section at the KKIA were very high.

### 4.3.2 Lighting

60, 85.7% of respondents said there was poor lighting; while 10, 14.3% said that there was adequate lighting at their work stations. Implying that the majority of respondents thought there was not adequate lighting at their work stations.

### 4.3.3 Summer Temperature

20, 28.6% of respondents said the summer temperature at their work posts was good; while 50, 71.4% said that the summer temperature was not good. Implying that the majority of respondents thought the summer temperature at their work posts was not good.

### 4.3.4 Winter Temperature

20, 28.6% of respondents said the winter temperature at their work posts was good; while 50, 71.4% said that the summer temperature was not good. Implying that the majority of respondents thought the winter temperature at their work posts was not good.

#### *4.4.5 Air Circulation*

38, 54.3 of respondents said there was good air circulation; while 32, 45.7% said there was bad air circulation at their work stations. Implied that the majority of respondents in the study thought the air circulation at their work station in the ground handling section at the KKIA had good air circulation.

#### *4.4.6 Air Pollution*

35, 50% of respondents in the study said there was no air pollution in the ground handling section at the KKIA; while the other 50% said there was pollution in this section. Therefore, the results on air pollution were indecisive.

#### *4.4.7 Dangerous Substances*

64, 91.4% said they were protected from dangerous substances; while the other 6, 8.6% said they were not protected from dangerous substances. Implied that the majority of respondents in the study thought that they were protected from dangerous substances.

#### *4.4.8 Work Area*

56, 80% of respondents said that their work areas were crowded; while the other 14, 20% said that their work areas were not crowded. Implied that the majority of respondents thought their work areas were over crowded.

#### *4.4.9 Overall Physical Environment*

50, 71.4% of respondents in this study said the overall physical environment was poor; while the other 20, 28.6% said that their overall physical environment was good. Implied that the majority of respondents in the study thought their physical environment at the ground handling section of the KKIA was poor.

## 4.4 EMPLOYEE SELF-ASSESSED PERFORMANCE

Table 13: Self Assessed Performance

DIFFICULTIES IN PERFORMANCE DUE TO STRESS								
	DISAGREE		INDIFFERENT		AGREE		TOTAL	
	F	%	F	%	F	%	F	%
<b>Fast Work</b>	0	0	15	21.4	55	78.6	70	100
<b>Hard Work</b>	15	21.4	12	17.1	43	61.4	70	100
<b>High Concentration at Work</b>	0	0	8	11.4	62	88.6	70	100
<b>Good Memory at Work</b>	21	30	0	0	49	70	70	100
<b>Always keep in Mind</b>	7	10	10	14.3	53	75.7	70	100
<b>Ease of Work</b>	0	0	10	14.3	60	85.7	70	100
<b>Overall Direct Stress Factors</b>	8	11.4	25	35.7	37	52.9	70	100

Table 13 above shows the self-assessed job performance measured by the difficulties in job performance due to stress by the 70 respondents in this study:

### 4.4.1 Fast Work

55, 78.6% of the respondents said they found difficulties working fast when they were stressed; while 15, 21.4% were indifferent. Implying that the majority of respondents felt that they could not manage to work fast when they are stressed at the ground handling section of the KKIA.

### 4.4.2 Hard Work

15, 21.4% of the respondents said they could do hard work when stressed; while 12, 17.1% were indifferent; and the other 43, 61.4% said they could not manage to do hard work when they are stressed. Implying that the majority of respondents felt that they could not manage to do hard work when they are stressed.

### 4.4.3 High Concentration at Work

62, 88.6% of the respondents said they could not manage to have high concentration in order to have their jobs completed when they are stressed; while 8, 11.4 were uncertain. Implying that the majority of respondents thought that they could not concentrate at work when they are stressed.

### 4.4.4 Good Memory at Work

21, 30% of the respondents said they could keep a good memory at work when they are stressed; 49, 70% said they could not keep a good memory of what was going on in order to complete their jobs when they are stressed. Implying that they majority of respondents felt that they could not keep a good memory at work when they are stressed.

#### 4.4.5 Always keep work in Mind

7, 10% of respondents said they could always keep their work in mind as they worked even when they are stressed; 10, 14.3% were not certain; and the other 53, 75.7% said they could not always keep their work in mind as they were doing their jobs when they are stressed. Implying that the majority of respondents could not always kept their work in mind when at work during their stress times.

#### 4.4.6 Ease of Work

60, 85.7% of the respondents said that their jobs were not easy to do when they are stressed; 10, 14.3% were not certain. Implying that the majority of respondents thought their work at the ground handling section at KKIA was not easy to do when they are stressed.

#### 4.4.7 Overall difficulties in performance due to stress

After transforming all the variables on direct job stress factors, overall; 8, 11.4% of the respondents could perform properly at the ground handling section at the KKIA even when stressed; 25, 35.7% were not certain; and the other 37, 52.9% said they could not perform properly when stressed. Implying that the direct stress factors at the ground handling section of the KKIA affected employee performance negatively.

### 4.5 JOB STRESS FACTORS

Table 14: Job Stress Factors

	NOT OFTEN		INDIFFERENT		OFTEN		TOTAL	
	F	%	F	%	F	%	F	%
<b>No Extra Time to Do Other Things</b>	7	10	20	28.6	43	61.7	70	100
<b>Marked Increase in Work Load</b>	18	25.7	8	11.4	44	62.9	70	100
<b>Exposure to Verbal Abuse</b>	6	8.6	0	0	64	91.4	70	100
<b>Physical Assault at Work</b>	51	72.9	5	7.1	14	20	70	100
<b>Potential for Legal Liability</b>	14	20	13	18.6	43	61.4	70	100
<b>Potential for Physical Harm</b>	19	27.1	11	15.7	40	57.2	70	100
<b>Overall Indirect Stress Factors</b>	19	27.1	10	14.3	41	58.6	70	100

Table 14 above shows the job stress factors as perceived by the 70 respondents in this study:

#### 4.5.1 Extra Time to Do Other Things

7, 10% of respondents said their job leaves them with enough time to do other things; 20, 28.6 were not certain; and the other 43, 61.7% said their jobs often left them without extra time to do other

things. Implying that the majority of respondents thought that their jobs did not leave them with enough extra time to do other things.

#### *4.5.2 Marked Increase in Work Load*

18, 25.7% of respondents said that there was often a marked change in their workloads; 8, 11.4% were not certain; and the other 44, 62.9% said the change in work load was very often. Implying that the majority of respondents in this study said the change in workload was often.

#### *4.5.3 Exposure to Verbal Abuse*

6, 8.6% of the respondents said they were not often exposed to verbal abuse; while the other 64, 91.4% said they were often exposed to verbal abuse. Implying that the majority of respondents in the study were not exposed to verbal abuse at work.

#### *4.5.4 Physical Assault at Work*

51, 72.9% of respondents said they were not often exposed to physical assault at work; 5, 7.1% were uncertain; and the other 14, 20% said that they were often exposed to physical assault at work. Implying that the majority of respondents were not exposed to physical assault at the ground handling section of the KKIA.

#### *4.5.5 Potential for Legal Liability*

14, 20% of respondents said they were not often involved in activities that have a potential for legal liability; 13, 18.6% were not certain; and the other 43, 61.4% said they were involved in activities with a potential for legal liability. Implying that the majority of respondents in the

#### *4.5.6 Potential for Physical Harm*

19, 27.1% of respondents said that they were not often involved in activities with a potential for physical harm; 11, 15.7% were not certain; and the other 40, 57.2% said they were often involved in activities at work that exposed them to physical harm. Implying that the majority of respondents felt that they were not often exposed to physical harm at work.

#### *4.5.7 Overall Job Stress Factors*

After transforming all the variables on job stress factors: 19, 27.1% of the respondents said that they were not often job stress factors present at work; 10, 14.3% were not certain; and the other 41, 58.6% said that there were often job stress factors at the ground handling section of the KKIA. Implying that the majority of respondents at the ground handling section of the KKIA said there often was the availability of job stress factors in their work section.

## 4.7 EFFECTS OF STRESS ON JOB PERFORMANCE

### 4.7.1 Correlation Results

Table 15: Correlation Results

Correlations		Presence of Job Stress	Bad Employee Performance
Presence of Job Stress	Pearson Correlation	1	.832**
	Sig. (2-tailed)		.005
	N	70	70
Bad Employee Performance	Pearson Correlation	.832**	1
	Sig. (2-tailed)	.005	
	N	70	70

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

The correlation table above shows the relationship between the Presence of Job Stress factors and Bad Employee Performance. It shows a positive relation between these two variables significant at 1% level of significance. In other words, the results show that there was a negative relationship between Job Stress and Employee Performance at KKIA. The stress of that correlations is about 83.2%.

### 4.7.2 Regression Results

Table 16: Regression Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832 <sup>a</sup>	.710	.597	.157

a. Predictors: (Constant), Presence of Job Stress

R-squared is a goodness-of-fit measure for a linear regression model. The R-squared of 0.710 indicates the percentage of the variance in the dependent variable, Bad Employee Performance that the Presence of Job Stress, explain collectively. Therefore, the strength of the relationship between Bad Employee Performance and the Presence of Job Stress was 71%.

The standard error of the regression provides the absolute measure of the typical distance that the data points fall from the regression line. Std is 0.157, which tells us that the average distance of the data points from the fitted line is about 15.7% Presence of Job Stress.

Table 17: Regression Coefficients

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	1.809	.223		8.113
	Presence of Job Stress	.262	.090	.332	2.901
					Sig.
					.000
					.005

a. Dependent Variable: Bad Employee Performance

Table 17 above shows the coefficient results in the regression. The predicted equation is therefore;

$$\text{Bad Employee Performance} = 1.809 + 0.262 * \text{Presence of Job Stress}$$

The table also shows that the coefficient for the presence of job stress was significant at 1% level of significant.

## 4.8 EMPLOYEE RECOMMENDATIONS

Table 18: Intervention Recommendations

Intervention Recommendations					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Encourage workplace wellness	12	17.1	17.6	17.6
	Revamp the habitat	12	17.1	17.6	35.3
	Allow for flexible hours	10	14.3	14.7	50.0
	Encourage social activity	12	17.1	17.6	67.6
	Create quiet time	9	12.9	13.2	80.9
	Provide onsite or distance counselling	8	11.4	11.8	92.6
	Recognize employees	5	7.1	7.4	100.0
	Total	68	97.1	100.0	
Missing	999	2	2.9		
Total		70	100.0		

Table 16 above shows the recommendations given by the respondents. The data that was collected from the open-ended question were grouped and summarized in 7 themes:

12, 17.1% implied that management needs to encourage workplace wellness by incentivizing exercise; another 12, 17.1% implied that management needs to revamp the habitat by making any changes that increase employee enjoyment will leave them feeling less stressed; 12, 17.1 implied that management should Encourage social activities at work because, As coworkers get to know

each other, expectations and communication barriers are broken down, greasing the wheels for easier future interactions; 9, 12.9% implied that management needs to Create quiet time to Ensure your employees have a place where they can take a break; 8, 11.4% implied that management should Provide onsite or distance counselling; 5, 7.1% implied that management needs to Recognize employees because Employees love being praised for a job well done, and recognizing their success results in a serious boost in engagement.

#### 4.9 SUMMARY OF FINDINGS

Out of the 70 respondents in this study, the majority were: Female; Married; Aged between 35 - 44 Years; diplomas; had only been with ZACL for about 11 - 15 Years; and were Ground Equipment Operators.

On employee's perception of the sources of job stress, the majority of respondents: mostly worked the 08AM - 05PM shift; worked in their shifts for about 3 - 4 Years; changed shifts twice in a week; worked 15 Hours a day, but preferred to work 8 Hours a day. Furthermore, the study found that the majority of respondents in the study thought their physical environment at the ground handling section of the KKIA was poor.

When analyzing data on the availability of stress factors at the KKIA, the majority of respondents at the ground handling section of the KKIA said there often was the availability of job stress factors in their work section.

When discussing the self-assessed job performance of the respondents, the study found that the direct stress factors at the ground handling section of the KKIA affected employee performance negatively. The results of the correlation and regression results showed that there was a negative relationship between Job Stress and Employee Performance at KKIA. The strength of the relationship between Bad Employee Performance and the Presence of Job Stress was given by 71%.

The predicted equation was;

$$\text{Bad Employee Performance} = 1.809 + 0.262 * \text{Presence of Job Stress}$$

And the coefficient for the presence of job stress was significant at 1% level of significant.



## **CHAPTER FIVE: DISCUSSION OF FINDINGS**

### **5.0 OVERVIEW**

This chapter presents the discussion, conclusions, and recommendations made to the study. Suggestions for further research have been given. The chapter is organized into sub-themes based on the objectives of the study.

### **5.1 DISCUSSIONS OF FINDINGS**

#### *5.1.1 Sources of Job Stress Among Workers*

Work-related stress is a growing problem around the world that affects not only the health and wellbeing of employees, but also the productivity of organizations. Work-related stress arises where work demands of various types and combinations exceed the person's capacity and capability to cope. It is a known fact that the issues of heavy workload and stress at job seemed to be rising day-by-day and literally, every employee seemed to be exposed to this workload issue regardless of their background or industries they belong (Shah et al. 2010). In today's market, organisations do not have much of a choice but to chase on complex aims or objectives that are often challenging to reconcile, either to succeed in becoming more productive, profitable or more competitive. Employees' are demanded to possess versatility, being flexible and required to be available when duty calls. Due to these factors, employees seemed to be overwhelmed and seemed to find it straining in carrying out their tasks within the limited timeline given (De Coninck and Gollac, 2006).

Workload connects to the force of a task or job; it produces mental stress and when in stress employee loses interest to complete their task or they try to avoid the consequences of not accomplishing them (Fournier et al. 2011). In a positive end, workload is not always negative, but it also provides opportunities for employees to gain experience faster and increase their productivity, but at the same time, massive work overload could also result in less productivity and incompetence.

With regard to the participants' sources of job stress, the results indicate that work-related stress can be caused by various events. For example, a person might feel under pressure if the demands of their job (such as hours or responsibilities) are greater than they can comfortably manage. Other sources of work-related stress include conflict with co-workers or bosses, and inconsistent change. Similarly, the study findings are in agreement with the findings by Muraale, Basit and Hassan (2017) analysed the impact of job stress on employee performance and found out that work

ambiguity had significant and negative influence on employee performance. Work ambiguity led to lack of motivation which had a significant influence on employee performance.

**Workload:** This aspect refers to the amount of stress experienced by individuals due to the perception that they are unable to cope or be productive with the amount of work allocated to them. When people are expected to do more than the time and resources available permit them to do, they are likely to experience strain and the respondents in this study said marked increases in workload caused them stress. The study found that the amount of workload given to people also restrict how much extra time they get to do other things.

Aspects of the job or the fundamental nature of the job also causes stress. This includes factors such as physical working conditions, and amount of satisfaction derived from the job itself. The study found that the majority of respondents in the study thought their physical environment at the ground handling section of the KKIA was poor.

#### *5.1.2 Effects of Job Stress on Work Performance*

The most important apprehensions in this study of job stress are the adverse impact on employee's performance. According to the data collected from the interviews conducted and the desk research, it was found that employees suffering with stress at a work place, try to withdraw themselves from stressors in terms of high turnover and absenteeism from work. If leaving the job is not easily possible for employees, they created problems for the management. These problems included; inefficiency in performance, wastage of operational resources, creating obstacles for subordinates and so on. This resulted in worst situation for the organization. The factors associated with the poor performance or negative result in employees physical and psychological wellbeing at work are also causes for stress. Enduring stressful situation at work created a negative impact not only on employee's performance but also hindered the overall performance at organizational level. The study found that there is very complex relationship of job stress and work performance and for that, organizations need to take strategic decisions to lessen stress in order to improve performance and overall productivity.

According to most of the studies reviewed for this research, productivity was considered to be at the peak with moderate levels of work stress, but as it goes beyond that certain level, the productivity started decreasing at an increasing rate. It also was found that the performance of employees remained poor at very low levels of stress as well as at very high level of stress, because at low levels of stress employees may not be sufficiently energized and may not be whole-heartedly

dedicated to their job, resulting in low productivity. And at the peak of stress, employees wanted to get out of that stressful situation, resulting in no concentration on work.

To analyse and understand the relationship of job stress and job performance, this study concluded that when performance diminishes with stress, a negative linear relationship exists. If increasing stress improves the job performance, a positive linear relationship may be found. Work stress positively affects up to tolerable levels and when it exceeds this level, it creates a negative impact on employee performance.

Increase in Workload was found to have the major negative impact on job performance. There is a possibility that neurological capabilities such as concentration, reflex actions, speed and tolerance level declines with increase in stress. So, stress tolerance should be considered as a decisive factor while assigning duties. Relaxation programmes such as indoor and outdoor games, yoga and meditation can be recommended to the employees in order to reduce stress in the work place as suggested by the respondents in this study.

Further, according to the results of this study; strict measures should be taken to ensure that the employees are not working for more than 8 hours per day. Policies should be implemented by the government to ensure that no one works for more than more than 8 hours per day even on compulsion. Authorities may even think about developing a separate Act catering to the Industry for safeguarding the interests of employees. Additionally, to relive stress; employees should be provided with sufficient work breaks and off days. Short breaks after every 3-4 hours of working, off days after completion of each stage of the project may also be tried to reduce stress and enhance performance.

## **CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS**

### **6.0 OVERVIEW**

This chapter discusses the Study Conclusion, Recommendations and what the researcher suggests can be taken into consideration for future research to widen the knowledge gap.

### **6.1 CONCLUSIONS**

The aim of the research was to investigate the effects of job stress on employee performance. The results from this research showed that the negative factors that distressed employees had a negative effect on performance. It is clear from the vast number of factors identified, reported and quantified and through the literature review that the goal of the study was achieved. This also served to prove that stress had a negative effect on performance of employees.

There had been many stress factors that the employees endured, and the enquiry proved that the effect of stress affected performance negatively. The fact that the majority of the employees thought of leaving their job and felt that the organization did not care about them was a reflection of huge dissatisfaction that undoubtedly lowered performance. Symptoms of work stress included a drop in work performance, depression, anxiety and sleeping difficulties. It is important for employers to recognize work-related stress as a significant health and safety issue. A company can and should take steps to ensure that employees are not subjected to unnecessary stress.

### **6.2 RECOMMENDATIONS**

Based on the findings and conclusion of the research, it is recommended that the following measures be put in place to help employees reduce stress on their work:

- Management must conduct an analysis of the organizational mood and climate by assessing the reasons why the employees think the organisation does not care about its employees and what can they do to change it to explore the causes of the dissatisfaction of employees within the working environment.
- Supervisors must assess the level of their subordinate's knowledge and skills and whether they will be able to meet their deadlines. They must agree on a performance contract, so that they can give employees with job maturity and control over their jobs.
- Managers should invite employees, who think that they are being given jobs that are in contradiction with each other, and clarify their roles.

- Managers should facilitate an employee skill audit that will help to place employees that feel underutilized.
- An Employee Assistance Programme has to be introduced for early identification and intervention on problems so that performance levels will increase.
- Organizations can also use few more interventions for stress management namely regular counselling sessions, time management and behavioural training, employee wellness program and sessions like art of living etc.

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Zambia Airports Corporation Limited Human Resources Quarter 3 report (2020)

Zambia Airports Corporation Limited Safety Annual report (2019)

# **APPENDIX**

## **APPENDIX 1: INFORMED CONSENT**

### **THE UNIVERSITY OF ZAMBIA**

#### **INFORMATION SHEET**

I am a Masters student currently pursuing a Master of Business Administration (MBA) at the University of Zambia and Zimbabwe Open University. I am conducting a research titled: The effect of job stress on employee performance in the Ground Handling section at KKIA..

You have been purposively selected as a respondent and therefore, kindly requested to take part in this study and I will be asking sensitive questions and you are free to decline or stop participating at any time.

This is purely an academic research. You are therefore; assured of maximum confidentiality of the information you will give. Hence, you do not need indicate your name. Your response will be used strictly for academic purposes.

Thank You.

## APPENDIX 2: TIMELINE

SL	RESEARCH ACTIVITY	Jan – Feb 2021	Apr-May 2021	May-Aug 2021	Sept-Dec 2021
1	Preparations of research proposal				
2	Preliminary discussion with Supervisor				
3	Data Collection and compilation				
4	Data analysis. Interpretation of results and document final writing				
5	Presentation of research proposal				
6	Submission of research report				

## APPENDIX 3: BUDGET

SL	DESCRIPTION	QTY	Unit Cost	Total (K)
1	Stationery Typing & Printing	127	5	635
2	Communication - Talktime	-	-	250
3	Lunch	8	40	320
4	Internet service	2	100	200
5	Transport - fuel	50	17.62	881
6	Allowance for Assistants	5	400	2000
	<b>TOTAL COST</b>			<b>4,286</b>

## APPENDIX 4: QUESTIONNAIRE



# UNZA-ZOU



THE UNIVERSITY OF ZAMBIA

INSTITUTE OF DISTANCE EDUCATION

Dear Research Participant,

My name is Chitalu Julius Musonda, a postgraduate student at the University of Zambia (UNZA) in collaboration with Zimbabwe Open University (ZOU) under the Institute of Distance Education (IDE). I am carrying out a research titled " **An evaluation of the effect of job stress on workers' performance - case study of Kenneth Kaunda International Airport, Lusaka**" to enable me partially satisfy the requirements for the award of the degree in Masters of Business Administration (MBA). You have been randomly selected as a respondent and your participation in this study is entirely voluntary. I would be most grateful if you spared some time to answer the questions in this survey questionnaire which will approximately take 20-30 minutes. All the information yielded from this study will be treated with strictest confidentiality and will be purely used for academic purposes.

Your cooperation and support will highly be appreciated.

### INSTRUCTIONS

- a) Please tick [✓] against the appropriate response and write down sincere answers to the questions in the spaces provided.
- b) Do not write your name on any of the survey questionnaires to ensure your anonymity.

### SECTION A: SOCIAL - BIOGRAPHICAL CHARACTERISTICS

1. Age range:
  - i. Below 24 ☐
  - 25-34 ☐
  - 35-44 ☐
  - 45-54 ☐
  - Above 55 ☐
  
2. Gender:
  - Male ☐
  - Female ☐
  
3. Marital Status:
  - i. Single
  - ii. Married
  - iii. Divorced
  - iv. Widowed
  - v. Separated
  
4. Highest level of education completed?
  - i. Grade 12 School Certificate
  - ii. Tertiary Certificate
  - iii. Diploma Holder
  - iv. Bachelor's Degree
  - v. Masters
  - vi. PhD
  - vii. Others specify.....
  
5. How many years have you served in the Zambia Airports Corporation Limited?
  - i. Below 05
  - ii. 06 - 10
  - iii. 11 - 15
  - iv. 16 - 20
  - v. 21 – 25
  - vi. 26 – 30
  - vii. 31 – above

## **SECTION B: EMPLOYEES PERCEPTION OF THE PREVALENCE AND SOURCES OF JOB STRESS**

6. What is your Job Title:.....
  
7. What is your present WORK SHIFT?  
 .....
  
8. How long have you worked in the shift you indicated above?  
 .....

9. How many times a week do you change shifts?

.....

10. How many hours do you normally work per week in your job?

.....

11. How many hours do you prefer to work in your job in an average week?

.....

### **PHYSICAL ENVIRONMENT:**

**Please indicate whether the following statements about your job are TRUE or FALSE by circling 1 for True or 2 for False in the space provided at the end of each statement.**

12. The level of NOISE in the area(s) in which I work is usually high. 1 = True 2 = False

13. The level of LIGHTING in the area(s) in which I work is usually poor. 1 = True 2 = False

14. The TEMPERATURE of my work area(s) during SUMMER is usually comfortable. 1 = True  
2 = False

15. The TEMPERATURE of my work area(s) during WINTER is usually comfortable. 1 = True 2 = False

16. The level of AIR CIRCULATION in my work area(s) is good. 1 = True 2 = False

17. The AIR in my work area(s) is clean and free of pollution. 1 = True 2 = False

18. In my job, I am well protected from exposure to DANGEROUS SUBSTANCES. 1 = True 2 = False

19. The overall quality of the PHYSICAL ENVIRONMENT where I work is poor. 1 = True 2 = False

20. My WORK AREA is crowded. 1 = True 2 = False

Source: NIOSH Generic Job Stress Questionnaire

## SECTION C: IMPLICATION OF JOB STRESS FACTORS ON EMPLOYEE PERFORMANCE

Please use the table below which provides indicators that have five graded Likert-type answers describing some of the main implication of job stress on employee performance. For each of the indicator, please show by ticking “√” how often you have been involved in the activity using a 5-point scale that ranges from “Strongly disagree” to “strongly agree”

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
22	Your job require you to work very fast	1	2	3	4	5
23	Your job require you to work very hard	1	2	3	4	5
24	My job requires a lot of concentration	1	2	3	4	5
25	My job requires me to remember many different things	1	2	3	4	5
26	I always keep my mind on my work.	1	2	3	4	5
27	I can take it easy and still get my work done.	1	2	3	4	5

28. How often does your job leave you with little time to get things done

.....  
.

29. How often is there a marked increase in the work load

.....

30. How often is there a marked increase in how fast you have to think

.....  
...

31. How often can you use the skills from your previous experience and training.

.....  
...

32. How often does your job expose you to verbal abuse and/or confrontations with clients or the general public

.....

33. How often have you been physically assaulted within the past 12 months while performing your job

.....

34. How often does your job personally subject you to potential legal liability

.....

35. How much work load do you have?.....

36. Does your job expose you to the threat of physical harm or injury?.....

37. What interventions would you recommend that could be used to reduce or eliminate the negative effect of job stress in your section?

.....

.....

.....

**End of Questionnaire -Thank you very much for your time**



## APPENDIX 5: IN-DEPTH INTERVIEW GUIDE (FOR SUPERVISORS)

1. What are the possible causes of job stress among the employees in ground handling section?
2. What is the impact of job stress on employee performance?
3. What strategies are currently used to prevent and manage job stress by Zambia Airports (if any)?
4. What interventions would you recommend that could be used to reduce or eliminate the negative effect of job stress in your section?

**End of Interview-Thank you very much for your time**

## APPENDIX 6: CONFIRMATION OF STUDY



### THE UNIVERSITY OF ZAMBIA - ZIMBABWE OPEN UNIVERSITY (UNZA/ZOU)

Telephone: 26021-1-291777-78 Ext. 3500/ 0978772249  
Telegrams: UNZA LUSAKA  
Telex: UNZALU ZA 44370  
Fax: 26021-1-290719  
E-mail: [director-ide@unza.zm](mailto:director-ide@unza.zm)

P.O. Box 32379  
LUSAKA, ZAMBIA

DATE: 01/07/2021  
THE MANAGING DIRECTOR  
ZAMBIA AIRPORTS CORPORATION LTD  
P.O. BOX 30175, LUSAKA

Dear Sir/Madam,

#### RE: CONFIRMATION OF STUDY

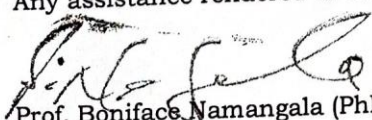
Name: CHITALU MUMSONDA Computer #: 718000206

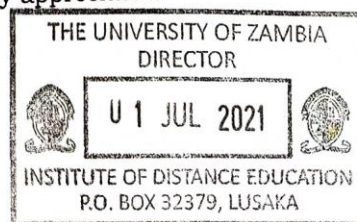
Reference is made to the above subject.

This serves to confirm that the above named student of NRC Number 221032/62/1 is a bonafide student of the University of Zambia in collaboration with the Zimbabwe Open University (UNZA-ZOU).

The student is pursuing a Master of Business Administration Programme and that he/she will be carrying out a research on EFFECT  
AN EVALUATION OF THE IMPACT OF JOB STRESS  
ON WORKERS PERFORMANCE - CASE STUDY OF  
KENNETH KAUNDA INTERNATIONAL AIRPORT.

Any assistance rendered to him/her will be greatly appreciated.

  
Prof. Boniface Namangala (PhD)  
**DIRECTOR**  
**INSTITUTE OF DISTANCE EDUCATION**



Zambia Airports Corporation Limited

P.O Box 30175

Lusaka

15<sup>th</sup> July, 2021

Director Human Resources

Zambia Airports Corporation Limited

P.O Box 30175

Lusaka

Dear Sir,

**RE: PERMISSION TO CONDUCT AN ACADEMIC RESEARCH STUDY**

Refer to the above subject matter.

I write to request for permission to conduct an academic research at Kenneth Kaunda International Airport in ground handling section.

I am humbly requesting your good office to grant me permission to conduct a research study titled "An evaluation of the impact of job stress on workers performance – case study of Kenneth Kaunda international airport".

This project is being done to satisfy partially the requirements for the award of the Degree of Master of Business Administration from the University of Zambia. It is also anticipated that the results of this study would provide an avenue for Management of ZACL to understand negative stressors and interventions that could be used at any point to address the effects of decreasing employee job performance.

Your assistance and support will highly be appreciated.

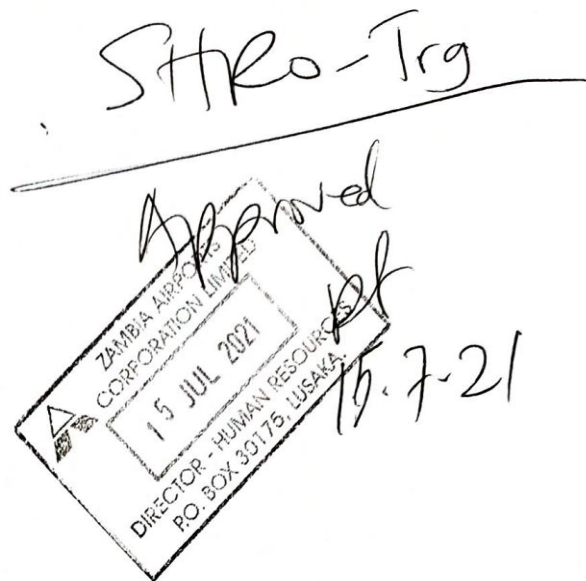
Yours Sincerely,



Chitalu Musonda

CC: Ground Handling Manager

Manager - SHEQ



## HUMAN RESOURCES

OUR REF: ZACL/HRD/5.33.1

19<sup>th</sup> July, 2021

Mr. Chitalu Musonda  
Staff  
Kenneth Kaunda International Airport  
P.O Box 30175  
**LUSAKA**

Dear Mr. Musonda,

**RE : REQUEST TO CONDUCT RESEARCH**

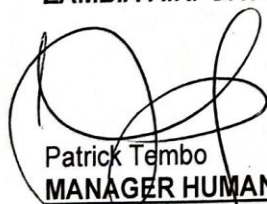
Reference is made to your letter dated 15<sup>th</sup> July, 2021 regarding the above subject matter.

This serves to advise that your request to conduct a research titled "An evaluation of the impact of job stress on workers performance; A case study of Zambia Airports Corporation Limited – Kenneth Kaunda International Airport" has been approved.

Kindly note that your research should not interfere with operations.

I wish you well in your research.

Yours sincerely,  
**ZAMBIA AIRPORTS CORPORATION LIMITED**

  
Patrick Tembo  
**MANAGER HUMAN RESOURCES**

CC: Airport Manager - KKIA



**THE UNIVERSITY OF ZAMBIA**  
**DIRECTORATE OF RESEARCH AND GRADUATE STUDIES**

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Great East Road Campus | P.O. Box 32379 | Lusaka10101 | Tel: +260-211-290 258/291 777  
Fax: (+260)-211-290 258/253 952 | E-mail: [director.drugs@unza.zm](mailto:director.drugs@unza.zm) | Website: [www.unza.zm](http://www.unza.zm)

**APPROVAL OF STUDY**

15<sup>th</sup> October, 2021

**REF NO.HSSREC-2021-SEP-042**

Chitalu Julius Musonda  
The University of Zambia  
IDE/UNZA-ZOU  
P.O. Box 32379  
**LUSAKA**

Dear Mr. Musonda,

**RE: “AN EVALUATION OF THE EFFECT OF JOB STRESS ON WORKERS PERFORMANCE: A CASE STUDY OF KENNETH KAUNDA INTERNATIONAL AIRPORT”**

Reference is made to your submission of the protocol captioned above. The HSSREC resolved to approve this study and your participation as Principal Investigator for a period of one year.

REVIEW TYPE	ORDINARY REVIEW	APPROVAL NO. HSSREC-2021-SEP-042
Approval and Expiry Date	Approval Date: 15 <sup>th</sup> October, 2021	Expiry Date: 14 <sup>th</sup> October, 2022
Protocol Version and Date	Version - Nil.	14 <sup>th</sup> October, 2022
Information Sheet, Consent Forms and Dates	• English.	To be provided
Consent form ID and Date	Version - Nil	To be provided
Recruitment Materials	Nil	Nil
Other Study Documents	Questionnaire.	
Number of Participants Approved for Study		

Specific conditions will apply to this approval. As Principal Investigator it is your responsibility to ensure that the contents of this letter are adhered to. If these are not adhered to, the approval may be suspended. Should the study be suspended, study sponsors and other regulatory authorities will be informed.

### **Conditions of Approval**

- No participant may be involved in any study procedure prior to the study approval or after the expiration date.
- All unanticipated or Serious Adverse Events (SAEs) must be reported to HSSREC within 5 days.
- All protocol modifications must be approved by HSSREC prior to implementation unless they are intended to reduce risk (but must still be reported for approval). Modifications will include any change of investigator/s or site address.
- All protocol deviations must be reported to HSSREC within 5 working days.
- All recruitment materials must be approved by HSSREC prior to being used.
- Principal investigators are responsible for initiating Continuing Review proceedings. HSSREC will only approve a study for a period of 12 months.
- It is the responsibility of the PI to renew his/her ethics approval through a renewal application to HSSREC.
- Where the PI desires to extend the study after expiry of the study period, documents for study extension must be received by HSSREC at least 30 days before the expiry date. This is for the purpose of facilitating the review process. Documents received within 30 days after expiry will be labelled "late submissions" and will incur a penalty fee of K500.00. No study shall be renewed whose documents are submitted for renewal 30 days after expiry of the certificate.
- Every 6 (six) months a progress report form supplied by The University of Zambia Humanities and Social Sciences Research Ethics Committee as an IRB must be filled in and submitted to us. There is a penalty of K500.00 for failure to submit the report.
- When closing a project, the PI is responsible for notifying, in writing or using the Research Ethics and Management Online (REMO), both HSSREC and the National Health Research Authority (NHRA) when ethics certification is no longer required for a project.
- In order to close an approved study, a Closing Report must be submitted in writing or through the REMO system. A Closing Report should be filed when data collection has ended and the study team will no longer be using human participants or animals or secondary data or have any direct or indirect contact with the research participants or animals for the study.
- Filing a closing report (rather than just letting your approval lapse) is important as it assists HSSREC in efficiently tracking and reporting on projects. Note that some funding agencies and sponsors require a notice of closure from the IRB which had approved the study and can only be generated after the Closing Report has been filed.
- A reprint of this letter shall be done at a fee.

- All protocol modifications must be approved by HSSREC by way of an application for an amendment prior to implementation unless they are intended to reduce risk (but must still be reported for approval). Modifications will include any change of investigator/s or site address or methodology and methods. Many modifications entail minimal risk adjustments to a protocol and/or consent form and can be made on an Expedited basis (via the IRB Chair). Some examples are: format changes, correcting spelling errors, adding key personnel, minor changes to questionnaires, recruiting and changes, and so forth. Other, more substantive changes, especially those that may alter the risk-benefit ratio, may require Full Board review. In all cases, except where noted above regarding subject safety, any changes to any protocol document or procedure must first be approved by HSSREC before they can be implemented.

Should you have any questions regarding anything indicated in this letter, please do not hesitate to get in touch with us at the above indicated address.

On behalf of HSSREC, we would like to wish you all the success as you carry out your study. Yours faithfully,



*Dr. J.I. Ziwa*

**DR. J. I. Ziwa**

**ACTING CHAIRPERSON**

**THE UNIVERSITY OF ZAMBIA HUMANITIES AND**

**SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE - IRB**

cc: Director, Directorate of Research and Graduate Studies

Assistant Director (Research), Directorate of Research and Graduate Studies  
Assistant Registrar (Research), Directorate of Research and Graduate Studies