



**THE EFFECT OF THE WORKING ENVIRONMENT ON EMPLOYEE'S WORK
PERFORMANCE. A CASE STUDY OF AIRTEL ZAMBIA PLC.**

BY

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DECLARATION

I, Tiweleko Chileshe, affirm that this dissertation is entirely my own original creation and has not been submitted, nor will it be submitted, to any other university for a similar or any other academic qualification.

DEDICATION

I dedicate this dissertation to my family, with a special remembrance for those who have been constant sources of inspiration and support throughout my academic journey. Additionally, my heartfelt dedication extends to my beloved mother, my late father, my supportive spouse, and my caring siblings, who stood by me during difficult times and ensured the completion of this work.

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ABSTRACT

This research explores the relationship between the working environment and employee work performance at Airtel Zambia Plc in Lusaka. Following a correlational design, the study aims to provide insights into how the working environment influences employee performance. The target population consists of 319 employees at the company's head office in Lusaka, representing a diverse workforce in terms of roles and responsibilities. Through participant targeting parameters, 150 participants were selected to ensure valid and reliable results. Data was collected using a structured questionnaire uploaded on the Open Data Kit (ODK), facilitating efficient data collection and monitoring by the principal investigator. Secondary data sources, including books, journals, and official prints, supplemented primary data gathered through structured questionnaires and expert interviews. Data analysis was conducted using STATA and Excel, allowing for descriptive statistics and graphical presentations. The findings reveal a predominantly positive outlook on performance among respondents, with a significant proportion achieving excellence and a minority expressing average perceptions. These findings underscore the importance of addressing physical and psychosocial aspects of the working environment to optimize task performance and enhance overall employee well-being and productivity. The study contributes to understanding the significance of the working environment in fostering employee performance and organizational success.

In conclusion, the findings of this study highlight the critical role of the working environment in shaping employee performance and overall organizational success. Addressing psychosocial & physical aspects is imperative to optimize task performance and enhance employee well-being. Moreover, effective organizational policies, communication, and leadership behavior are crucial in fostering a positive work environment conducive to high performance. Organizations must prioritize these factors to create an environment where employees can thrive and contribute effectively to achieving organizational goals.

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CHAPTER ONE:

INTRODUCTION, BACKGROUND & STATEMENT OF THE PROBLEM

1.1 INTRODUCTION

Employee performance is significantly influenced by the workplace, both favorably and unfavorably. While a bad work environment can result in discontent, disengagement, and decreased performance, a positive work environment can boost job satisfaction, engagement, and productivity. Establishing a positive, supportive work environment is crucial, and organizations need to put plans in place to make this happen. By doing this, they can enhance organizational performance as well as employee well-being, creating a situation where all parties involved benefit. It is obvious that any organization's potential to succeed and last depends heavily on its working environment. This chapter includes the study's history, problem statement, research aims, research questions, significance, and scope.

1.2 BACKGROUND OF THE STUDY

The working environment has a pivotal impact on how well employees are performing in companies. The working environment has a big impact on employees' productivity, general well-being, and work performance, whether it's a good or bad influence. The workplace of today is changing dramatically as a result of technological breakthroughs and evolving employee expectations brought about by globalization. Organizations are realizing more and more how much the working environment affects employee performance as a result of these dynamics in the workplace. Organizations looking to improve workplace environments and employee outcomes must comprehend the physical, psychosocial, and organizational components of the working environment as they affect not just job performance but also job satisfaction and general well-being (Hackman & Oldham, 2009). Thus, organizations looking to improve employee outcomes and workplace environments must comprehend these dynamics.

Every employee desires a positive working environment that promotes job satisfaction, engagement, and employee well-being. Several studies have shown that such environments have a profoundly positive impact on employee performance. For example, in a study conducted by Grant, Christianson, and Price (2019), they found that employees who reported higher levels of job satisfaction were more engaged in their work and demonstrated higher levels of productivity.

Factors that contribute to job satisfaction included such as fair compensation, opportunities for growth and development, and supportive leadership.

Other studies have shown that a conducive working environment also fosters teamwork and collaboration, which can enhance employee performance. When employees feel comfortable, respected, and valued within their workplace, they are more likely to collaborate with their peers, leading to the generation of creative ideas and more effective problem-solving. This synergy can lead to increased productivity, as highlighted by Parker and Axtell (2019) in their research on the relationship between organizational climate and employee performance.

Moreover, a positive working environment is associated with reduced stress levels and improved mental health among employees. Research by Stansfeld and Candy (2018) revealed that employees who experience less workplace stress are more likely to perform at their best. When employees are not constantly dealing with stressful situations, they have the mental space to focus on their tasks, leading to increased productivity.

Conversely, a negative working environment can have detrimental effects on employee performance. Factors such as a hostile work culture, poor leadership, discrimination, and inadequate resources can all contribute to a toxic work environment. Research by Johnson and O'Leary-Kelly (2020) has shown that a majority (67%) of employees working in such environments tend to have lower job satisfaction, reduced engagement, and increased turnover rates. For instance, in a hostile or unsupportive work environment, employees may feel demotivated and disengaged, which can directly impact their performance. Hostile workplaces are often characterized by a lack of teamwork, poor communication, and high levels of conflict, all of which can hinder the accomplishment of tasks and negatively affect productivity.

Another 43% of employees affirmed that negative working environments are also linked to increased stress and mental health issues. Continual exposure to a toxic work environment can lead to burnout, depression, and anxiety, ultimately causing a decline in employee performance and well-being. Poor leadership and inadequate resources can further exacerbate the negative impact of such environments.

Due to the multifaceted of work performance, factors in workplace construct encompassing various dimensions, such as task performance, creativity, and job satisfaction (Demerouti, Bakker,

Nachreiner, & Schaufeli, 2001). The working environment plays a pivotal role in shaping these dimensions. For example, elements of the physical environment, such as lighting and ergonomics, can influence an employee's ability to perform tasks efficiently (Borzenkova, Fjeld, & Lauche, 2013). Simultaneously, the psychosocial aspects of the working environment, including workplace stress and interpersonal relationships, can significantly impact job satisfaction (Bakker, Demerouti, & Euwema, 2005).

Of recent, a lot of companies are searching for modern ways to develop, motivate, and raise worker performance by paying extra attention to the working environment dictates. This is so that any business can achieve its objectives, which depend on having a safe working environment. Therefore, in order to motivate employees to go above and beyond in their jobs, management in every company needs to understand what makes a great work environment and create opportunities for such a one.

1.3 STATEMENT OF THE PROBLEM

Employee performance is obviously an important aspect for a company's productivity and maintaining that productivity. Khamisa, Oldenburg Peltzer and Ilic (2015) mentioned that more attention should be paid in identifying and dealing with the working environment, when employees have negative perceptions to the environment they sometimes suffer from chronic stress.

Previous studies have carried out research on the effect of the work environment and employee performance but no such known study by network service providers has been undertaken particularly on Airtel Zambia. Most studies have carried out descriptive analysis to conduct such a study and therefore do not answer the "effect" of the working environment on employee's productivity, additionally they have left out important variables such as organizational factors and psychosocial factors. Considering this, it is crucial to investigate and understand how an employee's working environment affects their productivity. A Case Study on Airtel Zambia Plc.

1.4 PURPOSE OF THE STUDY

The purpose of the study was to investigate how various aspects of the working environment affect employee performance and productivity. The paper aimed to explore three aspects of the working environment that's the physical working environment, the psychosocial working environment and organizational factors and there're influence on the employee's ability to perform efficiently. So as to identify factors within the work environment that either hinder or enhance employee

productivity consequently allowing for organizations to optimize conditions for better performance.

1.5 RESEARCH OBJECTIVES

1.5.1 General Objective

- To investigate the effect of the working environment on employee's work performance at Airtel Zambia Plc.

1.5.2 Specific Objectives

This main objective was achieved through the following specific objectives:

1. To assess the relationship between physical aspects of the working environment and employee task performance at Airtel Zambia Plc
2. To examine the influence of psychosocial factors (e.g., job stress, interpersonal relationships) in the working environment on employee job satisfaction at Airtel Zambia Plc
3. To explore the effect of organizational factors (e.g., leadership, communication, organizational policies) on overall employee well-being and productivity at Airtel Zambia Plc.

1.6 RESEARCH QUESTIONS

To address these objectives, the research investigated the following research questions:

1. Is there a relationship between the physical working environment and employee work performance at Airtel Zambia Plc?
2. What is the influence of psychosocial aspects of the working environment on employee job satisfaction at Airtel Zambia Plc?
3. To what extent do organizational factors within the working environment effect employee well-being and productivity?

1.7 SIGNIFICANCE OF THE STUDY

The results of this study narrowed down the discrepancies surrounding the working environment and organizational performance by providing evidence-based information on what constituted a conducive working environment for improved performance in a company. Although the study of the effect of the work environment was a far-fetched topic, that offered disagreement among

academicians and scholars, it remained of significance in the 21st century because businesses aimed to carry out ventures that were sustainable in nature and aligned with contemporary knowledge consistent with set goals and objectives of a company. Hence, a well-developed rewarding system had serious influence on staff productivity as well as building on the success of an organization; there was a need to identify one and operationalize it accordingly, thus the findings of this study helped do so.

Another significance of this study was that it helped in focusing on elements that were satisfying to workers for any organization. Since workers had conflicting interests and set their efforts based on what they attached value to, it was also important to discuss areas that would be beneficial not only to an organization but also to employees at large as they are conduits of expansion in any organization; hence the need to carry out this research.

It was anticipated that the findings of the study would pave the way for the authorities of the Company Airtel Zambia Plc to be aware of the variables that affected employees' performance found within the working environment. Such awareness could be utilized to improve the working conditions of employees. The findings of this study enabled the organization to know how to address issues concerning the employees and its working environment.

1.8 SCOPE OF THE STUDY

This study was conducted in Lusaka with specific attention to Airtel Zambia Plc. employees at headquarters. Airtel headquarters was the focus due to its proximity to the researcher therefore it was convenient for data collection. Also considering that the study was self-sponsored thereby optimized on both time and budget. Additionally, the organization's use of English as the primary mode of communication simplified the interaction with participants and the completion of the questionnaire. Furthermore the researcher's knowledge of organization was an added advantage

1.9 OPERATIONAL DEFINITIONS

1.9.1 Physical Working Environment

The physical working environment encompasses various elements that can have a significant impact on employee performance. In this study the Physical environment will be looked at in terms of lighting, temperature, noise and cleanliness of the work space.

Inadequate lighting has been linked to decreased performance and increased fatigue. Another critical aspect is temperature control. Uncomfortable temperatures in the workplace can lead to discomfort, decreased concentration, and reduced task performance. Noise levels are also vital in the working environment. Excessive noise can disrupt concentration and impair cognitive functioning, potentially leading to reduced work performance and increased stress.

1.9.2 Psychosocial Working Environment

Psychosocial aspects of the working environment play a crucial role in shaping employee well-being and work performance. The Psychosocial working environment in this research will focus on workplace stress, the support employees receive from colleagues and supervisors and how employees view the overall working culture.

Work stress is the reaction that workers may have to pressures and demands of their work. It happens when an individual employee's resources and competencies to meet job demands are not aligned with those demands.

1.9.3 Organizational Factors

Organizational factors within the working environment contribute to employee outcomes in various ways. Leadership is a central element. In this research will look at organizational factors such as transformational leadership, clear communication and effective management.

1.9.4 Work Performance

Work performance refers to how well employees execute their job duties and responsibilities. This will be measured in terms of excellent, average, and poor and how satisfied they are with their work.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter investigated the fundamental theories and other researched papers to supplement this research and narrow down the researcher's broad views on element of the working environments that induce work performance based on the study. This chapter clarified a few theories as well as other important types of literature related to the study.

2.2 Review

This literature review tried to go over several research on how the workplace affects worker performance. The research works were divided into three categories: global studies, African studies, and Zambian studies.

2.2.1 Global studies on work environment vs employee performance

Research was conducted by Raziq and Maulabakhsh (2015) in Quetta, Pakistan. The title of the study was the “Impact of the working environment on job satisfaction”. The objective of the study was to determine the relationship between the working environment and employee job satisfaction. Data was gathered from various sectors, that’s banks, the telecommunication sector and universities through questionnaires. The data was analyzed through statistical package for social sciences and factor analysis was performed to identify the overall working environment’s impact on employee job satisfaction. The study found that there is a positive relationship between the working environments that provide flexibility in the working hours, have less workload, a work approach that is team centered and has supportive top management had a positive impact on employee’s performance and hence leading to high levels on job satisfaction and commitment to the organization.

The study did not focus on a specific industry or company, its aim was to provide insights on the general overview on how organizations can improve their employee’s job satisfaction by providing good working conditions. Hence it did not give an in-depth analysis of how the working environment affects job satisfaction of the unique industries. Additionally, the study was limited

to the city of Quetta in Pakistan and its findings may not be generalizable to other regions or countries.

Ms. Bindu Anto Ollukkaran and Dr Rupa Gunaseelan carried out research in 2016 on the impact of the work environment on employee performance on the manufacturing sector in India. The main objective of the study was to assess the impact of the work environment on employee performance and to identify the factors that influence employee performance. According to the study it describes the working environment as the place where one works, the milieu around a person. The research conducted a descriptive study, it considered variables such as the interpersonal relationships, participative management, formalization and standardization, training and development, monetary benefits, objectivity and rationality, scope for advancement, supervision, employee welfare and lastly safety and security.

The findings of the study found that the organization was friendly hence good interpersonal relationships exist in the organization henceforth having a positive relationship on employee work performance. The other finding was that the employees disagreed to the advancement in the organization, this meant there wasn't adequate promotion opportunities in the organization but having little effect on employee work performance as other variables impact the performance more such as training facilities, monetary package, rewards and recognitions, safe working environment and job security influence the employee performance more.

From the study it can be concluded that the working environment does influence employee work performance. Factors such as interpersonal relations, monetary benefits, training and development, safe working conditions, job security must be taken care of as they highly influence employee performance. (Ollukkaran & Gunaseelan, 2016)

However, the study did not consider the important aspects such as the influence of organizational factors and psychosocial factors such as work stress and its effect on the employee's satisfaction. The study was also carried out as whole and wasn't specific to one company.

Bradrianto and Muhammad Ekhsan (2020) on the "Effect of the working environment and job satisfaction on employee's performance in PT, Nesinak Industries" in Indonesia. The purpose of the study was to investigate the influence of the work environment and job satisfaction variables on employee performance of the Nesinak Industries. The research used quantitative methods, data

was obtained through questionnaires and the data analysis method that was used was the linear regression analysis method. It was concluded that the work environment and job satisfaction have a significant positive influence on employee performance. Also, the study found that creating a easily understood job descriptions, providing training and having a well maintained cleanness and health aspects improves job satisfaction and performance.

The study added an important aspect which is job satisfaction. Job satisfaction in the context of the study refers to indicators such as does the employee enjoy the work, loves the work, work morale, the discipline and work performance. This in turn brings about more productive employees if met, which covers the psychosocial aspect of the study. However, it left out the important aspect of organizational factors which this research intends to answer.

Hari Kurniawanto et al (2022), carried research on the effect of work environment and motivation on employee performance with job satisfaction as mediation, it was carried out in Jakarta, Indonesia. The study considered variables such as the work environment, motivation and employee performance. The methodology used was the path analysis which was a further development of the multiple and bivariate regression analysis. It also used the Sobel test to calculate the mediating effect of employee satisfaction. Conclusions of the study was that the work environment has a positive and significant effect on job satisfaction and employee performance.

The study found that a comfortable work environment, which includes air-conditioned room facilities, adequate lighting and supportive co-workers, can improve job satisfaction and performance. Additionally, the study found that job satisfaction is a significant mediating variable for the work environment and motivation for the minimarket employee performance variable in Jakarta. The study also suggested that providing decent wages and other benefits can contribute to employee satisfaction and retention.

However, the research left out aspects such as the working culture, leadership, company policies and was findings of the study are limited to the geographical area Jakarta in Pakistan and may not apply to other areas.

2.2.3 Africa studies working environment vs employee performance.

Christabella P. Bushiri (2014), researched on the “Impact of the working environment on employee work performance a case on the Institute of Finance Management in Dar Es Salam Region” in

Tanzania. The aim of the study was to find out the impact of the working environment on employee performance and productivity. The study considered variables such as job aid, supervisor support, work incentives and performance feedback as independent variables and work performance as the dependent variable. The study carried out Descriptive design, this is because the study intended to measure the respondents' views about the topic and questionnaires were used to gather the data and further analyzed using SPSS.

The findings of the study were that the organization's physical environment has an impact on employee work performance. The study also concluded that employees are not recognized at times as individuals which means that no feelings exist between them and the organization, this affects them negatively. It also found that employee performance depended much more on job aid. It was found that the institution was fair on rewards, that's rewarding employees who performed well. The study identified that several factors that affect the work environment and employee performance are the physical working conditions, the organizational culture, the leadership style and employee motivation.

The study was limited to the Institute of Finance Management in Dar es Salaam therefore there is a need to carry out more research in other countries and institutions.

A study on the effect of the work environment on job satisfaction on the Banking Sector in Ghana was carried out by Agbozo and Owusu (2017). This study focused on a merchant bank in Ghana while examining the relationship between work environment and job satisfaction. The study aimed to determine the influence of the physical and mental work environments on employees' performance, as well as the overall level of satisfaction among bank staff members and if job satisfaction is influenced by the physical, social, and psychological aspects of the work environment. The findings revealed were that firstly most of the staff at the bank were content with the work environment, the satisfied ones ranked to a large extent it and the majority were satisfied. Also, job contentment in the bank was satisfactory. A few of the respondents affirmed that confidence on the job in general was not great. The aspect of how the working environment affects employee satisfaction was looked at in terms of the level of employees' anxiety in relation to being redundant. Out of total respondents 2 employees, which was 2% felt anxious of being laid off while 9% worried about security of their jobs while percentage only felt anxious to a small extent.

This concludes that the working environment does influence employees' performance and in the case of the banking sector most employees were fairly satisfied with the working environment. Their mental state too was affected but to only a small percentage of the group.

Although the results of this study showed how the work environment affects job satisfaction, it did not show its effect on the performance of employees. Additionally, the methodology used was descriptive, and did not answer the question of the effect that the work environment has on job satisfaction.

Gitay et al (2020) carried out research in Kenya on the "Effect of the work environment on employee performance at the ministry of education headquarters in Kenya". The research aimed to examine the effect of the work environment on employee performance at the ministry and its focus was on both the physical and behavioral components of the work environment. The study carried out a descriptive research design, it used a stratified random sampling technique to select the sample of which 244 was the sample size from different managerial levels in the ministry. The study used a questionnaire for gathering information and it employed descriptive and inferential statistics for data analysis. The research concluded that the work environment does have a significant effect on employee performance at the ministry of education in Kenya. The findings showed that teamwork, tools and equipment, workplace safety and work relationship were significant predictors of employee performance.

The study, however, did not investigate other factors such as individual factors such motivation, job satisfaction and personality. Also, it left out the variable of organizational factors such leadership, communication and the culture of the organization. Additionally, the study only focused on the Ministry of Education Headquarters in Kenya and therefore the findings cannot be generalized to other sectors and other demographics.

Bright King (2020) did research on the effect of the work environment on employee performance, a study of Enugu North Local Government area in Nigeria. The area of focus of the study was to ascertain the effect of organizational culture on employee motivation, to assess the effect of personal relationship on employee goal attainment and to examine the effect of work incentives on employee's commitment. The study used the survey research method this was because the study covers both information and the opinion of respondents in order to determine the relationship among the two given variables and used both primary and secondary sources of data collection.

The data was analyzed using simple percentage analysis, while the hypothesis was tested using simple linear regression.

The findings of the research were as follows; that organizational culture has a significant effect on employee motivation, also it was found that personal relation has a significant effect on employee goal attainment and lastly that work incentives have a significant effect on employee commitment in Enugu North Local Government Area.

The study however is limited to Enugu North Local government area in Nigeria. And the findings cannot be applied to other demographic areas. Additionally, it did not consider an important independent variable that is work stress and its effect on employee performance.

2.2.4 Zambian Studies on working environment vs employee performance.

Christine Yenge (2017) did research on the impact of the working environment on employees in an organization a case study on Christech ltd a consulting agency for various construction companies in Zambia located in Kitwe. The study had two objectives, the first objective was to ascertain the relationship between components of the workplace environment and employee's performance, the other was to determine the component of the workplace environment that affects the performance of employees. The research design was a mixed methods approach which comprises of both qualitative and quantitative methods in analyzing data. The study found that the working environment that affects the performance of employees includes physical environment, social environment and organizational policies.

The study left out some knowledge gaps, firstly the study depended on self-reported data, which was subject to social desirability bias, also it did not investigate the impact of other factors such job satisfaction, motivation, leadership style and job stress on employee performance. Lastly the study was limited to the Institute of finance management in Kitwe.

Mwape et al (2020), conducted a study on employee motivation and job performance. In a quest to understand what factors motivate workers to perform extremely well at Madison life insurance in Lusaka, the study brought out many factors both financial and non-financial elements and all are said to exert influence on worker performance. In the broad sense, these elements/factors included competitive salary, promotion, vacation trips, health benefits, and gift vouchers.

Based on the research findings, a majority of 38.6% of surveyed employees indicated that health benefits can improve work performance. Another 23.5% of the surveyed employees indicated that a competitive salary could help improve work performance, and while others surveyed employees indicated gift vouchers and vacation trips motivated them to perform best respectively. The above results suggest that financial elements only can lure workers to perform to their optimal levels, but non-financial elements play a significant role such as gift vouchers, promotions, and vacation trips. In a nutshell, organizations should strive to develop non-financial elements in order to motivate their employees to work extra hard and achieve the goals of an organization.

However the study paper was focused on what motivates employees and not how the working environment at Madison insurance affects job performance.

The study therefore shows the importance of looking at intrinsic factors that motivate employees to perform well and this is the case of this research, it includes intrinsic factors that affect employee's performance.

Jacqueline Siwale et al (2022). The study's goal was to investigate how work-life balance and employee performance are managed in the banking industry, with a focus on AB Bank branches in Lusaka, Zambia. A mixed method design was utilized in the study, combining quantitative and qualitative techniques. 222 employees make up the sample size, with a target population of 500 and Israel Yamane's sampling formula was applied. Stratified and random sample procedures were employed to choose an equal number of staff members from each branch and department to form the 200 members of the analytical unit.

The study found that poor organizational work culture in AB bank branches had a negative impact on work-life balance, which in turn affected employee performance. Nonetheless, work life balance was found to have a positive impact on employee performance. It was also found that the parenting and pregnancy policy had no impact on employee performance.

However, the study's focus was on work life balance's effect on employee performance and not the working environment on employee performance as is the case of our study, but it brings out similar variables such as the working culture.

Naomi Chiyungi (2022) did a study to investigate employee motivation on organizational performance. The main objective of the study was to investigate how motivation is increasing

organizational performance among employees of world vision southern region in choma Zambia. Its aim was to determine the relationship between factors affecting employee motivation and independent variables that are performance, benefits, salary and training. The type of study was a case study research and probability sampling method were used. The study found that employee motivation has a significant effect on organizational performance. 56% of the respondents strongly agreed and 37% agreed that employee's motivation influences organizational performance. Only 2% disagreed. The study also found that factors such as performance, benefits, salary and training have a significant relationship with motivation.

However, the study left out other factors that affect employee motivation such as leadership, work environment and job satisfaction. Also, it did not provide a detailed analysis of the relationship between employee motivation and organizational performance. Therefore, further research is needed to tackle these knowledge gaps.

Mable Kabasi,(2017) did a study that was aimed at investigating the role played by employee motivation practices in enhancing the performance of employees in parastatal organizations. The case study was on Zambia Airports Corporation (ZACL) headquarters. The main Objective of the study was to explore the reward and compensation practices of ZACL and determine the extent of their effectiveness to motivate individual employees working at ZACL. The research design of the study combined both exploratory and descriptive approached using both qualitative and quantitative methodologies.

The results showed that ZACL had a sophisticated incentive program aimed at motivating workers. Among the primary methods of compensation were competitive salaries, allowances combined with health care benefits, training and development initiatives, and personal automobiles for each bearer. In order to maximize productivity, the measures have potential to increase employee motivation. The respondents' opinions, however, were divided, while some thought these tactics were inspiring workers and improving their output, others thought the opposite.

The study was narrowed down to explore the reward and compensation practices of the organization and its effect on employee motivation. It left out other important factors that affect employee motivation such as organizational factors and psychosocial factors. Additionally the findings of the study cannot be generalized to other industries. Therefore, there's need to carry out other studies in other industries.

2.4 THEORETICAL FRAMEWORK

There are many theories that have been used to explain the link between the workplace environment and employee performance. This study was grounded by one theory: The two-factor model by Herzberg.

2.4.1 The two-factor model (Herzberg's 1957)

According to Herzberg's two-factor model theory, famously referred to as the motivation-hygiene philosophy, the elements that contribute to job satisfaction are separate from those that lead to job discontent (Armstrong, 2007,).

Armstrong, (2007) concluded and stated that there are two factors that may influence job satisfaction.

“Job-related sources of satisfaction or motivation. Achievement, recognition, the work itself, responsibility, and growth are examples of these. The second group consists of 'dissatisfaction avoidance' or 'hygiene' factors, which are extrinsic to the job and include pay, company policy and administration, personal relations, status, and security. These cannot create satisfaction, but they can cause dissatisfaction unless preventive measures are taken.”

According to Herzberg there are two factors governing job satisfaction and job dissatisfaction, these are the extrinsic motivators and intrinsic motivators. The extrinsic are hygiene factors and intrinsic being motivation factors. Extrinsic factors tend to present more tangible basic needs, these are job security, salary and fringe benefits. Intrinsic factors on the other hand tend to be less tangible and more of emotional needs such as relationships at work recognition, growth potential and challenging work. (Learning, 2016)

According to Herzberg, Intrinsic and Extrinsic motivators have an inverse relationship. That is intrinsic motivators tend to increase motivation when they are present, while extrinsic motivators tend to reduce motivation when absent. The understanding behind was that extrinsic motivators are expected and therefore won't increase motivation but if missing will cause dissatisfaction and intrinsic are an additional motivation if present. (Learning, 2016)

Observations from Herzberg about incentives and results suggested that, while an employee may accrue short term pleasure as a result of increments in pay, this feeling will result in long-term satisfaction and prolonged labor at the place of work (Herzberg et al., 1957). The theory concentrates on the importance of internal factors as motivating forces for employees. He wanted

employees to take part in planning, performing and evaluating their work (Schultz et al., 2010). This theory has been widely accepted as relevant in motivating employees to give their best in organizations, and research has proven that employees are motivated by intrinsic factors captured by the Herzberg theory.

Although other schools of thought have a different opinion, for example research by Armstrong concluded that wage pay may not be the best motivation to entice workers to produce the needed results as it is perceived to be a short-term method, further unequal wages apportioned to workers after a task may result into demotivating them to focus on the tasks (Armstrong, 2007, p.124). Nonetheless the two-factor theory is said to be an outstanding specimen as it has lasted for a long period of time without disapproval. It has an influence on the body of knowledge about the workplace motivation and performance.

This theory will guide this study because it distinguishes between the hygiene factors such as working conditions, salary and company policies and the motivators which are recognition, responsibility and achievement, therefore giving the foundation of the different aspects that affect the working environment enables the researcher to analyze those aspects.

The theory also provides deep insights, the theory gives a deeper look into how the mindset of employees look at work, and this is in terms of internal factors that drive employees. The theory also affirms that lack of job satisfaction is not due to poor work performance but other factors such as procedures and company policies.

2.5 PHILOSOPHICAL PERSPECTIVE

This research was influenced by “Utilitarianism Philosophy”, the philosophy originated in the 18th century, it is associated with philosophers such as Jeremy Bentham and John Stuart Mill. The core idea was to assess the morality of the action based on its overall consequences and the principle of maximizing overall happiness or pleasure.

The goal of utilitarianism is to address the pragmatic query, "What ought a person to do?" The response is that one should behave in a way that maximizes their pleasure or happiness and minimizes their suffering or sadness. (Britannica, 2023)

According to utilitarianism, the decision that will result in the greatest good for the greatest number of people is the most morally right one. It is the only moral system that allows for the justification

of using force or going to war. Due to the way it weighs costs and rewards, it is also the most widely applied moral reasoning strategy in business. (Business). In terms of the workplace, a utilitarian viewpoint would place a strong emphasis on establishing circumstances that maximize workers' overall well-being. This includes elements like job satisfaction, work-life balance, equitable pay, and chances for both professional and personal growth. The objective is to maximize pleasure and decrease pain since it is thought that a happy and fulfilled workforce would make a more positive contribution to the success of the company. (Britannica, 2023)

Implementing regulations that boost employee morale, funding employee well-being initiatives, or cultivating a supportive and influential organizational culture are a few examples of workplace utilitarianism. It involves using employee wellbeing and overall pleasure as a gauge for the morale and ethics of choices made and activities taken at work.

The philosophy offers a framework for creating work place policies that contribute to the overall satisfaction and welfare of employees, as its focus maximizes on the overall well-being of employees, by prioritizing actions that lead to the greatest happiness and minimizing harm.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter opens with the research paradigm that guides the study design selection. The research design, sampling methodologies, sample size, data gathering techniques, and data analysis approach. The next part describes the numerous validation and quality checks that will be carried out to confirm the quality of the research. The parts that follow explain how ethical, confidential, and integrity issues will be managed and preserved throughout the research process.

3.2 Research Design

The study followed a correlational design to investigate the effect of the working environment on employee work performance, focusing specifically on Airtel Zambia Plc in Lusaka. Due to the uniqueness of this approach and the chosen topic, the application of the correlational study design was deemed imperative. This design allows for an in-depth review of the social phenomenon, providing explicit insights compared to other approaches (Mugenda and Mugenda, 2003). Therefore, the design employed in this study aimed to narrow down and investigate the effect of the working environment on employee work performance.

3.3 Target Population

Airtel Zambia is a widely and ranked the number one amongst the top 3 telecom service providers in the country in terms of subscriber numbers. The company is dedicated to empowering citizen through its corporate social responsibility as expressed in the Company's vision of "connected people are inspired people". In connecting Zambia's people to each other, we are empowering them to create opportunities, dream big and live well, says the vision in entirety. The company has a rich portfolio of satisfied clients and the list keeps growing. The company has a presence in 10 out of 10 provinces in Zambia with a workforce of 319 workers both full-time and on a contractual basis for the Lusaka branch which is the head office.

3.2.1 Participant targeting parameters

For this study, employees at the company offered great depth in line with the study's objectives which was grafted into the study as participants. Those that have firsthand experience pertaining to the running of the affairs of the company and benefit the study paradigm automatically qualified

for the study. On another hand, those who failed short of the above criterion were knocked out technically.

3.4 Sample Size

As the case with the targeting parameters, the researcher extracted names of those to participate from the company register in a convenient way to avoid any human biases, thus, the sample size was computed using a confidence level of 95%, a margin of error of 5%, and a population size of 319. The sample size that was proposed was 175 but 150 was used instead due to logistical constraints and statistical considerations while still ensuring valid and reliable results, according to the online sample size calculator.

3.5 Sampling Design

In order to recruit participants, the researcher used a combination of respondent-driven sampling and maximum variation sampling (purposive). This entails that, the research first used the human resources department to identify and purposefully choose a cadre of Airtel Zambia Plc employees who are already employed and deemed necessary for the research.

3.6 Data Collection Techniques

A structured questionnaire was developed and used to collect data for this study. The questionnaire was uploaded in the Open Data Kit (ODK) that is aided by a cloud server enabling research team to collect raw data from the field with much easy. The data was collected online and monitored by the principal investigator for accuracy and precision accordingly.

3.7 Data Sources

3.7.1 Secondary data

Secondary data sources consisted of books, journals, magazines, official prints and acts in sync with the topic at hand. All these materials helped the researcher to dig deeper into the study and bring out elements pertaining to working environment and how it influences employees to perform at their optimal levels towards achieving organization goals.

3.7.2 Primary data

The researcher gathered raw data via administering of structured questionnaires and conducting expert interviews with closed-ended questions. The closed-ended format surveys were sent to

corporate employees, who was then asked to complete the questions using a 5-point Likert scale to score their level of agreement or disagreement with the factors specified in the questionnaires.

3.8 Data Management/Analysis

Data was collected using Kobo collect by ODK. The collected data was reviewed, cleaned and then coded and later exported to STATA, which allowed the data to be easily analyzed and descriptive statistics to be generated. Other data was later examined using Excel to populate graphs, figures, and tables, ensuring that various graphical presentations could be made.

3.9 Ethical Consideration

Ethical considerations were sought prior to administering questionnaires, as all research involving human subjects or informants must undergo an ethical validation process (Anderson, 2010). To preserve ethical norms and ensure data integrity, the two fundamental ethical components, procedural ethics, and ethics in practice, were addressed. Prospective participants were informed of the research both verbally and in the form of a cover letter. The cover letter detailed the type of information being sought and how it would be utilized. Participants who chose to participate in the study were asked to sign an informed consent form.

3.10 Data Quality

The following measures were implemented to control the quality of data in this research:

Reliability; was achieved by asking respondents straightforward, clear, and non-leading questions, while purposive sampling was employed to ensure that the relevant individuals providing accurate information were identified during data collection from respondents.

Validity; was planned to be obtained through the triangulation methodology and three (3) separate methodologies, including a literature review, secondary data analysis, and primary data gathering.

3.11 Limitations/challenges

The study will be restricted to Airtel Zambia Plc. headquarters in Lusaka and will not include any additional branches in other provinces. Hence representative of the sample was limited.

CHAPTER FOUR

DATA ANALYSIS & PRESENTATION FINDINGS

4.1 Introduction

The following section entails the analysis and interpretation of the data gathered via questionnaires in accordance with the study objectives. A sample of 151 employees was selected, and 150 questionnaires were distributed to gather data using Kobol collect/ODK. Subsequently, the collected data is analyzed below.

4.2 Findings and Data Analysis

4.2.1 Demographic Summary of respondents

Table 4.2:1 *Demographic Summary of respondents*

Metric	Classification	Frequency	Percentage
GENDER	Male	86	56.95%
	Female	65	43.05%
AGE	18-24	6	3.97%
	25-34	115	76.16%
	35-44	28	18.54%
	45-54	2	1.32%
Years of Experience	1-3 years	66	43.71%
	4-6years	31	20.53%
	7-10years	9	5.96%
	More than 10 years	6	3.97%
	less than 1 year	39	25.83%
Job Position / Title	Entry-level	37	24.50%
	Managerial	24	15.89%
	Mid-level	67	44.37%
	Other	11	7.28%
	Senior	12	7.95%

Source: Author

The table above presents a summary of demographic data of the respondents who participated in the study aimed at investigating the effect of the working environment on employee work performance at Airtel Zambia Plc.

The table shows that in relation to the gender distribution among respondents the participation was relatively balanced, with males accounting for 56.95% and females comprising 43.05% of the sample. This indicates a diverse workforce at Airtel Zambia Plc, with both genders actively participating in the study.

The majority of respondents fall within the age range of 25-34 years, representing 76.16% of the sample. This age group is followed by smaller proportions of respondents in the age categories of 18-24 (3.97%), 35-44 (18.54%), and 45-54 (1.32%) years. The concentration of respondents in the 25-34 age group suggests a youthful participation in the study.

With regards to the years of experience in the respondents displayed a varied distribution. A significant portion (43.71%) of respondents have been in their current position for 1-3 years. Other experience categories include 4-6 years (20.53%), 7-10 years (5.96%), more than 10 years (3.97%), and less than 1 year (25.83%).

The distribution of employees across different job titles provides insights into the organizational hierarchy at Airtel Zambia Plc. The majority of respondents hold mid-level positions (44.37%), followed by entry-level (24.50%) and managerial roles (15.89%). There are also smaller proportions of respondents in senior-level (7.95%) and other positions (7.28%).

4.2.2 To assess the relationship between physical aspects of the working environment and employee task performance at Airtel Zambia PIC

Table 4.2.2 How does lighting relate to task performance?

How would you rate the lighting in your workplace?	How would you rate your overall work performance?			Total
	Average	Excellent	Good	
Excellent	3	12	20	35
Fair	3	7	20	30
Good	7	27	50	84
Poor	1	0	1	2
Total	14	46	91	151

Source: Author

From the table above, the data suggests a positive relationship between good lighting and good work performance. Respondents who rated the lighting as Excellent or Good tended to provide higher ratings for their overall work performance, while those who rated the lighting as Fair also demonstrated relatively positive work performance ratings. Among the respondents who rated the lighting as good, 27 rated their overall work performance as Excellent and 50 rated it as Good, which represents about 51% of the respondents. Further, about 32 respondents rated their work performance to be excellent or good after rating the lighting to be excellent with represents about 21% of the respondents. This suggests that good lighting conditions are associated with both excellent and good work performance ratings.

Table 4.2.3 How does temperature relate with work performance?

How comfortable is the temperature in your workplace?	How would you rate your overall work performance?			Total
	Average	Excellent	Good	
Comfortable	2	22	32	56
Neutral	8	13	27	48
Uncomfortable	2	3	6	11
Very Comfortable	2	8	26	36
Total	14	46	91	151

Source: Author

Respondents working in comfortable or very comfortable temperature conditions rated their overall work performance highly, with 30 respondents about (20%) rating it as "Excellent" and 58 respondents (38%) rating it as "Good."

The data suggests a clear relationship between temperature conditions in the workplace and task performance. Employees working in comfortable or very comfortable temperatures tend to rate their work performance more favorably compared to those in neutral or uncomfortable temperatures. This highlights the importance of maintaining optimal temperature conditions in the workplace to enhance employee comfort and potentially improve task performance.

Table 4.2.4 How does noise distraction relate with work performance?

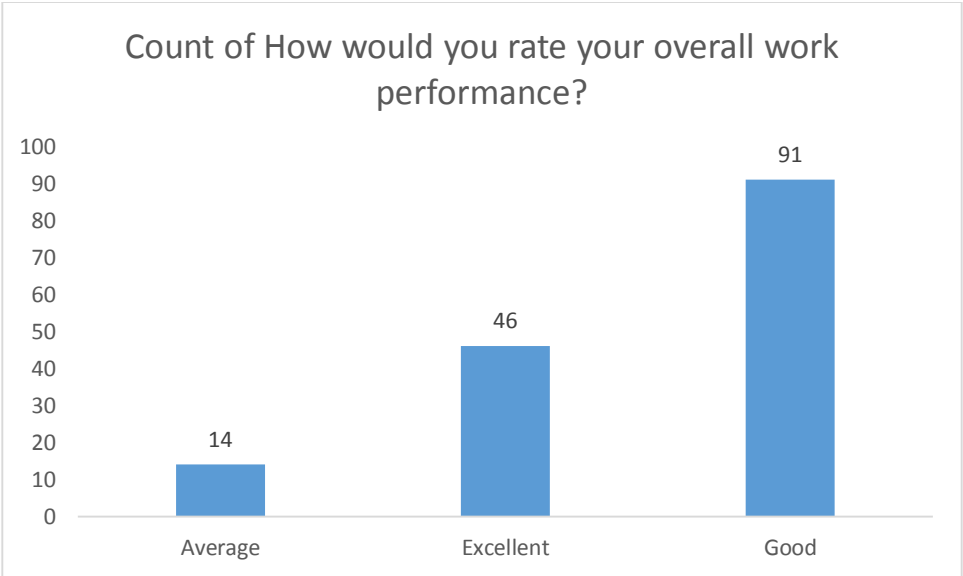
To what extent is noise a distraction in your workplace?	How would you rate your overall work performance?			Total
	Average	Excellent	Good	
Extremely	0	6	6	12
Moderately	4	10	30	44
Not at all	2	9	18	29
Slightly	4	15	33	52
Very	4	6	4	14
Total	14	46	91	151

Source: Author

From the table above 14 respondents rated the work environment to noisy and indicated a mix in their work performance. A large number of respondents (125) indicated that the noise distractions are minimal (Moderate, not at all, and slightly), and 115 of these rated their work performance as either good or excellent.

The data suggests that noise distraction in the workplace can have varying effects on task performance. While employees experiencing minimal noise distraction tend to rate their work performance more favorably, those exposed to more distracting noise may report lower ratings. This highlights the importance of managing noise levels in the workplace to minimize distractions and potentially improve task performance.

Figure 4.2.5 Work Performance Summary Chart



Source: Author

The table above illustrates that the majority of respondents, constituting 60%, rated their overall performance as good, suggesting a satisfactory level of achievement in their roles. Furthermore, 30% of respondents rated their performance as excellent, indicating a substantial portion of individuals who perceive their performance as exceeding expectations. Conversely, a mere 9.2% of respondents provided an average rating for their performance, implying that a relatively small proportion feel their performance falls within a median range. These findings highlight a predominantly positive outlook on performance among respondents, with a notable proportion achieving excellence and a minority expressing average perceptions.

The findings revealed that psychosocial factors play a crucial role in determining employee job satisfaction levels. Positive interpersonal relationships, effective communication, and lower job stress were associated with higher levels of job satisfaction among employees

4.2.3 To examine the influence of psychosocial factors (e.g., job stress, interpersonal relationships) in the working environment on employee job satisfaction at Airtel Zambia Plc.

Table 4.2.6: How does stress influence job satisfaction?

How would you rate the level of job stress you experience in your current position?	How satisfied are you with your current job?					Total
	Dissati..	Neutral	Satisfied	Very Di..	Very Sa..	
High	8	16	21	2	7	54
Low	0	1	4	0	5	10
Moderate	6	26	17	0	7	56
Very High	5	14	7	1	3	30
Very low	0	0	0	0	1	1
Total	19	57	49	3	23	151

Source: Author

The data indicates a clear relationship between stress levels and job satisfaction. Higher levels of job stress tend to correspond with lower job satisfaction, while lower levels of stress are associated with higher satisfaction levels. This underscores the importance of managing stress in the workplace to enhance overall job satisfaction and employee well-being.

Table 4.2.6 How do interpersonal relationships influence job satisfaction?

Do you feel supported by your colleagues in the workplace?	How satisfied are you with your current job?					Total
	Dissati..	Neutral	Satisfied	Very Di..	Very Sa..	
Agree	10	33	29	0	14	86
Degree	0	2	1	0	0	3
Neutral	6	18	12	3	2	41
Strongly Agree	0	3	7	0	7	17
Strongly Disagree	3	1	0	0	0	4
Total	19	57	49	3	23	151

Source: Author

From the above table, it is evident that 56.9% of respondents agreed that they feel supported by fellow colleagues, while only 1.98% disagreed. A notable portion of respondents, 27.2%, remained neutral on this aspect. Furthermore, 11.3% strongly agreed that they feel supported, indicating a positive perception of colleague support within the organization, while 2.6% strongly disagreed. These findings suggest a generally positive sentiment regarding peer support among employees, with a small percentage expressing dissatisfaction or uncertainty. Strengthening peer support networks could potentially enhance overall employee satisfaction and foster a collaborative work environment within the organization.

Table 4.2.7 How do interpersonal relationships influence job satisfaction?

To what extent do you feel that your opinions and ideas are considered in decision-making?	How satisfied are you with your current job?					Total
	Dissati..	Neutral	Satisfied	Very Di..	Very Sa..	
Minimally	8	19	10	2	6	45
Moderately	6	28	21	0	7	62
Not at all	3	5	1	0	1	10
Significantly	2	5	17	1	9	34
Total	19	57	49	3	23	151

Source: Author

From the above, it is evident that 29.8% of respondents feel that their opinions and ideas are minimally considered for decision-making, while 41.2% perceive their input to be considered moderately. A smaller percentage, 6.6%, indicated that their opinions and ideas are not considered

at all, whereas 22.5% felt that their input is significantly taken into account. These findings suggest a range of perceptions regarding the level of involvement in decision-making processes within the organization. Addressing the concerns of employees who feel their input is minimal or not considered at all could lead to increased engagement and commitment to organizational goals. Similarly, reinforcing the involvement of those who feel their input is significantly considered could further foster a culture of inclusivity and collaboration within the workplace.

Table 4.2.8 How does work culture influence job satisfaction?

How would you describe the overall workplace culture?	How satisfied are you with your current job?					Total
	Dissati..	Neutral	Satisfied	Very Di..	Very Sa..	
Competitive	9	15	22	3	12	61
Inclusive and Supp..	3	14	18	0	9	44
Neutral	0	13	2	0	0	15
Stressful	7	15	7	0	2	31
Total	19	57	49	3	23	151

Source: Author

From the table above, it is apparent that 40.4% of respondents rated the work culture as competitive, indicating an environment where employees may feel driven by competition. Conversely, 29.1% perceived the work culture as inclusive and supportive, suggesting a workplace atmosphere that fosters collaboration and mutual support among colleagues. Additionally, 9.9% of respondents remained neutral, indicating a lack of strong feelings towards the work culture. Notably, 20.5% rated the work culture as stressful, highlighting a significant portion of employees who may experience heightened levels of stress within the organizational environment. These findings underscore the importance of cultivating a positive and supportive work culture to enhance employee well-being and organizational effectiveness.

Table 4.2.9: How does workload influence job satisfaction?

Do you feel that your workload is manageable?	How satisfied are you with your current job?					Total
	Dissati..	Neutral	Satisfied	Very Di..	Very Sa..	
Neutral	9	13	12	3	6	43
Very manageable	3	6	9	0	13	31
somewhat manageable	1	24	26	0	4	55
somewhat unmanageable	6	14	2	0	0	22
Total	19	57	49	3	23	151

Source: Author

Regarding workload management, the data reveals that 36.4% of respondents indicated that they somewhat manage their workload, suggesting a moderate level of control over their tasks. Moreover, 20.5% expressed confidence in their workload management abilities, stating that they manage their workload very well. Conversely, 28.5% of respondents remained neutral on this aspect, indicating a lack of strong opinion regarding workload management. Notably, 14.5% of respondents reported that their workload was somewhat unmanageable, highlighting a significant portion of individuals facing challenges in effectively managing their tasks. Approximately 17% of the respondents indicated that their workload is somewhat manageable and satisfied with their current job. The respondents who indicated to have a somewhat unmanageable workload reported to be mostly dissatisfied or neutral about their job satisfaction. These findings underscore the importance of implementing strategies to support employees in workload management to enhance job satisfaction

4.2.4 To explore the effect of organizational factors (e.g leadership, communication, organizational policies) on overall employee well-being and productivity at Airtel Zambia Plc

Table 4.2.10 Leadership

Rate the effectiveness of leadership in your organisation.	To what extent do organizational policies contribute to a positive working environment.				Total
	Moderately	Not at all	Significantly	Slightly	
Excellent	5	0	21	0	26
Fair	45	1	14	19	79
Good	26	0	12	1	39
Poor	2	1	1	3	7
Total	78	2	48	23	151

Source: Author

From the above table, it is evident that 52% of respondents rate the effectiveness of leadership within Airtel as fair, indicating a perception of average leadership performance. Additionally, 25.8% of respondents rated leadership as good, suggesting a positive sentiment towards leadership practices. Moreover, 17.2% of respondents perceived leadership effectiveness as excellent, highlighting a significant portion of individuals who hold a favorable view of the leadership within Airtel. However, a minority of respondents, comprising 4.6%, rated leadership as poor, indicating areas of concern or dissatisfaction with leadership practices. These findings emphasize the importance of addressing areas of improvement in leadership to enhance employee satisfaction and organizational effectiveness within Airtel.

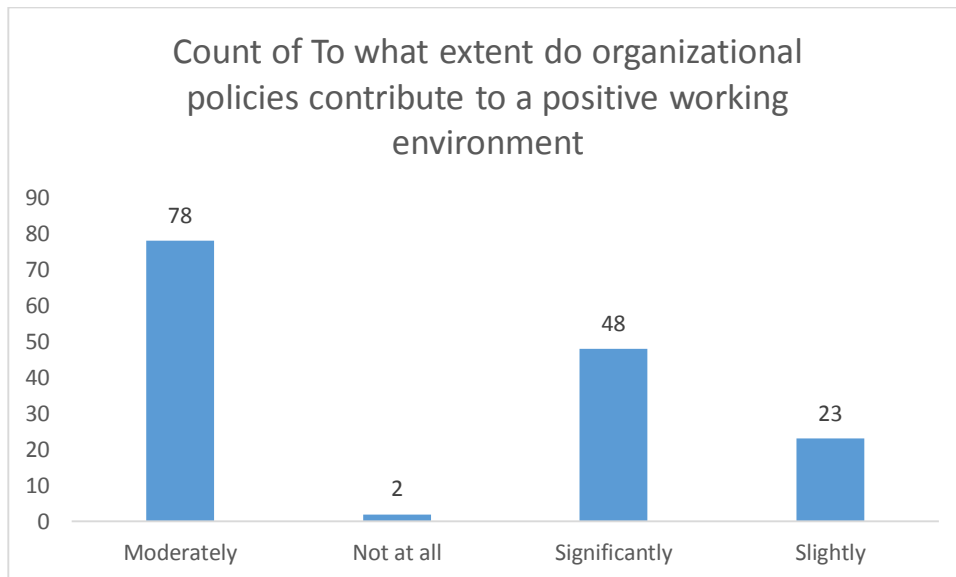
Table 4.2.11 Communication

How clear is communication within your organisation?	To what extent do organizational policies contribute to a positive working environment?				Total
	Moderately	Not at all	Significantly	Slightly	
Clear	39	1	19	7	66
Neutral	32	0	2	15	49
Unclear	0	1	0	1	2
Very Clear	5	0	27	0	32
Very Unclear	2	0	0	0	2
Total	78	2	48	23	151

Source Author

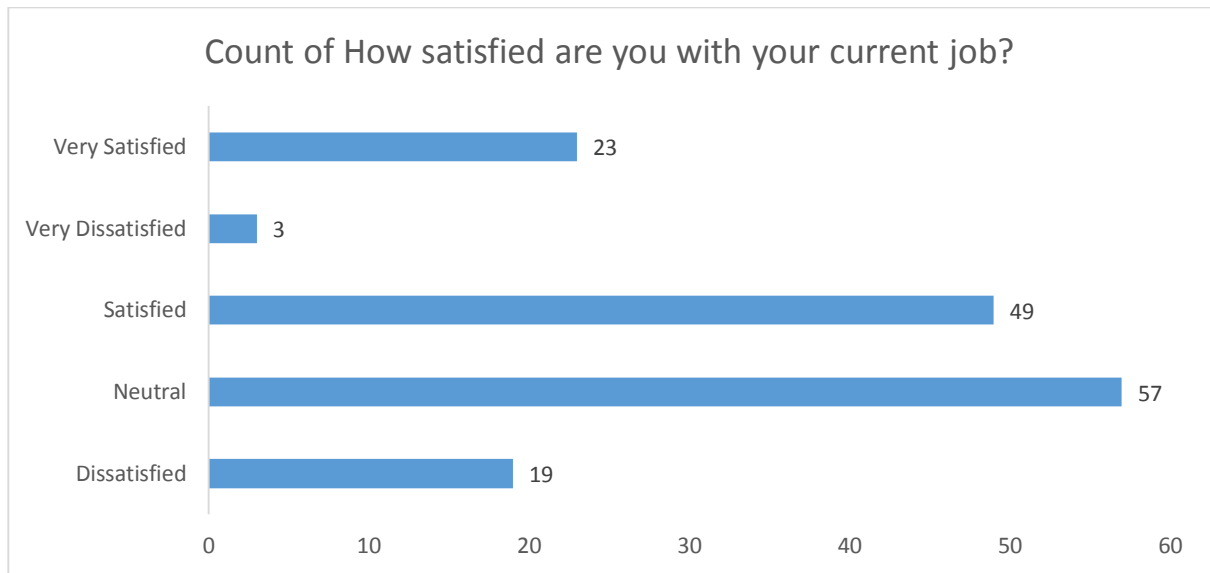
The results above indicate that the majority of respondents, approximately 43.7%, believe that communication within Airtel is clear, suggesting a favorable perception of the clarity of communication channels within the organization. Additionally, 32.5% of respondents remained neutral on this aspect, indicating a lack of strong opinion regarding the clarity of communication. Furthermore, 21.2% of respondents rated communication as very clear, indicating a significant portion of individuals who perceive communication to be exceptionally transparent and understandable. However, a small percentage, comprising 1.3%, rated communication as both very unclear and unclear, suggesting areas where communication may need improvement to ensure clarity and effectiveness. These findings underscore the importance of maintaining transparent communication practices within Airtel to foster employee engagement and organizational cohesion.

Figure 4.2.12 To what extent do organizational policies contribute to a positive working environment



The results above indicate that the majority of respondents, approximately 51.7%, believe that organizational policies contribute to a positive environment, suggesting a prevailing perception of the beneficial impact of organizational policies within the workplace. Moreover, 31.7% of respondents indicated that organizational policies contribute significantly to a positive environment, highlighting a substantial portion of individuals who attribute significant importance to these policies. Additionally, 15.2% of respondents answered slightly, indicating a moderate level of agreement with the contribution of organizational policies to a positive environment. However, a small percentage, comprising 1.3%, responded that organizational policies do not contribute at all, suggesting areas where policies may need refinement or enhancement to effectively contribute to a positive work environment. These findings emphasize the significance of organizational policies in shaping the workplace environment and underscore the need for continuous improvement and alignment with employee needs and expectations.

Figure 4.2.13 JOB Satisfaction Summary



Based on these findings, with regards to job satisfaction, 37.7% of respondents were neutral, indicating a lack of strong feelings either positively or negatively. Meanwhile, 32.5% expressed satisfaction with their job, suggesting a generally positive sentiment towards their work. A negligible percentage, 0.19%, reported being very dissatisfied, indicating rare occurrences of extreme dissatisfaction. On the other hand, 15.2% of respondents reported being very satisfied with their job, reflecting a significant portion of employees who find fulfillment in their work. Lastly, 12.6% expressed dissatisfaction, signifying a noteworthy proportion of employees experiencing discontentment with their job. These findings underscore the importance of understanding and addressing factors contributing to both satisfaction and dissatisfaction to enhance overall employee well-being and organizational performance.

Research conducted by Agbozo and Owusu (2017) in the banking sector in Ghana sheds light on the relationship between the work environment and job satisfaction. Their study found that the physical and mental work environments significantly influenced employee performance and overall satisfaction among bank staff members. However, while the majority of staff were content with the work environment, concerns about job security and anxiety about redundancy were also noted. Similarly, Jacqueline Siwale et al. (2022) investigated work-life balance and employee performance in the banking industry in Zambia. While their study focused on a different aspect, it highlighted the importance of organizational work culture in influencing work-life balance and, subsequently, employee performance. These findings suggest that psychosocial factors, such as

work-life balance and organizational culture, play a crucial role in shaping employee job satisfaction and performance at Airtel Zambia Plc.

4.3 Summary of Findings

1. Relationship between Physical Aspects of Working Environment and Task Performance

The findings revealed that the majority of respondents, constituting 60%, rated their overall performance as good, suggesting a satisfactory level of achievement in their roles. Furthermore, 30% of respondents rated their performance as excellent, indicating a substantial portion of individuals who perceive their performance as exceeding expectations. Conversely, a mere 9.2% of respondents provided an average rating for their performance, implying that a relatively small proportion feel their performance falls within a median range. These findings highlight a predominantly positive outlook on performance among respondents, with a notable proportion achieving excellence and a minority expressing average perceptions. These findings are supported by Vischer (2007), who emphasizes the importance of a conducive work environment in enhancing task performance. Analysis of the data further reveals a positive relationship between good lighting conditions and work performance, as well as between comfortable temperature conditions and high work performance ratings. Findings from the Work Performance Summary Chart indicate that the majority of respondents rated their overall performance as good or excellent, reinforcing the importance of addressing physical aspects of the working environment to optimize task performance and enhance overall employee well-being and productivity at Airtel Zambia Plc.

Similarly, Christine Yenge (2017) investigated the impact of the working environment on employees in a consulting agency in Zambia. The study revealed that components of the workplace environment, including the physical environment, social environment, and organizational policies, influenced employee performance. These findings align with the research conducted by the author, further emphasizing the importance of addressing physical aspects of the working environment to optimize task performance and enhance overall employee well-being and productivity. These findings highlight a predominantly positive outlook on performance among respondents, with a notable proportion achieving excellence and a minority expressing average perceptions.

The findings revealed that psychosocial factors play a crucial role in determining employee job satisfaction levels. Positive interpersonal relationships, effective communication, and lower job stress were associated with higher levels of job satisfaction among employees.

2. Influence of Psychosocial Factors on Employee Job Satisfaction

Based on the findings presented, job satisfaction among employees at Airtel Zambia Plc exhibits a diverse range of perceptions, with significant portions expressing satisfaction, neutrality, or dissatisfaction. Approximately 32.5% of respondents reported satisfaction with their job, reflecting a generally positive sentiment towards their work. In contrast, 37.7% expressed neutrality, indicating a lack of strong feelings either positively or negatively. A notable portion, comprising 15.2% of respondents, reported being very satisfied with their job, highlighting a significant proportion of employees who find fulfillment in their work. Conversely, 12.6% expressed dissatisfaction, signifying a noteworthy proportion experiencing discontentment with their job. Additionally, a negligible percentage, 0.19%, reported extreme dissatisfaction. These findings underscore the importance of understanding and addressing factors contributing to both satisfaction and dissatisfaction to enhance overall employee well-being and organizational performance.

These findings align with research conducted by Agbozo and Owusu (2017) in the banking sector in Ghana, which sheds light on the relationship between the work environment and job satisfaction. Their study found that the physical and mental work environments significantly influenced employee performance and overall satisfaction among bank staff members. Similarly, Jacqueline Siwale et al. (2022) investigated work-life balance and employee performance in the banking industry in Zambia, highlighting the importance of organizational work culture in shaping work-life balance and, subsequently, employee performance. Although their focus differs slightly, both studies emphasize the significant impact of organizational factors on employee satisfaction and performance. Thus, addressing psychosocial factors such as work-life balance and organizational culture could contribute to enhancing overall job satisfaction and performance among employees at Airtel Zambia Plc.

3. Effect of Organizational Factors on Overall Employee Well-being and Productivity

The results above indicate that the majority of respondents, approximately 51.7%, believe that organizational policies contribute to a positive environment, suggesting a prevailing perception of the beneficial impact of organizational policies within the workplace. Moreover, 31.7% of respondents indicated that organizational policies contribute significantly to a positive environment, highlighting a substantial portion of individuals who attribute significant importance to these policies. Additionally, 15.2% of respondents answered slightly, indicating a moderate level of agreement with the contribution of organizational policies to a positive environment. However, a small percentage, comprising 1.3%, responded that organizational policies do not contribute at all, suggesting areas where policies may need refinement or enhancement to effectively contribute to a positive work environment. These findings emphasize the significance of organizational policies in shaping the workplace environment and underscore the need for continuous improvement and alignment with employee needs and expectations.

The study findings emphasize the significance of effective communication in enhancing employee well-being and productivity. Effective communication from department heads, as agreed upon by 32% of respondents, is essential for fostering a positive work environment and promoting employee engagement. Chen (2011) suggests that organizational communication positively correlates with organizational commitment and job performance, highlighting the importance of clear and transparent communication practices. Effective leadership behavior plays a crucial role in shaping employee well-being and productivity. Cummings and Schwab (1973) underscore the connection between leadership behavior and employee performance, with effective leadership facilitating the attainment of employees' desires and subsequently enhancing performance. Additionally, Salacuse (2007) emphasizes the importance of leaders communicating effectively and appealing to the interests of followers to promote productivity and well-being.

Furthermore, leadership behavior plays a crucial role in employee performance, with Cummings and Schwab (1973) highlighting the connection between leadership behavior and performance. Effective leadership behavior, as reported by Maritz (1995), facilitates the attainment of employees' desires, leading to effective performance. Additionally, effective communication from department heads, as agreed upon by 32% of respondents, is essential for effective leadership. Leaders are increasingly required to communicate effectively by appealing to the interests of

followers, as suggested by Salacuse (2007). Moreover, employee participation in meetings and idea-sharing, supported by 40% of respondents, fosters positive work attitudes and commitment, according to Cassar (1999). The importance of a good communication environment at the workplace to improve performance is echoed by 40% of respondents, aligning with findings by Chen (2011) that highlight the positive relationships between organizational communication, commitment, and job performance.

CHAPTER FIVE

CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

In conclusion, the findings of the survey conducted at Airtel Zambia Plc shed light on several key aspects impacting employee performance, job satisfaction, and overall well-being within the organization. Firstly, the study revealed a predominantly positive outlook on performance among respondents, with a significant proportion achieving excellence and indicating satisfaction with their roles. This underscores the importance of addressing physical aspects of the working environment, such as lighting and temperature conditions, to optimize task performance and enhance overall employee well-being and productivity. These findings are consistent with previous research by Vischer (2007) and Christine Yenge (2017), emphasizing the significant impact of the physical working environment on employee performance.

Furthermore, the study highlighted the diverse perceptions of job satisfaction among employees, with significant proportions expressing satisfaction, neutrality, or dissatisfaction. This underscores the complex nature of job satisfaction and the need to address psychosocial factors such as interpersonal relationships, communication, and job stress. Aligning with previous research by Agbozo and Owusu (2017) and Jacqueline Siwale et al. (2022), the findings emphasize the significant impact of the work environment and organizational factors on employee satisfaction and performance.

Lastly, the study identified organizational policies as perceived contributors to a positive work environment by the majority of respondents, highlighting the importance of clear communication, effective leadership, and employee participation in decision-making processes. These factors play crucial roles in fostering a positive work environment and enhancing overall organizational performance. Overall, the findings underscore the importance of addressing both physical and psychosocial factors to create conducive work environments that promote employee well-being, satisfaction, and productivity at Airtel Zambia Plc.

5.2 Recommendations

- **Enhance Physical Working Environment:** Airtel Zambia Plc should prioritize improving the physical working environment by ensuring adequate lighting and comfortable temperature conditions throughout its facilities. This can be achieved through regular

maintenance of lighting fixtures and HVAC systems, as well as investing in ergonomic furniture and equipment to promote employee comfort and well-being.

- **Foster Positive Interpersonal Relationships:** The organization should promote a culture of collaboration and teamwork by encouraging positive interpersonal relationships among employees. This can be facilitated through team-building activities, regular communication channels, and conflict resolution mechanisms to address any interpersonal issues promptly.
- **Strengthen Communication Channels:** Airtel Zambia Plc should focus on enhancing communication channels between management and employees to ensure clarity, transparency, and alignment of goals and expectations. This can include regular town hall meetings, open-door policies, and feedback mechanisms to facilitate two-way communication and address any concerns or grievances effectively.
- **Provide Leadership Development Training:** Investing in leadership development programs for managers and supervisors can help cultivate effective leadership behaviors that promote employee engagement, motivation, and performance. Leadership training should focus on areas such as communication skills, conflict resolution, and employee empowerment to foster a supportive and inspiring work environment.
- **Review and Refine Organizational Policies:** The organization should regularly review and refine its organizational policies to ensure they align with employee needs and expectations. This may involve soliciting feedback from employees through surveys or focus groups and making necessary adjustments to policies related to work-life balance, performance management, and career development.
- **Promote Work-Life Balance:** Airtel Zambia Plc should prioritize promoting work-life balance initiatives to support employee well-being and reduce job stress. This can include offering flexible work arrangements, providing access to wellness programs and resources, and encouraging employees to take regular breaks and vacations to recharge and rejuvenate.
- **Recognize and Reward Performance:** Implementing a robust performance recognition and reward system can help motivate employees and reinforce desired behaviors and outcomes. Airtel Zambia Plc should establish clear criteria for performance evaluation and recognition, along with meaningful rewards and incentives to acknowledge employees' contributions and achievements.

- **Embrace Technological Innovation:** Airtel Zambia Plc should continuously invest in and leverage technological advancements to streamline operations, enhance service delivery, and stay competitive in the telecommunications industry. This includes exploring emerging technologies such as artificial intelligence, data analytics, and automation to improve efficiency and customer experience.
- **Promote Diversity and Inclusion:** The organization should prioritize creating a diverse and inclusive workplace culture that values and respects differences among employees. This can be achieved through diversity training programs, recruitment strategies that prioritize diversity, and fostering an inclusive work environment where all employees feel valued and empowered to contribute their unique perspectives.
- **Implement Continuous Learning and Development:** Airtel Zambia Plc should establish a culture of continuous learning and development by providing opportunities for skill enhancement and career advancement. This may involve offering training programs, mentorship opportunities, and educational reimbursements to support employee growth and professional development.
- **Enhance Customer Engagement:** To maintain and grow its customer base, Airtel Zambia Plc should focus on enhancing customer engagement strategies. This includes implementing proactive customer service initiatives, gathering feedback through surveys and focus groups, and leveraging social media and digital platforms to interact with customers and address their needs and concerns in real-time.

By implementing these recommendations, Airtel Zambia Plc can create a more conducive work environment that fosters employee satisfaction, engagement, and productivity, ultimately contributing to the organization's success and competitive advantage in the telecommunications industry.

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APPENDICES

5.1 Gantt Chart (Time line)

Sn	Task	Proposed Period
1	Background of the problem of study	15 th - 30 th June
2	Literature review & Theoretical framework	1 th – 31 th July
3	Methodology	1 th - 30 th August
4	Draft Proposal Submission	15 th September
5	Final Proposal Submission	1 st November
6	Data collection (issuing & collection of questionnaires)	5 th - 30 th November
7	Sorting and Coding of Responses	1 st - 10 th December
8	Data analysis	11 th – 23 rd December
9	Final Report	26 th - 30 th December

5.2 Budget

Item	Unit Cost	Quantity	Total
Ethical Clearance	K1500	1	K1500
Transport cost	K100	5	K500
Printing Costs	K2	350	K700
Internet Costs	K500	1	K500
			K3200

5.3 Letter to the Institution

Dear Sir/Madam,

RE: Approval to carry out an Academic Research Survey.

I am writing to formally request approval to collect data from employees within your institution. I am carrying out a study titled the “Effect of the Working environment on employee performance, a case study of Airtel Zambia.” I am a student at The University of Zambia (UNZA), pursuing a Master’s Degree in Business Administration. It is part of the requirements to conduct an independent research in order to obtain the degree.

I seeking the Institutions’ approval, before commencing to carry out the survey I have attached the necessary documents for your review.

Your response will be highly appreciated.

Yours Sincerely,

Tiweleko Chileshe

5.4 Consent letter

Dear Respondent,

I am a student at The University of Zambia (UNZA), pursuing a Master’s Degree in Business Administration. As part of the requirements for my Master’s course, I am conducting a study on the effects of working environment on employee performance, a case study on Airtel Zambia.

Your participation in this study is entirely voluntary, and there are no known risks or benefits associated with your involvement. Rest assured that your responses will be used solely for academic purposes, and your identity will be kept confidential and anonymous. The information collected will be securely stored and reported only in an aggregated, combined format.

If you have read and understood the information provided and agree to participate in this study, please sign below. Answering the questionnaire will take you less than 5 minutes. For any inquiries or concerns, don’t hesitate to reach out to me on 0978981038.

Your assistance and cooperation are highly appreciated, and I thank you in advance

Yours Sincerely,
Tiweleko Chileshe

Participant signature: _____

5.5 Questionnaire

Hello respondent, my name is TIWELEKO CHILESHE I'm pursuing a Master's in Business Administration at The University of Zambia. I am conducting research titled "THE EFFECT OF THE WORKING ENVIRONMENT ON EMPLOYEE'S WORK PERFORMANCE. A CASE STUDY ON AIRTEL ZAMBIA PLC.

I kindly request you to fill in my data sheet and answer the provided questions with important information/data as directed by the instructions given. The information you provide will be kept confidential and only used for the academic purpose of this study. Thank you for your good cooperation.

Section A: Demographic Information

1.1. What is your current position/Job Title?

- a. Entry-level
- b. Mid-level
- c. Senior-level
- d. Managerial
- e. Other (please specify): _____

1.2. Years of Experience in the Current Position:

- a. Less than 1 year
- b. 1-3 years
- c. 4-6 years
- d. 7-10 years
- e. More than 10 years

1.3. Gender:

- a. Male
- b. Female

1.4. Age:

- a. 18-24

- b. 25-34
- c. 35-44
- d. 45-54
- e. 55 and above

Section B: Physical Working Environment

2.1. How would you rate the lighting in your workspace?

- a. Excellent
- b. Good
- c. Fair
- d. Poor
- e. Very Poor

2.2. How comfortable is the temperature in your workspace?

- a. Very Comfortable
- b. Comfortable
- c. Neutral
- d. Uncomfortable
- e. Very Uncomfortable

2.3. To what extent is noise a distraction in your workplace?

- a. Not at all
- b. Slightly
- c. Moderately
- d. Very
- e. Extremely

2.4. How clean is the work space?

- a. Excellent
- b. Good
- c. Fair
- d. Poor
- e. Very Poor

Section C: Psychosocial Working Environment

3.1. How would you rate the level of job stress you experience in your current position?

- a. Very Low
- b. Low
- c. Moderate
- d. High
- e. Very High

3.2. Do you feel supported by your colleagues in the workplace?

- a. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

3.3. How would you describe the overall workplace culture?

- a. Inclusive and Supportive
- b. Neutral
- c. Competitive
- d. Stressful
- e. Toxic

Section D: Organizational Factors

4.1. Rate the effectiveness of leadership in your organization.

- a. Excellent
- b. Good
- c. Fair
- d. Poor
- e. Very Poor

4.2. How clear is communication within your organization?

- a. Very Clear
- b. Clear
- c. Neutral
- d. Unclear
- e. Very Unclear

4.3. To what extent do organizational policies contribute to a positive working environment?

- a. Significantly
- b. Moderately

- c. Slightly
- d. Not at all

Section D: Overall Job Satisfaction and Performance

5.1. How satisfied are you with your current job?

- a. Very Satisfied
- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Very Dissatisfied

5.2. How would you rate your overall work performance?

- a. Excellent
- b. Good
- c. Average
- d. Below Average
- e. Poor

Thank you for completing the survey. Your input is invaluable. If you have any additional comments or suggestions related to the working environment and its impact on your work performance, please feel free to share them below.

5.6 Ethical Approval



THE UNIVERSITY OF ZAMBIA DIRECTORATE OF RESEARCH AND GRADUATE STUDIES

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APPROVAL OF STUDY

IORG No. 0005376

HSSREC IRB No. 00006464

REF NO. HSSREC-2024 FEB - 045

28th March 2024

Tiweleko Chileshe
The University of Zambia
P.O. Box 32379
LUSAKA

Dear Ms Chileshe

**RE: “THE EFFECT OF THE WORKING ENVIRONMENT ON EMPLOYEE’S
WORK PERFORMANCE. A CASE STUDY OF AIRTEL ZAMBIA PLC.”**

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 one year.

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.

REVIEW TYPE	ORDINARY REVIEW	AAPPROVAL NO. HSSREC-2024 FEB - 045
Approval and Expiry Date	Approval Date: 28 th March 2024	Expiry Date: 27 th March 2025
Protocol Version and Date	Version - Nil.	28 th June, 2024
Information Sheet, Consent Forms and Dates	<input type="checkbox"/> English.	To be provided
Consent form ID and Date	Version - Nil	To be provided
Recruitment Materials	Nil	Nil
Other Study Documents	- Questionnaire - Interview Guide	
Number of Participants Approved for Study		

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
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