

**EFFECTS OF JOB STRESS ON EMPLOYEES' PERFORMANCE: A CASE
OF KILIMANJARO INTERNATIONAL AIRPORT**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
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CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania, a dissertation entitled: **“Effects of Job Stress on Employees’ Performance: A Case of Kilimanjaro International Airport”** in partial fulfillment of the requirements for the degree of Master of Human Resource Management (MHRM) of the Open University of Tanzania.

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.....

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DECLARATION

I, **Naomi Juma Nyunza**, do hereby declare that, this dissertation is my original work and that; it has not been presented and will not be presented to any other university for a similar or any other masters degree award.

.....

Signature

.....

Date

DEDICATION

I dedicate this dissertation to my lovely family, especially my husband Mr. Lusubilo Mwakibinga. Thank you very much for supporting me in my studies, you have opened so many doors for me.

ACKNOWLEDGEMENT

My first and foremost thanks goes to the Almighty God for giving me the strength, courage to pursue my studies and conducting this research study. I also thank my husband, Mr Lusubilo Mwakibinga and Kinyamagoha's family for supporting me morally and spiritually during the whole period of my studies and during the research study. Their encouragement, advice and support enabled me to put in efforts which enabled me to conclude the study successfully.

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ABSTRACT

This research aimed at assessing the effects of job stress on employees' performance at Kilimanjaro International Airport. The study specifically identified the factors causing stress among KIA employees. The study examined the relationship between job stress and employees' performance and it identified strategies to be used to reduce stress among KIA employees. The study employed a case study design and adopted a systematic random and purposive sampling to generate a sample of 71 respondents from a population of 250 staff. Questionnaires and interviews were the main data collection instruments used. Data were analysed using descriptive statistics as well as Pearson Correlation Method with the aid of SPSS programme (Version 20). The study found out that job stress affect employees' performance in the organization. Individuals experiencing stress tend to focus on the unpleasant feelings and emotions rather than on the task at hand and this affects their performance. The findings further indicated that a major source of stress is the monotonous and non-interesting jobs being performed by employees in the organization. KIA needs to make sure that responsibility, recognition, opportunity for achievement and advancement, or improving core job characteristics, such skill variety, task identity, task significance, autonomy, and feedback may lead to motivation, feeling sense of responsibility, and utilizing maximum capability are in place so as to reduce work stress.

Keywords: Job stress, employee performance, organization, Kilimanjaro International Airport

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LIST OF ABBREVIATIONS

FBM	Faculty of Business Management
HRM	Human Resources Management
ILO	International Labor Organization
KIA	Kilimanjaro International Airport
TAA	Tanzania Airport Authority
TCCA	Tanzania Civil Aviation Authority
UK	United Kingdom

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE PROBLEM

1.1 Chapter Overview

This chapter introduces issues related to stress and employees' performance, at the global level, regional level and local level. Also the chapter further talks about statement of the problem, research objectives, and research questions as well as the significance of the study and organization of the study.

1.2 Background of the Study

Globally the issue of stress and employee performance is widely explained. Dean, (2012) observed that worldwide work related stress as a foremost cause for low efficiency in the workplace. Gaumail, (2013) believes stress affects the organizational outcomes such as a decrease in performance, increase in absenteeism and dissatisfaction. Based on Euro found report (2013), role ambiguity, organizational change, job demands, bullying and violence are some of the common stress factors happening in the workplace today. Sadly, those that are effected are mainly the vulnerable groups, that include under/or low qualified workers, ageing, disabled, migrant and contractual are being hit the hardest (Monica et al. 2013). In the UK recent research (2014) claims that 39% of work-related infirmity was due to work-related stress, sadness and nervousness.

In the Asia-Pacific region, according to the Australian Stress and Wellbeing Survey of 2014, almost half of the respondents cited work demands 48% as barriers to maintaining a healthy lifestyle. Consistent with the previous findings, in Australians 72% reported that current stress was having at least some impact on physical health, with almost one in five (seventeen per cent) reporting that current stress had strong impact on physical health (ILO, 2016).

In Africa, job stress is an outcome or response to certain stimuli in the environment, due to the spirited environment of the job surroundings most of the people in the world (Vijayan, 2018). Typically, people are more fret about their result of their work that can even affect the way they treat other people and how they communicate with their peers and customers. Nowadays, job stress has become more apparent and leads to low morale of employees (Kaminyonge, 2016). The causes of job stress can be attributed to technological changes, competitive life styles and various other social factors.

The experience of work and stress is certainly not new in Kenya. Kenyans continue to experience stress as a result of poor environmental conditions, political uncertainty, poor working conditions and extreme levels of poverty. Ngeno (2007) concurs and further points out those employees in Kenya have to contend with low salaries, lack of involvement in decision making, heavy workload, and few

opportunities for promotion (Musyoka, 2017). Work stress may occur because of different factors such as individual, socioeconomic, and family matters.

Stress has become a common phenomenon of routine life and an unavoidable consequence of the ways in which the society is changing. The changes which occur in terms of technology, modernization, urbanisation, population growth and increasing level of unemployment causes stress at workplace in different forms (Gharib, 2016). Mwanza (2017) recommended that poor work relationships, lack of support at work, and poor planning were found to be stress related factors that negatively affected productivity. This was consistent with the results of Imtiaz and Ahmad (2009) who identified lack of administrator support, lack of acceptance for work done as stress factors and their results showed a negative relationship between stress and employee performance.

In their observations, Tanova and Holtom, (2008) found that a large number of meta analysis which can determine the reasons for employee turnover and employee attritions, and found universal agreement could be reached about the determinants of the both as work stress. It has been discovered, though generally, that employee attitude and their job satisfaction alone cannot explain the reasons for employee stress. In their study, two types of stress results have been referred to, one is physical stress and the other is mental. It is assumed by the author that a rational

employee who remains affected by the external factors comes under the 'stress'; whereas voluntary poor behaviour of the employee that encompasses attributable factors like poor organizational commitment, lack of motivation, less job satisfaction and low job involvement come under the category of extreme stress position.

In Tanzania, for example, the annual report of KIA (2012) showed that Public Sector of Tanzania experienced high level of stress, citing an example from the health Sector that workforce is confronted with major challenges in recruitment, employment, and retention. These challenges are a result of unfavorable policies at both the macroeconomic and the human resource management levels. Each of these levels affects the other; fewer workers are recruited due to a government-wide hiring freeze, resulting in high workloads for remaining workers. Compounding the adverse consequences of these policies, health workers are taking more time off work to care for others and to attend funerals (Kaminyonge, 2016).

Airport employees are amid the group of employees under a great deal of stress due to many antecedents of stress. Stress contributes to decreased organizational performance, decreased employee overall performance, high error rate and poor quality of work, high staff turnover, and absenteeism due to health problems such as anxiety, emotional disorder, work life imbalance; depression and other forms of ailments such as frequent headache; obesity and cardiac arrests (Musyoka, 2017).

1.3 Statement of the Problem

Since its establishment in 1971, Kilimanjaro International Airport has direct flight connections to Europe, the Middle East and several destinations on the African Continent (KIA, 2019). KIA continues to be the gateway of African wildlife heritage and as tourist airport. The nature of airport operations and activities, duration of flight is urgent and irregular in shifts, due to that, pressure is much heavier than in other industries. Besides its success in airport operation in Tanzania still stress is a challenge in airport operation at KIA due to long working hours without any break especially during high peak season of tourism, which is not less than 12 hours per day with day and night shift operation. In the annual report of KIA (2017/2018), 40% employees reported absentee through sick sheet report. The report claims that due to long working hours, which have some impacts on physical health, many employees request sick sheet due to sickness. Besides different initiatives taken by the organisation to establish different programmes like familiarization program to alleviate stress among employees, but still there is continuous absentees and health problems among the employees, which lead to shortage of employees and reduce work performance.

Several studies have been done to assess the effects of employee stress on organizational performance. Some of the existing works including a work by Cooper and Michael, (2014) who found that work stress had an impact on

individuals' performance and organization efficiency. This is similar to the findings generated by ILO (2016) which reported that 58000 workers in 200 organizations in the world showed that stress at work was linked to poor work performance.

Since there are limited studies that have been done to assess employees stress in aviation industry, this study is based on the effects of job stress on employee performance in aviation industry at Kilimanjaro International Airport (KIA) hence the recommendation will help the organisation to find out other solution in order to reduce stress and to increase employee performance.

1.4 Objectives of Study

1.4.1 Main Objective

The main objective of this research is to examine the effects of job stress on employee's performance at Kilimanjaro International Airport (KIA).

1.4.2 Specific Objectives

- (i) To identify factors causing stress among KIA employees
- (ii) To examine the relationship between job stress and employees' performance.
- (iii) To identify strategies that can be used to reduce stress among KIA employees.

1.5 Research Questions

- (i) What are the factors causing stress among KIA employees?

(ii) Is there any significant relationship between stress and employee performance?

(iii) What are the strategies that can be used to reduce stress among KIA employees?

1.6 Significance of the Study

The study is important and beneficial to various stakeholders as follows:

1.6.1 Government (Policy Makers)

The aviation industry in Tanzania will benefit from the study because it has highlighted the effects of job stress in the industry and suggested solutions to minimize the problem. The study has also suggested different policies which will help operation companies like KIA to reduce stress among the employees by introducing different programs and training.

1.6.2 Kilimanjaro International Airport (KIA)

As airport operator, this study will help the organisation to find out other solutions of reducing stress among employees instead of using familiarization study hence it appears only once per year due to limited budget.

1.6.3 Other Stakeholders

The study will help other stakeholders in aviation operations like ground handlers companies, engineers, crews and government agency to continue providing motivation to employees in order to reduce stress in their organisation hence leading

to airport operations for 24/7 per day. The study is also beneficial to other researchers who may be interested in doing further research in related topics. The researcher will gain by being equipped with hands on research skills and knowledge, and also the study of for partial fullfilment for the award of MHRM.

1.7 Organization of the Study

The next chapter spotlights on the introduction of literature review, definition of key terms, theoretical review, empirical review of the effects of job stress on employees performance, conceptual framework, and the research gap. Chapter three contains the, research methodology, research design, population, sample size, sampling size, sampling technique, data collections methods, questionnaire, interview, documentary review, data analysis methods, validity and reliability as well as measurement of variables.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This chapter presents the definitions of key terms, it further provides the theoretical and empirical literatures. The chapter also presents previous studies that address the relationship between stress and employee performance. It also presents the conceptual framework guiding this study and in the end it indicates the research gap.

2.2 Definitions of Key Terms

2.2.1 Job stress

According to United Kingdom Health and Safety Commission, London, (2009) Stress is a biological term, which refers to the consequences of the malfunction of a human or animal body to respond properly to poignant or bodily intimidation to the organism, whether real or likely. Also, according to Gharib (2016), stress refers to the pull from the conflict between our external environment and us, leading to emotional and physical pressure.

2.2.2 Employees Performance

According to Donhoe (2019), employee performance refers to how employees perform in the place of work and how healthy they execute the job duties compelled to them. Organisation normally sets performance targets for individual employees

and the organisation as a whole in hopes to increase value to customers, minimizes cost and operates efficiently. For an individual employee, performance may refer to work effectiveness, quality and efficiency at the task level. Also according to Pradhan, (2016) employees performance signifies individual's work achievement after exerting effort on the job which is associated through getting a meaningful work. This definition is also similar to that of Aganga, (2011).

2.3 Theoretical Review

2.3.1 Model of Occupational Stress

This model was developed by researchers Cooper and Marschall in 1976 which eminent job stressors. Following the theory urbanized by them, stress at work can be caused by factors associated to work such as bad working conditions, overload, time pressure, factors related to a performed role, sense of responsibility for employees, role conflicts, bad relationships at work, conflicts with superiors, co-workers, factors associated with professional development (lack of job security, lack of promotion or climbing the career ladder too fast), factors linked with the organisational arrangement and atmosphere in the organisation and non-organisational sources of stress (family and financial problems, life crises of an employee (Bańkowska, 2016).

In the recent report done by Quick (2016) on the use of occupational stress model it is stated "that occupational stress is also known as health risk for a range of

psychological, behavior and medical disorders and diseases. Organizations and individuals can use this model to prevent stress and enhance wellbeing”.

In his report Cooper (1998) criticizes Cooper’s model by relating it with a model of organizational stress rather than occupational stress. She argued that, it was indistinguishable in relation to exacting types of job linked stress. This is obvious from the sources of stress, with only those ‘intrinsic to job’ being occupational stresses and the rest being common to organizations rather than occupations (Pradhan, 2016).

Another criticism with this model is its unsophisticated left to right description of the stress process. In his work Lazarus (1986) recommended that transactional model of stress is the extent to which a stressor in the environment fallout in sprain outcomes depending on the interaction between the individual and their environment. The model also includes feedback loops, which are not accounted for in Cooper’s model.

Cooper’s model has also been criticized because it fails to show how individual differences relate to other parts of the model. Cooper’s model fails to clarify for organizational characteristics as moderators of the stressor sprain relationship and does not designate whether coping and personality have direct influences on stress

outcomes or if they are joint to have an interactive influence. Although Cooper has incorporated individual differences in the model, further evidence is required to establish whether or not these differences have a direct effect or moderate strain outcomes (Quick, 2016).

2.3.1.1 Justification for Selecting Model of Occupational Stress

This model highlights the role of subjective perceptions of the environment and it acknowledges the possible impact of different factors of stress. In their observations, Goodspeed and Delucia (2014) analyzed the model of occupational as a work related stress that may affect individuals physiologically, psychologically and behaviorally and these outcomes may cause low levels of self esteem, job satisfaction and motivation. Several studies have been done to assess the effects of employee stress on organizational performance. Some of the existing works includes a work by Quick, (2016) who found out that work stress had an impact on individuals' performance and organization efficiency. This is similar to the findings generated by ILO (2016) which reported that over 680000 workers in 250 organizations in the world showed that stress at work was linked to poor work performance.

2.3.2 Transactional Model

Transactional theory was developed by Lazarus in 1976. The theory suggests that, stress is the direct product of a transaction between an individual and their

environment which may tax their resources and thus threaten their wellbeing (Pezaro, 2018). In this sense, any aspect of the work environment can be perceived as a stressor by the appraising individual. Yet the individual appraisal of demands and capabilities can be influenced by a number of factors, including personality, situational demands, coping skills, previous experiences, time lapse, and any current stress state already experienced (Prem et al. 2017). One multidisciplinary review provides a broad consensus that stressors only exert their effects through how an individual perceives and evaluates them (Ganster and Rosen, 2013).

Also in his work, Weis (2012) explained that the transactional model of stress developed by Lazarus assumes that the incidence of stress is concurrently prejudiced by two aspects, namely situational factors and individual characteristics of the person. Both social strains put on an individual and their aspiration as well as working situation and the health status of an employee donate to the incidence of a stressful condition. It is the interface between the mechanism that causes stress and leads to an emotional and behavioral reaction, and consequently also to physiological response. The occurrence of such an interaction results in appearance of strong emotions, which can seriously disturb or even paralyze the person's bustle. Occasionally they also affect private lives of employees and cause problems also in the areas of life that are not linked to work.

This theory has been criticized for being too simplistic and for not always considering an individuals' history, future, goals and identities by (Harris et al, 2004). Additionally, in his later works, Lazarus stressed that his transactional theories of stress failed to acknowledge the outcomes associated with coping in specific social contexts and during interpersonal interactions. (Pezaro, 2018).

2.4 Empirical Literature Review

2.4.1 Factors Causing Stress among Employees

There are several studies that reports factors which cause stress among employees in the organization. However, recent years have been called as the age of anxiety and stress (Coleman, 2010). The stress itself will be affected by number of stressors. Family and work are inter- related and interdependent to the extent that experiences in one area affect the quality of life in the other (Sarantakos, 2006). Home work interface can be known as the overlap between work and home; the two way relationship involves the causes of stress at work affecting home life and vice versa affects of seafaring on home life, demands from work at home, no support from home, absent of stability in home life. It asks about whether home problems are brought to work and work has a negative impact on home life (Alexandros et al, 2009). Ashfag and Muhammad (2013), in their hypothesis work; argued that stress has a negative impact on employee performance when it reaches a certain undesired point.

According to Vijayan (2018), there are different causes of job stress prevailing in an employee's everyday life like workload, job security, autonomy, role conflicts, and low salaries. In the present paper, the major factors considered are workload, and job security. The paper investigates the causes of job stress related factors, workload, job security, and work shift on employees' job performance. An attempt was made to bring out the job stress mitigating strategies that can be followed by employees and the employers to overcome their job stress and to improve their performance. The management can take necessary steps to control the job stress levels of employees hence increase their job performance. They may provide counseling, meditation programmes, and incentives, which improve the performance of the employees in the long run.

According to Khuong and Tanashi (2016) working factors had significant and positive influence on job stress and in contrast, job stress had negative influence on employee job performance. In addition, their research also found that career development did not directly affect employee job performance, but indirectly through job stress. In their works, summarized factors leading to stress in the work place which are little control of the work environment, ambiguity in duties, conflict with other people and lack of participation in decision making.

It is also reported that other studies have highlighted the deleterious causes of stress, including high workloads or work overload. According to Wilkes *et al*, (2008) work

overloads and time constraints were significant contributors to work stress among community nurses. Workload stress can be defined as reluctance to come to work and a feeling of constant pressure (no effort is enough) accompanied by the general physiological, psychological, and behavioral stress symptoms (Cahn et al, 2014).

A study in UK indicated that majority of the workers were unhappy with the current culture where they were required to work extended hours and cope with large workloads while simultaneously meeting production targets and deadlines (Townley, 2010). Also Role ambiguity is another aspect that causes job stress in the workplace. According to Beehr *et al.* (2006), Cordes and Dougherty (2003), Cooper (2001), Dyer and Quine (2008) and Ursprung (2009) responsibility vagueness exists when an person lacks information about the necessities of his or her role, how those role requirements are to be met, and the evaluative measures offered to make certain that the role is performed productively (Pradhan, 2016).

Also, Levin (2013) noted that the most common indicators of stress is feeling overwhelming and burn out. Emotional and physical exhaustion often accompany such feelings, he further emphasized that employers as implementers of stress policies and procedures, should help employees manage their stress if it affect their performance.

2.4.2 Relationship between Job Stress and Employees' Performance

Shahid and Alwi (2016) reported that there is a need to scrutinize the relationship between job stress and job performance amongst front liners in a shared service center in Malaysia. The conceptual framework of the study was based on the model of Job Stress (role ambiguity, role conflict, inadequate resources, and workload) and the concept of job performance. A total of 113 front liners from various departments in a shared service center were selected as respondents through convenience sampling technique. Findings of the study revealed that job stress was significantly related to job performance.

Suandiand and Othman (2014) conducted their study to find out the relationship between organizational climate and job stress with job performance. They concluded that there was a moderate level of relationship whereby the relationship between organizational climate and job performance was positive while the relationship between job stress and job performance was negative. This shows that an increase in organizational climate will improve job performance and the increase in job stress will decrease the job performance.

Bashir and Ramay (2010) in their study examined the relationship between job stress and job performance on bank employees of banking sector in Pakistan. The results of their study showed that job stress significantly reduced the performance of

an individual and also suggested that organizations should facilitate a supportive culture within the working atmosphere of the organization.

Wallace *et al* (2009) proposed differential relationship between challenge stressors, hindrance stressors and role- based performance. Those relationships were expected to be moderated by organizational support. In a sample of 215 employees across 61 offices of a state agency, the authors found out a positive relationship between challenge stressors and role-based performance and a negative relationship between hindrance stressors and role based performance. Organizational support moderated the relationship between challenge stressors and role based performance, but did not moderate the relationship between hindrance stressors and role based performance.

2.4.3 Strategies that can be used to Reduce Stress among employees

Kihara and Mugambi (2018) suggested that the management of the organization under study should create awareness to the employees to enable them be aware of utilization of stress management strategies available in the organization that can result in improved performance. Themes to reduce workplace stress including; adequate work resources, work-life balance, and sound management responsibilities. Findings from this study indicate that business managers using these themes could mitigate some of the negative consequences of organizational stress.

For example, it questions whether the workers have to take work home, or inability to forget about work when the individual is at home. Homework interface is important for the workers to reduce the level of work-related stress. According to Lasky (2005) demands associated with family and finances can be a major source of 'extra-organizational' stress that can complicate, or even precipitate work-place stress. Russo and Vitaliano (2005) argued that the occurrence of stressors in the workplace either immediately following a period of chronic stress at home, or in conjunction with other major life stressors, is likely to have a marked impact on outcome.

Khan (2018) concluded that positive attitude of boss, friendly attitude of boss, sufficient work load on the basis employ abilities and capabilities, sufficient salary, cooperation on part of boss are those strategies through which we can easily reduce the stress among the employees. The researcher also concluded that cooperation on part of colleague, job satisfaction; motivation, appreciation, incentives or awards on the basis of performance are those strategies through which we can easily reduce the stress among the employees. The researcher also concluded that good working atmosphere, favor of employees on part of boss, provision of leisure time for recreational activities, provision of basics facilities for leisure time, recreational activities, proper arrangement for recreational activities for employees are those strategies through which we can easily reduce the stress among the employees.

2.5 Conceptual Framework

The diagram below shows the conceptual framework that explains the correlation between the dependent variables and the independent variable whereby job stress depends on the dependent variables which are work pressure, harassment, job security, poor leadership, personal behavior and long working hours, and how they contribute to the effects of job stress on the employees performance in the organisation.

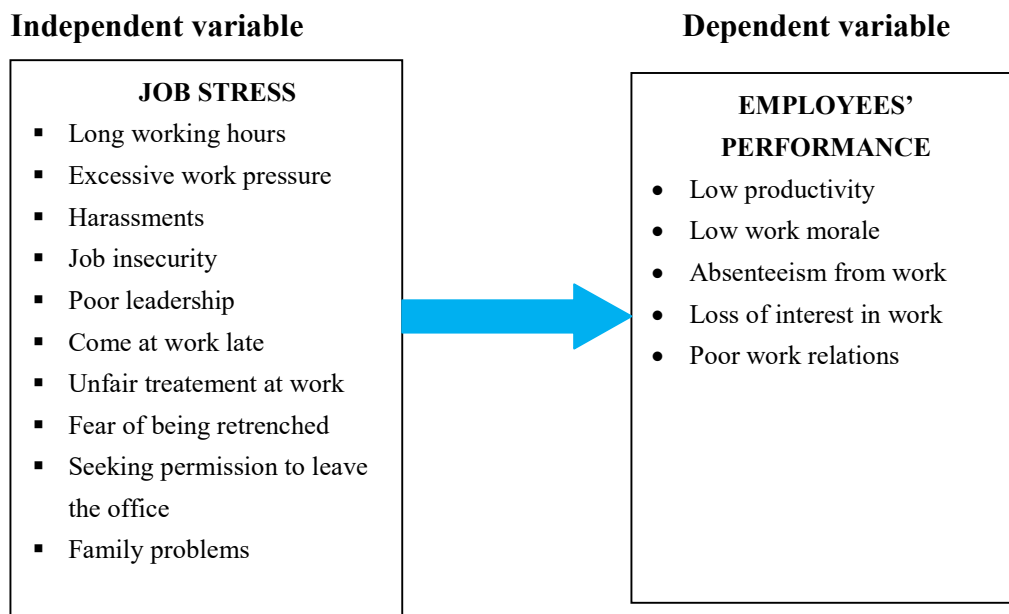


Figure 2.1: Conceptual Framework

Source: Cooper and Marschall (1976) and Lazarus (1976)

Factors affecting job stress

Long working hours

Dwamena M.A, (2012) states that in a very aggressive business environment, employees are required to work for very long hours. This appears to take a excise on

the health and make them experience high rate of stress. This means that employees who work for long hours with little or no rest or sleep may find themselves and the eminence of them suffer.

Career development

Kihara and Mugambi (2018) suggested that in today's working environment, the work force has become so diversified. For a person who is strong-minded to rise to higher positions of responsibility, the challenges have become bigger as the chance to learn new skill has become a requirement. The ambition for employee to grow in his Career causes a lot of stress in that the new opportunities that present themselves require individuals with diversified skills to cope in the aggressive business world.

Lack of job security

Suandiand and Othman (2014) states that fear of redundancy, obsolescence and numerous performance appraisal can cause tremendous pressure and strain.

Family problems

Khan (2018) concluded that Home-work interface can be known as the overlap between work and home; the two way relationship involves the source of stress at work affecting home life and vice versa affects of seafaring on home life, demands from work at home, no support from home, absent of stability in home life.

Poor leadership

Russo and Vitaliano (2005) explained that the managerial style of the organizations senior executives. Many senior executives create a culture characterized by tension,

fear and anxiety. They establish unrealistic pressures to perform in the short run impose excessively tight controls and routinely dismiss employees who do not measure up to standard.

2.6 Research Gap

Various studies have been conducted to assess the impacts of job stress either in public sector or private. Alexandros (2009) and Muhamed (2013) analyzed job stress in an organisation that it reflective collision on performance of employees and has widespread realistic and economic cost. There are various job stressors in the workplace like workload, job security, role conflicts, autonomy, shift work, low salaries, technological changes (Coleman, 2010; Sarantakos, 2006;Gharib, 2016). Dean (2012), Vijayan (2018), Wilkes *et al*, (2008) and Cahn *et al*, (2014) also observed that work related stress as a foremost cause for low efficiency in the workplace, this is similar to the study by Gaumail (2013) who believes that stress affects the organizational outcomes such as decrease in performance, increase in absenteeism and dissatisfaction. Desseller (2014), Townley (2010), Shadid and Alwi (2016) also reported that the consequences of organizational stress are far attainment leading to decline in the quality and quantity of job performance. To the best of researchers' knowledge, there are limited studies that have addressed the effects of job stress on employee performance in the context of Aviation Company. Therefore, this study intends to bridge this knowledge gap.

2.7 Chapter Summary

This chapter introduced the definition of key terms, theoretical review, and empirical literature review. This section also highlights the conceptual framework guiding this study and in the end the chapter presents a research gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter presents the research methodology guiding this study. It highlights the research philosophy governing this study. It presents the research design, population, sample size, sampling techniques, data collections methods, as well as data analysis methods. The chapter also presents validity and reliability of research instruments and it highlights the scale and measurement of variables.

3.2 Research Philosophy

According to Saunders *et al* (2009), it enables to decide which research approach should be adopted by the researcher and why, which is delivered from research questions. This study follows Pragmatism research philosophy because it combines both qualitative and quantitative views from respondents. This approach helped the researcher to develop the existing and new knowledge of a certain topic, and it focuses on a single concept through verifying theories and explanations.

3.3 Research Design

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The research design is a conceptual structure within which

research is conducted. It constitutes the blueprint for the collection measurement and analysis of data (Kothari, 2004). According to Punch (2005), the case study is good for a thorough study of the problem therefore provides wide-ranging and in-depth information of it. Punch, (2005) argues that “the case study aims at understanding the case in-depth, and in its natural setting, recognizing its complexity and its context”. Adam and Kamuzora, (2008) argues that a case study helps a researcher to get an in-depth, contextual analysis, flexibility in data collection methods and again saving of time and money. This study therefore adopted a case study design because of its viability and flexibility in terms of data collection and methods of analysis. This design enabled the researcher to discover as much as possible useful insight and depth understanding about the effects of job stress on employee’s performance at Kilimanjaro International Airport (KIA).

3.4 Scope of the Study

The study was carried out at Kilimanjaro International Airport, Kilimanjaro Tanzania. The selection of the given area as a case study due to the fact that there are some indication of factors associated with job stress like increase of absenteeism, operation cost for paying overtime, personal problems, and lack of employment contract to casual workers. In the annual report of KIA (2017/2018) 40% employees reported absentee through sick sheet report (KIA report, 2017/2018).

3.5 Study Population

Population refers to the larger group from which the sample must be taken. It is important for the researcher to find out as much as possible about the study population (Kombo, 2006). The populations that must be investigated include all government agencies and private companies working at Kilimanjaro International Airport (KIA). The total population was all 250 KIA employees (KIA report, 2017/2018), which expected to represent the general view of the Aviation industry. However, the area of interest was the effects of job stress on employee's performance.

3.6 Sample Size

Sample size is the number of items to be selected from the universe to constitute a sample. The size of a sample should neither be excessively large nor too small. It used to collect the required data that would lead to information (Kothari, 2006). To minimize errors and sample biasness each member was selected using standard formula. The sample size for this study were 71 and it was obtained using a standard formula as indicated below.

Standard formula

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

Sample size of employees.

Where, n = sample size estimate,

N = total number of employees, = 250

e = standard error ($e=10\%$) was used to obtain manageable respondents. = 0.1

Solution of standard formula

$$n = 250 / [1 + 250(0.1)^2] = 71$$

The numbers of respondents were seventy one (71) employees

3.7 Sampling Design Technique

Sampling is the process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group (Orodho and Kombo, 2002). The sampling design which used in this research were purposive and convenience sampling designs.

3.7.1 Purposive Sampling

In this sampling, purposive sampling was used to gather information from key informants such as KIA top executives. This technique used to generate respondents for the interview. Purposive sampling is the judgmental sampling in which the researcher chooses only those elements which a researcher believe to deliver the required data (Adam and Kamuzora, 2008). The advantages of purposive sampling include helping the researcher in saving time and money when collecting data, it can also involve multiple phases, it can also help the researcher to create generalizations

from the data, and looking at the averages in the data, and it can also glean information from various extremes of population groups.

3.7.2 Convenience Sampling

In this study, convenience sampling was used to gather information from KIA middle and lower employees. The advantage of convenience sampling was cost effectiveness, easy to research, expedited data collection process (Kombo, 2002).

3.8 Data Collection Methods

3.8.1 Questionnaire

Structured questionnaire were used to collect data for this study. The advantages of using this method of data collection is the affordability in gathering qualitative data. It makes it quick and easy to collect and administer the data collected. The questionnaire had five sections. The first section included information regarding respondents' demographic features such as age, gender and marital status. The second section covered information regarding causes of job stress in organization. In this section, respondents were asked to identify causes of stress. The third section covered information regarding the relationships between job stress and employees performance. Respondents were provided with sets of questions for them to indicate their agreement or disagreement regarding those statements in a 5 point likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The fourth section covered information regarding strategies that can be used to reduce stress among employees. In this section respondents were asked to rate their level of agreement or disagreement regarding issues related to employee performance in a 5 point likert scale ranging from 1(strongly disagree) to 5(strongly agree).

3.8.2 Interview

This method is a face to face conversation between the interviewer (researcher) and interviewees (respondents) based on structured and unstructured questions which were aiming at gathering information from the particular respondents of the aviation who included KIA 7 department directors, and Chief security officer, 10 interviewed conducted and carried 20 minutes. The advantages of using this method are accurate screening, capturing emotions and behaviors of respondents and interviews are useful to obtain detailed information about personal feelings, perceptions and opinions. It also allow and help the researcher to explore more detailed questions to be asked and it usually lead to a high response rate.

3.9 Measurement Scales

In this study job stress was measured by items such as long working hours, excessive work pressure, time management, career progress, harassment, job security, personal behavior and poor leadership. While employees performance were measured by items such as low productivity, low morale, absenteeism and loss of

work. All the variables in this study was measured in 5 point likert scale ranging from 1 (strongly disagree), to 5 (strongly agree).

Table 3 1: Variables and the Measurement of Scales

S/N	VARIABLE	ITEMS	SCALE USED
1	Job stress	Long working hours Came late at the office Excessive work pressure Time management Harassment at work Lack of Job security Poor leadership Conflicts with other people Unfair treatment Retrenched from the job Permission to leave the office Family problems	5 point likert scale
2	Employees performance	low productivity Low working morale Absenteeism Loss of work interest Poor working relations	5 point likert scale

Source: Field Data, 2020

3.10 Data Analysis Methods

3.10.1 Data Cleaning

According to Broeck (2005) states that data cleaning deals with data problems once they have occurred. Error prevention strategies can reduce many problems but cannot eliminate them. In this study, hence the researcher used Statistical analysis to analyze data like SPSS fieldwork and analysis of documents and Excel. The use of multiple data collection techniques warranted thorough triangulation of the findings hence trustworthiness, transferability and dependability of data were reached. The researcher used data cleaning process that is repeated cycles of screening, diagnosing, and editing of suspected data abnormalities so that to check data structure, missing of information as well as vague (unclear data) in effective and efficiency way.

3.10.2 Descriptive Analysis

To a large extent the study was involving qualitative data, thus most of the information was gathered and analyzed descriptively. Descriptive analysis was used to analyze objective 1 and objective 3 of this study, in some cases however quantitative data were organized and presented in tabular forms, and percentages. Thus through the calculations and inferences that was made based on the data collected, they were helping the researcher to catch up with the problem under study.

3.10.3 Pearson Correlation

Pearson correlation is a technique for investigating the relationship between two quantitative continuous variables, for example, age and blood pressure. For this study a Pearson's correlation coefficient method was used to analyze the relationships between job stress and employees' performance. This method helped the researcher to use graphical model estimation and factor analysis.

3.10.4 Ethical Considerations

In this study the researcher considered the right of privacy of the respondents; also the researcher considered the autonomy of the respondents, the records of the study was considered confident. This study strictly obeyed the principles of ethics in social science research. This means that respondents voluntarily participated in the study and they were not forced to give informations.

The researcher collected information at working place and within working hours to ensure respondents 'security because of being at safe place and that no risks environment in which the study took place during the whole process of data collection and procedures of the research. Also the researcher assured the respondents confidentiality and clearly comforting them to full participation during the whole process of research. Also the researcher adhered to institution time table so that he could not interfered respondents' daily time table. The researcher

followed all the procedures of data collection by asking the permission to collect data at KIA.

3.10.6 Validity

Validity is the state of being effective or soundness, because something is made or done with accurate formalities or having well based argument or reasons (Adam and Kamuzora, 2008). Mays and Pope (2000) argue that there are no mechanical or easy solutions to limit the likelihood that there will be errors in qualitative research. In research, it is almost impossible to find a 100% valid instrument. This tells why validity is usually measured in terms of degrees. Nevertheless, there are various ways of improving validity, each of which requires the exercise of judgment on the part of a researcher and a reader. In terms of measurement procedures, therefore, validity is the ability of an instrument to measure what it is designed to measure (Kumar, 2011); it is how accurately the research findings represent the phenomena they are intended to represent (Anderson, 2010); it is the credibility or of the research (UCDAVIS, 2016).

This study adopted constructive validity to validate the credibility of the instrument/questionnaire. Corbetta, (2003) however, views a constructive validity as an ultimately combination of the two previous types of validity, i.e. descriptive validity and criterion-related validity. Construct validity focuses on identifying

correct operational measures for the concepts being studied; (Yin, 2009). As such, with it the researcher considered how the variable in question ought, theoretically, to relate to other variables. (Marczyk, et al., 2005).

To meet the test of construct validity as with this study, an investigator first, outlines variables in terms of specific concepts and relate them to meet the original objectives of the study and then, identifies operational measures or instruments that match the concepts preferably by citing published studies that make the same matches as recommended by Yin (2009). According to Yin (2009) one of the tactics to enhance construct validity when doing case studies, is the use of multiple sources of evidence. In essence, to enhance construct validity of this study, triangulation (multiple sources of data) collecting information from a diverse range of individuals and settings, using a variety of methods used, (questionnaires, interviews and documentation) as recommended by Yin (2009) and Maxwell (1996). Thus, any case study finding or conclusion is likely to be more persuasive and exact as it is based on several different sources of information, following a cooperative mode (Yin, 2009).

As noted earlier, the questionnaires strategy reduces the risk of chance associations and of systematic biases or distortions inherent in the use of only one method and allows a better assessment of the generality of the explanations that one develop, as

no single method is completely free from all possible validity threats. (Maxwell, 1996; Maxwell, 1998; Yin, 2009) As noted earlier, a clear hallmark of applied research is the combination of methods and measures to compensate for the fallibility of any single method or measure (Bickman and Rog, 1998).

3.10.7 Reliability

As Anderson (2010) observed, qualitative research is often criticized as biased, small scale, anecdotal, and/or lacking rigor; however, when it is conducted properly it is unbiased, in depth, valid, reliable, credible and rigorous. In qualitative research, there needs to be a way of assessing the extent to which claims are supported by convincing evidence. (Watson, 1998) Although the terms reliability and validity traditionally have been associated with quantitative research, increasingly they are being seen as key concepts in qualitative research as well. Examining the data for reliability and validity assesses both the objectivity and credibility of the research. Validity relates to the uprightness and realness of the research data, while reliability relates to the reproducibility and steadiness of the data. Valuable and useful research data must be both reliable and valid.

Reliability is the capability of a research instrument to generate similar results when used repeatedly under similar conditions. (Kumar, 2011); it indicates accuracy and predictability of a research instrument: the higher the reliability, the higher the

accuracy. As observed by Marczyk, *et al.*, (2005), if the measurement is reliable, then there is less chance that the obtained score is due to random factors and measurement error. On data collection instruments, a questionnaire was tested on some purposive samples to validate its trustworthiness, relevance and effectiveness so as to make the research more reliable. The piloted questionnaire was subjected to Cronbach's Alpha coefficient formula to examine the reliability of the questionnaire. Moreover, with intent of eliminating and so minimizing errors, the possibility of misinterpretations and omissions of data plus other discrepancies able to meddling in sound judgment, raw data collected from the respondents were scrutinized for believability (validity) and trustworthiness (reliability) through sorting, editing and coding.

3.11 Chapter Summary

This chapter presented research methodology guiding this study. It highlights the research design, population, sample size, sampling techniques, data collections methods, as well as data analysis methods. The chapter also presents validity and reliability of research instruments and in the end it highlights the scale and measurement of variables. The following chapter presents the study findings governing this study.

CHAPTER FOUR

RESEARCH FINDINGS

4.1 Chapter Overview

This chapter presents research findings regarding on the effects of job stress on employee's performance at Kilimanjaro International Airport (KIA). A total of 60 (85%) respondents were used as study population. For data analysis and data cleaning, descriptive analysis and Pearson Correlation were used. Mainly, this chapter presents respondents' response rate, demographic information, information regarding data cleaning, the information relating to reliability results and validity results, the descriptive analysis results for objective 1 and 3 and the correlation results for objective 2.

4.2 Response Rate

Table 4.1 gives the response rate, the questionnaires returned rate were 90% from other staffs and 50% from line managers respondents. Mugenda (2003) report that a 50% response rate is an adequate response rate, while 60% is a good response rate and above 70% response rate is a very good response rate. Therefore, the response rate was thus rated very good. The recommendable response rate was achievable after the researcher administered the questionnaires personally and pay personal visits and phone calls to remind the respondents to fill the questionnaires and returned them.

Table 4.1: Response Rate

Category	Questionnaires Provided	Questionnaires returned	Response Rate
Other Staffs	61	55	90
Line Mangers	10	5	50
Total	71	60	85

Source: Field surveys, 2020

4.3 Data Cleaning

The researcher used data cleaning process such as screening, diagnosing, and editing of suspected data abnormalities so that to check data structure, missing of information as well as vague (unclear data) in effective and efficiency manner. James and Smith (2009), argue that data cleaning is "the least glamorous aspect of survey research. Yet, as they also point out, probably at no other stage that is there a greater chance of a really horrible error being made. To avoid such errors, many checks and safeguards were built into the system. In data cleaning, four essential steps, which constitute the process of checking the data and making them serviceable for analysis: editing, coding, data entry, and cleaning. Most data-processing errors were avoided with computer-assisted interviewing; to eliminate errors with paper survey forms, data entries were verified and checked for illegitimate (*wild*) codes and for consistency.

4.4 Respondents Demographic Information

The study sought to determine the age profile of employees of KIA. The findings show that 30% of KIA employees were between 26-33 age group compared to 20% of employees of the KIA who were in the 18-25, 34-41 and 42-49 age group and 10% of

the respondents were above 50 years. These findings suggest that the effect of job stress on employee's performance diminishes with age. That means the likelihood of employees diminishes with advancement of age.

On the other hand, the study findings shows that 35% of employees of the respondents had achieved Bachelor Degrees, followed by 30% of employees of the respondents who had Diplomas, 20% of employees of the respondents indicated that they attained Masters Degrees and 5% have secondary education, higher school and post graduate. There were no employees with primary school. These findings suggest that employees with degrees are more likely to have enough knowledge about the effects of job stress on employee's performance, followed by those with Diploma. The researcher observed that since all the respondents were educated, their responses were considered reliable. According to the study, results shows that majority of the respondents had studied up to college level.

Sex distribution of the respondents indicate that 24 were males and 36 females, representing 40% and 60% respectively. The result shows that males are 20% more than female respondents. The researcher observed that those female employees are more likely to have enough knowledge on the effects of job stress on employee's performance, probably because they are more likely to have more experience, better pay, and are more satisfied with their jobs compared to males.

The researcher analyzed the marital status of employees of the respondents to establish whether the effects of job stress on employee's performance among employees of was influenced by their marital status. The study findings shows that 65% of employees were married while 35% were not married. These findings suggest that married employees are more likely to have interest in the study at hand compared to single employees. This is probably because, married employees are more likely to be much older, more settled, more experienced, and thus more likely to be better paid and thus, be satisfied with their jobs. Also, the researcher observed that married employees tend to be more settled because they seek stability and don't want to shift locations frequently so as not to disturb their families, especially children.

The researcher also analyzed the level of work experience of employees in order to determine whether the effects of job stress on employee's performance among employees of KIA was determined by their level of work experience. The findings shown that 50% of employees had work experience of 4-7 years, 25% of employees of KIA had work experience of 8 to 11 years and 15% of employees of KIA had work experience of 0-3, 10% had more than 12 years. These findings show that the effects of job stress on employee's performance among employees of KIA diminishes as their level of work experience increases. The analysis indicate that majority of the respondents have adequate experience in the organization. This

means that they understand the work conditions of the organization and thus are suitable for the study.

Table 4.2: Respondents Demographic Information

Variables	Sub-profile	Frequency	Percentage
Age	(a) 18 – 25	12	20%
	(b) 26-33	18	30%
	(c) 34-41	12	20%
	(d) 42- 49	12	20%
	(e) Above 50	6	10%
Education Level	(a) Primary Ed.	0	0%
	(b) Secondary Ed.	3	5%
	(c) High School	3	5%
	(d) Diploma	18	30%
	(e) Bachelor Degree	21	35%
	(f) Master Degree	12	20%
	(g) Others	3	5%
Sex	(a) Male	24	40%
	(b) Female	36	60%
Marital Status	(a) Single	39	65%
	(b) Married	21	35%
Work Experience	(a) 0-3	9	15
	(b) 4-7	30	50
	(c) 8-11	15	25
	(d) 12 and Above	6	10

Source: Field survey (2020)

4.5 Reliability

Cooper and Schindler (2008) have indicated that 0.7 is an acceptable reliability coefficient. Reliability test was analysed as it was highlighted in Kumar (2011) that reliability indicates accuracy, stability and predictability of research instrument that the higher the reliability, the higher the accuracy of the instrument. However, the Cronbach's Alpha Coefficient was applied in testing the reliability of the questionnaires. Having a reliability coefficient scale of more than 0.7 which is a recommended threshold, the items under study were considered reliable with relatively high internal consistency and stability of measures in conformity to what were agreed and suggested by Cooper and Schindler (2008). The findings are as shown in Table 4.3.

Table 4.3: Reliability Results

Scale	Cronbach's Alpha	Number of Items
Causes of Job stress	0.834	5
Role of Leadership	0.767	5
Employee performance rate	0.82	6

Source: Field surveys (2020)

4.6 Validity Assessment results for Pearson's Correlation

This section intended to assess the soundness of both the method used for estimation (Pearson's Correlation) and the results of the study obtained. The main concern for the validity assessment was to see how credible was the method used to obtain the

results of the study. Technically Pearson's Correlation is the universal concept used to measure the strength and direction of association that exists between two variables measured on at least an interval scale, (Shimizu, 2016).

The observed assumptions for the study were the data to be continuous or quantitative data. Secondly was to see whether there is a linear relationship between the two variables. The study observed a linear relationship between studied variables of job stress and Employees performance in a scatter plot and that is why a Pearson's Correlation was the best choice to measure association between the study variables.

There were three validity criteria information from Pearson's Correlation results that were considered to conclude meaningful results of the study. The first criterion was a Pearson Correlation Coefficient, second criterion was the level of significance and thirdly is the sample size. The magnitude of the Pearson correlation coefficient (r) determines the strength of the correlation (Cohen, 1988). The range for weak correlation associations is $\pm 0.1 < r < \pm 0.3$; Moderate Correlation $\pm 0.3 < r < \pm 0.5$; and Strong Correlation is $|r| > \pm 0.5$. The level of significance 0.005 means there is statistical significant relationship between Job stress and employees performance and that if 95% employees are subjected to stress performance will go down. The sample size for the study was 61 respondents. According to Kothari, (2004); Creswell, (2014) both postulate that the sample size for social science studies with

the number of observations ranging between 30 and 500 is acceptable. Therefore, the sample size proposed was sufficient.

The results from Pearson's Correlation analysis indicated a strong, positive correlation between job stress and employee performance, which was statistically significant ($r = .5709$, $n = 61$, $p \text{ value} = 0.005$).

Table 4.4: Validity of Correlation Results

	Job Stress	Employee's Performance
Job Stress	1.0 61	0.5709* 0.005 61
Employee's Performance	0.5709* 0.005 61	1.0 61

*. Correlation is significant at level of 0.005 two tailed

4.6 Descriptive Statistic and Interpretation for Factors Causing Stress among KIA Employees

The descriptive statistic results in Table 4.5 reports that 29.8% as well as as 33.9% (63.7%) of the respondents agreed and strong agree that among of the factors causing job stress among KIA employees was the tendence of working long hours, meanwhile 8.3% and 13.7% (22.0%) strongly disagreed and disagreed respectively and 14.3% took an ambivalent stand.

In line with this, answers were sought to evaluate factors causing stress among KIA employees. Responses on some clearly defined statements were gathered to demonstrate the findings; 62.5% of all respondents agreed that they coming late at work was the factor causing job stress at work, 57.2% admitted that getting into conflict with other people at work was the main factor causing job stress, 65.5% concurred that being treated unfairly at work by the supervisor was the factors causing job stress, 58.9% said that have been harassed at work, 60.7% acknowledged that they were working under excessive work pressure.

Furthermore, 72% stated that lack of job security was the main factor for stress; 74% of the respondents have admitted that they have been thinking of being retrenched from their job; 71% stated that seeking permission to leave during working hours for personal matters caused stress; 72.4% comment that they have a problem with their family and 71.6% stated that they were facing stress due to the fact that they had poor leadership which affected their performance.

Having used a rating scale of 1 to 5, it was then revealed that the means for all factors tested under poor leadership were above 3 indicating that most of respondents concurred that all determinants (factors) aforementioned under poor leadership construct were causing job stress in the organization.

Table 4.5: Descriptive Statistic on Factors causes Job Stress among KIA Employees

Factors causing stress	Strong disagree	Disagree	Natural	Agree	Strong Agree
I am working long hours	8.3%	13.7%	14.3%	29.8%	33.9%
I came late at work	5.4%	11.3%	20.8%	31.5%	31.0%
I get conflicting with other people at work	8.9%	22.6%	11.3%	28.6%	28.6%
I have been treated unfairly by supervisor	6.0%	9.5%	19.0%	38.7%	26.8%
I have been harassed at work	7.7%	2.5%	8.3%	27.4%	31.5%
I am working under excessive work pressure	8.3%	22.6%	8.3%	9.2%	31.5%
I don't have job security	6.0%	12.5%	10.1%	40.5%	31.5%
I have been thinking of being retrenched from job	5.0%	11.0%	10.0%	38.5%	35.5%
I seek permission to leave during working hrs for personal matters	6.4%	11.5%	11.1%	40.5%	30.5%
I have problem with my family	8.2%	11.4%	8.0%	40.6%	31.8%
Because of poor leadership I have been working poorly	6.4%	12.0%	10.0%	40.1%	31.5%

Source: Field surveys (2020)

4.7 Pearson Correlation Results

Table 4.6 indicates that there is negative correlation between job stress and employee performance where $r = -0.516$, $n = 60$, $p < 0.0005$. High relation rate of stress level which relates job performance, this means the higher the job stress of KIA employees the higher the affects on job performance. Furthermore, the findings indicate that there is positive correlation between working experience and job performance where $r = 0.603$, $n = 60$, $p < 0.0005$ with high level of work experience is associated with high job performance which means the more work experience gained by KIA employees the higher the employees' performance.

The findings reports that there is strong negative correlation between job performance and job stress arising from long working hours where $r = -0.516$, $n = 60$ and $p < 0.0005$. This implies that the higher the level of job stress the lower the employees performance which means the more the job stress level perceived by employees of KIA, the the lower the employees performance.

The findings also indicate that there is strong and negative correlation with job performance and workload where $r = -0.505$, $n = 60$, $p < 0.0005$. It can be explained that the higher level of workload is associated with lower level of job performance which means the more the workload perceived by KIA employees, the lower the job performance of employees of KIA.

The findings also indicates that there is strong positive correlation between job performance and religiosity. where $r = .606$, $n = 60$, $p < 0.0005$, with the higher level of religiosity associated with higher level of job performance which means the more the religiosity perceived by KIA employees, the higher the job performance of employees..

Table 4.6: Pearson Correlation Analysis

Data analysis	Variables			
	Job performance (JP)	Job Stress (JS)	Work load (WL)	RL
Pearson Corr.	1	-0.516	-0.603	0.606
Sig. (2 tailed)	0.000	0.000	0.000	0.000
N	60	60	60	60

Source: Field surveys (2020), Note (**) Correlation is significant at the 0.001 level (2- tailed)

4.8 Strategies used by KIA Employees to Reduce Job Stress

Descriptive statistics was performed to analyze the strategies to reduce employee stress at KIA. Results summarized in table 4.7 reveals that prominent strategy utilized by the employees in reducing job stress were both their ability to understand control and develop their problems to reduce job stress in the organization and the ability of seeking for distributions to reduce pressure and take their mind off things to reduce stress in the organization 15 (25%) . The next most prominent strategy to reduce job stress among employees was their involvement in reducing job stress in the organization by eating a healthy diet and keeping their health in check 12 (20%).

However, the third prominent strategy in reducing job stress among KIA employees was the ability to chat the situation with their friends, colleagues and family to reduce job stress, 9 (15%). Furthermore, another strategy to deal with the job stress among employees of KIA was the ability to manage their feelings and emotions as the way to reduce job stress (6 (10%). The least strategy used by employees in dealing with job stress involves the ability to exercise regularly in order to reduce stress among employees (5%).

Table 4.7: Strategies used to Reduce Stress among KIA Employees

Strategies for reduce stress	Frequency	Percentage
When job stress occur, I chat the situation with my friends, colleagues and family to reduce job stress.	9	15%
I manage my feelings and emotions as the way to reduce job stress.	6	10%
I used to understand, control and develop my problem to reduce job stress in the organization.	15	25%
I reduce job stress in the organization by eating a health diet and keeping my health in a check.	12	20%
I exercise regularly to reduce job stress	3	5%
I seek for distributions to reduce pressure and take my mind off things to reduce job stress in the organization.	15	25%
Total	60	100

Source: Field surveys, 2020

4.9 Strategies to handle Job Stress in Organization

Descriptive statistics were employed to analyze the strategies used to assess job stress in organization. The findings revealed that 30 (50%) of the respondents stated that managerial standards can be a factor in motivating or de-motivating employees. Managerial standards should be in line with the job duties outlined in the job description outlined by human resources. The background of the employee, including their educational history, is also outlined in a job description. Managers should keep their expectations in line with the duties assigned to the employee. By expecting more from employees than they were hired for, or than their background has prepared them for, can diminish employee performance.

They also comment on employee evaluations that an effective employee evaluation is an interactive process where the manager gives his input on the employee's performance, and the employee gets the chance to point out what she has learned throughout the year. Managers create a plan along with the employee for the coming year on how the employee can develop and improve their performance. Comprehensive employee evaluations are important to the ongoing performance of employees.

On the other hand, 30 (50%) of the respondents have comments on motivation and commitment. On motivation they stated that to get the best performance from employees, there needs to be some sort of motivation beyond the weekly pay check.

Motivation can come in the form of financial incentives, the opportunity to get involved in company projects, a career path that leads to management and direct involvement from management into the daily tasks. Effective motivation can create a productive work force, but a lack of motivating factors can leave employees searching for reasons to give their maximum effort.

While on commitment, they stated that employees that feel that the company has made a commitment to employee success tend to perform better.. Commitment means offering a competitive rate of pay and benefit package, offering assistance in paying for employee's higher education costs, developing a regular training schedule that keeps employees updated on company changes and gives pertinent information for employees to do their jobs and upgrading equipment to make sure that employees have the most efficient technology available to do their work. Commitment shown by the company is returned in the form of commitment from employees.

4.11 Chapter Summary

This chapter presented the research findings of the study. It highlights the data analysis of the study, data cleaning, respondent's response rate, demographic information, the reliability results and validity results. Furthermore, this chapter explained descriptive analysis for objective 1 and 3, Pearson correlation for objective 2, and in the end it highlights the strategies to handle job stress in the organization.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Chapter Overview

This chapter presents the discussion of the findings collected from the preceding chapter. It comprises of the discussion for descriptive statistics and the special section refers to the reflection of research results. This particular section relates the empirical results to previous studies and shows contributions by reviewing its process and responding to its main factors. The focus was to examine the effects of job stress on employee's performance at Kilimanjaro International Airport (KIA).

5.2 Factors Causing Stress among KIA Employees

The first objective of the study intended to identify factors causing stress among KIA employees. The results shown that long working hours, conflicts with other people at work, harassment, excessive work, pressure, job security and retrenchment have significant relationship with stress among KIA employees. This means that employees who work for long hours with little or no rest or sleep may find themselves in bad health conditions and this may lead to poor performance.. A job that presents risk and danger to the employee will always subject the employee to high stress level. This is because when an employee is continuously aware of an eminent danger, he/she is required to respond immediately to it in a rush, respiration changes and muscles

becomes tensioned. These findings are similar to Arnold *et al*, (2012) who identified five major causes of job stress: factors intrinsic to the job, relationship at work, career development, role in the organisation and organisational structure and climate. Intrinsic factors as it relates to the job stems from poor working condition.

This relates to the physical design of the workplace or physical surrounding of the workplace which includes high level of noise, low or inadequate lighting system, heat, poor ventilation, smells and other aspects that hampers the employee's senses and consequently affect his/her mood and overall mental state. Also the findings is supported by Robbins, (2004), who states that long working hours, highly competitive business environment have negative effects on performance. Also this appear to take a toll on employees performance and make them suffer high rate of stress.

5.3 The Relationships between Job Stress and Employees' Performance

The second objective of the study was intended to examine the relationship between job stress and employees' performance and it was found out that there is strong relationship between job stress and employee performance hence the higher rate of stress level the lower rate of performance at work. Job Stress happens when an individual recognises that the conditions that are facing them maybe more than their endurance. It results from an imbalance between demand and resources. Job stress has become a frequent problem across occupations as many organisations nowadays demand a lot from their employees to outrun their competitors.

The analysis revealed that a strong relationship exist between these two and it has been very contentious as it animates within the academic cycles. This analysis is similar to Ahmed & Ramzan, (2013) who states that, there exist a negative correlation between job stress and employee performance, and their study reveals that factors such as workload, role conflict and inadequate monetary reward are prime source of stress that decreases employee performance. Also this is similar to the study conducted by Jeyarai, (2013) who investigated the impact of occupational stress among teachers and found out that, stress causes teachers to be absent, increase tendency to quit and less likely to pursue teaching career, hence negatively correlated.

5.4 Strategies used by KIA Employees to Reduce Job Stress

The third objective of the study was to identify strategies that can be used to reduce stress among KIA employees. In this analysis, the third prominent strategy in reducing job stress among KIA employees were the ability to chat the situation with their friends, colleagues and family to reduce stress, the ability to manage their feelings and emotions as the way to reduce stress and the ability to exercise regularly to reduce stress among employees of KIA. This plays a vital role in curbing stress, in a state of great or deep relaxation, the employee is physically relaxed and detached from the stress causing situation. The exercises reduce the employee's heart rates, blood pressure and other indicators of stress. This view is supported by Robbins, (2004) who suggested that "employee can reduce stress by going on a walk, jogging, playing

tennis, dancing, and swatting squash balls. Most runners and fitness experts posit that, when one is engaged in an exercise, it will be very difficult for that individual to focus on job stress.

5.5 Strategies to handle Job Stress in Organization

In this study the managerial standards can be a factor in motivating or de-motivating employees. So, managerial standards should be in line with the job duties outlined in the job description outlined by human resources. The background of the employee, including their educational history, is also outlined in a job description. Managers should keep their expectations in line with the duties assigned to the employee. By expecting more from an employee than they were hired for, or than their background has prepared them for, can diminish employee performance. Also an effective employee evaluation is an interactive process where the manager gives his input on the employee's performance, and the employee gets the chance to point out what she has learned throughout the year.

Managers create a plan along with the employee for the coming year on how the employee can develop and improve their performance. There is a need for motivation beyond the weekly pay check. Motivation can come in the form of financial incentives, the opportunity to get involved in company projects, a career path that leads to management and direct involvement from management into the daily tasks.

Effective motivation can create a productive work force, but a lack of motivating factors can leave employees searching for reasons to give their maximum effort.

This finding is similar to the study conducted by Ashfaq & Muhammad, (2013) in their hypothesis work, argued that “stress can be handled before it signifies a negative impact on employee performance when it reaches a certain undesired point. Also this is inline with the study done by Warraich (2013) who emphasizes the needs by institutions to develop techniques that help employees to cope with job stress.

5.6 Chapter Summary

The chapter discussed in details the results and findings obtained from the preceding chapter. It comprised the discussion for descriptive statistics and other statistics. A comprehensive discussion is emphasized on Pearson correlation and the Strategies to handle job stress in the organization (KIA). The discussion was correspondingly organized in line with the conceptual framework and study objectives.

CHAPTER SIX

CONCLUSION AND RECOMMENDATION

6.1 Chapter Overview

This chapter presents summary, conclusion and recommendations delivered from the study after having discussed the findings in chapter five. The study examined the effects of job stress on employees' performance at Kilimanjaro International Airport (KIA).

6.2 Summary of Study Findings

The main goal of this study was to identify the effects of job stress on employees' performance at Kilimanjaro International Airport in Tanzania.. A random sample of 71 interviewers was taken from Kilimanjaro International Airport. The objective of the study was to identify factors causing stress among KIA employees, to examine the relationship between job stress and employees' performance and to identify strategies that can be used to reduce stress among KIA employees. Many similar studies have been conducted in different environments such as Europe, America, African countries and in some Asian countries, but there is only limited data available for Tanzania aviation industry. Moreover, the aviation sector in Tanzania highly expanding hence attracting research from different disciplines because the industry plays a crucial role in the economic development of the country.

The findings from the study indeed show that job stress can affect performance in the organization in such a way that even relatively mild stress distracts an employee. Individuals experiencing stress tend to focus on the unpleasant feelings and emotions rather than on the task at hand and as a result their performance suffers, the findings shows that a major source of stress is the monotonous and disinteresting jobs being performed by employees in the organization.

The study reveals that the jobs can be enriched. Improving content factors such as responsibility, recognition, opportunity for achievement and advancement, or improving core job characteristics, such as skill variety, task identity, task significance, autonomy, and feedback may lead to motivation, feeling sense of responsibility, and utilizing maximum capability at the work . Such a phenomenon helps in reducing stress. Next to that, the organization can hold periodical workshops for controlling and reduction of stress. Such workshops may help individuals to learn the dynamics of stress and methods of overcoming their personal and family problems. This arrangement may include managing personal finance, dealing with family problems, dealing with health problems, and dealing with other kind of personal and family stresses. The results show that stress may happen within an organizational context and outside.

Therefore, coping strategies may be adopted by individuals to come out of their stress and to balance their life and work. Physical exercise is a good strategy to get body fit

and to overcome stress. Physical exercise of different types such as walking, jogging, swimming, or playing, are good methods of overcoming stress. The role of yoga which is a scientific techniques of physical exercise to keep body fit and to overcome stress has been recognized in most part of the world.

The study revealed that physical exercise helps people to cope- up with stress. relaxation can be simple one or some specific techniques of relaxation such as biofeedback and meditation. In biofeedback the individual learns the internal rhythms of a particular body process through electronic signals. In bio feedback the person can learn to control body process.

Meditation helps to rest the body physically and emotionally. Transcendental meditation is one of the more popular practices of meditation. In this practice the mediator tries to meditate for two periods of fifteen to twenty minutes a day concentrating on the repetition of some mantra. Any meditation essentially involves a relatively quiet environment, a comfortable position, a repetitive mental stimulus and a passive attitude.

6.3 Conclusion

The main objective of the study was to determine the effects of job stress on employees' performance using 60 sample size. The study concludes that job stress arising from long working hours and family problems have significant effect on

employees' work performance, and therefore employees stress during the work time will affect their performance in work. The result of the study reveals that both the male and female employees were experiencing stress in their work place. Irrespective of the age, majority of employees agree that job stress affects their job performance.

6.4 Recommendations

The study recommends KIA to put their best effort to improve its job stress management programmes practices. This will help the organization to save money, time, and effort. The researcher recommends the following measures to be taken by the management of KIA to improve job stress management programmes practices; The management of the KIA should look again at the job stress management programmers' policy of the organization. Initiate and making evaluating on all issues relating to job stress management programmes so that to make updated practices of job stress management programmes in the organization.

In examining the workers attitudes and perceptions towards the current job stress management programmes in KIA, the organization should make sure that all problems relating to the job stress management programmes are solved so that to bring about the effective and efficient of the organization performance.

Moreover, in determining whether KIA consider the use of job stress management programmes to execute its functions, KIA should make followup on all matters which are relating to job stress management programmes so that to issue the conducive working environment in the airport organizations.

6.5 Limitations of the Study and areas for further research

The findings of this study cannot be generalized outside KIA, but future studies can focus on comparative study addressing the effects of job stress using two case studies. In a process of conducting this study researcher encountered several limitations. Firstly the focus of this study was assessing the effects of job stress on employees' performance using a case of Kilimanjaro International Airport. Therefore, it is advised that future studies should be focusing on addressing similar topic using different sector such as tourism or mining industries. Secondly, the analysis for this study was performed using descriptive statistics as well as pearson correlation methods.

Therefore, it is advised that other studies can use other data analysis methods such as structural equation modeling and see whether similar findings can be generated. Also it is suggested that future studies should examine the role of management support as a mediating variable in explaining the relationship between stress and employee performance as this may indicate whether the role of management support has a direct effects in the relationship.

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APPENDICES

Appendix I: Questionnaire

Dear respondents,

I'm a student from Open University of Tanzania, pursuing Masters Degree in Human Resource Management. The aim of this questionnaire is to identify the Effects of Job Stress on employee performance in Aviation industry. Your kind and objective responses will significantly contribute towards reducing this challenge. I kindly request you to answer the questions below by filling the necessary information in the blanks provided. I assure you all the information will be kept with high degree of confidentiality as your opinion are so important in accomplishment of my research.

Instructions on filling the questionnaire

Please answer all the questions by ticking on the most appropriate answer. Do not write your name.

SECTION A: Demographic Information

1. How old are you? (please tick (✓) as appropriate)

(a) 18-25

(b) 26-33

(c) 34-41

(d) 42- 49

(e) Above 50

2. What is your level of education? (please tick (√) as appropriate)

(a) Primary education

(b) Secondary education

(c) High school

(e) Diploma

(f) Bachelor degree

(g) Master Degree

(h) Others

3. What is your Sex?(please tick (√) as appropriate)

(a) Male

(b) Female

4. Marital status(please tick (√) as appropriate)

(a) Married

(b) Single

(d) Widow

(e) Widower

5. Working experience(please tick (√) as appropriate)

(a) 0 – 3

(b) 4 – 7

(c) 8 – 11

(d) Above 12

SECTION B: CAUSES OF JOB STRESS AT WORK

The following statements identified the main causes of job stress at workplace, please indicate your level of agreement/disagreement by ticking the most appropriate answer that applies to you in a 5 point likert scale ranges from 5 (Strongly Agree) to 1(Strongly Disagree).Please choose only one option from the list given by ticking where appropriate

ITEM		OPINION				
	OPINION	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
6	I am working long hours					
7	I came late at work					
8	I get conflicting with other people at work					
9	I have been treated unfairly at work by the supervisor					
10	I am working under excessive work pressure					
11	I have been harassed at work					
12	I don't have job security					
13	I have been thinking of being retrenched from my job					
14	I seek permission to leave during working hours for personal matters					
15	I have a problem with my family					
16	Because of poor leadership I have been working poorly					

SECTION C: EMPLOYEES PERFORMANCE

The following statements cover information regarding employee's performance.

Please, indicate your level of agreement/disagreement by ticking the most appropriate answer that applies to you in a 5 point likert scale ranges from 5 (Strongly Agree) to 1(Strongly Disagree).

ITEM		Ratings				
	OPINION	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
17	Stress has contributed to low productivity					
18	Stress has caused low working morale					
19	Stress has caused the level of absenteeism to be high					
20	Stress has caused loss of interest in work					
21	Stress has caused poor work relations					

22. What are the strategies that can be used to reduce stress among KIA employees?

Please, indicate your level of agreement/disagreement by ticking the most appropriate answer that applies to you in a 5 point likert scale ranges from 5 (Strongly Agree) to 1(Strongly Disagree).

When stress occur, I chat the situation with my friends, colleagues and family to reduce stress.....

I manage my feelings and emotions as the way to reduce stress.....

I used to understand, control and develop my problem to reduce stress in the organization.....

I reduce stress in the organization by eating a health diet and keeping my health in a check.....

I exercise regularly to reduce stress

I seek for distributions to reduce pressure and take my mind off things

To reduce stress in the organization

23. In your opinion, what do you think should be done to get rid of the stress in this organizations?.....

.....

.....

.....

Appendix II: Interview Guideline

1. Can you explain what causes stress when you are at work?
2. In your opinion, what do you think is the connection between job stress and employees performance?
3. To what extent do you think stress affect your performance in this organization?
4. What do you think should be done to alleviate this problem?

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Director, Kilimanjaro International Airport,
Arusha

RE: RESEARCH CLEARANCE

The Open University of Tanzania was established by an act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No. 55 in the official Gazette. The act was however replaced by the Open University of Tanzania charter of 2005, which became operational on 1st January 2007. In line with the later, the Open University mission is to generate and apply knowledge through research. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you Ms. Naomi Nyunza of registration number PG2017992153 pursuing Masters of Human Resources Management (MHRM). We hereby grant this clearance to conduct a research titled "EFFECTS OF JOB STRESS ON EMPLOYEES' PERFORMANCE: A CASE OF KILIMANJARO INTERNATIONAL AIRPORT". She will collect data at from 9th of January 2020 to 29th of February 2020. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O. Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

Prof Hossea Rwegoshora
For: VICE CHANCELLOR
THE OPEN UNIVERSITY OF TANZANIA