

**CAUSES OF STRESS AMONG THE WORKERS OF ENTEBBE
INTERNATIONAL AIRPORT
(EIA)**

**A CASE STUDY OF THE DIRECTORATE OF AIRPORTS AND AVIATION
SECURITY-CIVIL AVIATION AUTHORITY UGANDA.**

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Declaration

I Kyamiza Kalibahama Raymon do hereby declare that the work presented in this dissertation is my own original work and has never been submitted to any University as a requirement for the award of a degree.


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Dedication

I dedicate this academic achievement to my dear wife- Akiiki and my brother Leonard Kyamiza who encouraged me to pursue the academic goal to the end. I further dedicate this work to my immediate supervisor and the Civil Aviation Authority administration for allowing me to do this course while working. I'm humbly requesting all the above people to accept my sincere thanks and may the almighty Jehovah God reward them abundantly.

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OPERATIONAL DEFINITIONS

Epinephrine- This is also known as adrenalin. It is a naturally occurring hormone.

During the fight-or-flight response, the adrenalin gland releases epinephrine into the blood stream, along with other hormones like cortisol, signaling the heart to pump harder, increasing blood pressure, opening airways in the lungs, narrowing blood vessels in the skin and intestine to increase blood flow to major muscle groups, and performing other functions to enable the body to fight or run when encountering a **perceived threat**.

Investigator- This term was employed in this document to mean researcher.

Environment- This was used to describe the general surrounding of individuals, that is- the physical surrounding, the psychological surrounding and the social surrounding.

Pressure- The concept was used here to mean or to describe stress. The researcher therefore employed the term pressure to mean stress.

Stressor- These are external, environmental, or social factors or internal, biological or psychological factors that challenge an individual to adapt or change.

Moderators- These are social or personal resources that attenuate the effects of stressors or change the situations that produce stressors.

Event stressors- These include any sudden and generally unexpected phenomena that results in a stress outcome.

Chronic stressors - These comprise a wide variant of stressors including status strains, role strains, ambient strains, and quotidian strains.

Status strains – These arise out of a person's position in the social structure.

Role strains - These result from conflicts or demands within an individual's role set.

Ambient strains - These focus on stressors that come from an individual's proximal environment.

Quotidian - Daily stressors perceived to produce the lowest intensity stressors and arise out of the daily hassles of life.

Coping strategies – The changes people make to their behavior or psychological state in response to the stressors they encounter.

Personal resources – These include a sense of self-mastery or control over one's life and environment as well as one's self-esteem.

Social support – These comes in form of instrumental assistance, informational assistance and emotional assistance from other people.

Abstract

The study was carried out at the Directorate of Airports and Aviation Security (DAAS) which is one of the five departments under the Civil Aviation Authority an organization managing Entebbe International Airport and other up-country airfields in Uganda.

The objective of the study was to investigate the causes of stress among the Employees of Entebbe International Airport (EIA).

The researcher involved 100 respondents out of which 60 were male and 40 female. These were selected from two out of the seven sections of the Directorate of Airports and Aviation Security (DAAS) using purposeful random sampling technique. The investigator also employed the quantitative survey research design where both questionnaires and interviews were used to collect data.

Results showed that different people perceived stress differently. Majority of respondents agreed that organizational factors, role ambiguity, and lack of locus of control were responsible for causing stress at the work place.

Respondents also agreed that stress can result into psychosocial, psychological and physiological consequences

The study generally revealed that stress is a phenomenon yet to be understood. The respondents suggested that if organizational factors can be controlled, then stress can be reduced among the employees of Entebbe International Airport (EIA).

The study recommended that organizations design and manage work in a way that avoids common risk factors for stress and prevent as much as possible foreseeable problems; it also recommended that employers put in place a policy for the management of workers health; and that government should give full mandate to trade unions, finance their activities and ensure that all employees are unionized as a measure to protect and improve the well-being of workers so that work stress related disorders can be reduced.

CHAPTER ONE

1.1 Background

There is a serious problem affecting millions of workers world wide including workers of Civil Aviation Authority. The problem is so silent and subtle to an extent that millions of both employees and employers have not been able to notice its adversity.

Stress causes many complications. Among them includes:-Impairing the cognitive ability of its victims, causing psychological disorders to people and suppressing the immune system of its victims after a long time exposure. Stress according to Lazarus, R. (1991) in the journal of Social Behavior and Personality is the result of an interaction between a person and the environment in which the person believes the situation to be overwhelming and dangerous to his or her well-being.

Jerald Greenberg and Robert A Baron (1999) in the book "Behavior in Organizations"- 5th edition, defines stress as a pattern of emotional states and physiological reactions occurring in response to demands encountered in the victim's environment.

There are three fundamental concepts that form the core of the stress process: stressors, moderators/mediators, and stress outcomes. Causes of stressors can be both external and environmental factors or can be internal, biological, and psychological factors.

There are two broad categories of stressors, event stressors and chronic stressors (Pearlin 1999).

The effect of stress on individuals depends on factors like: - the individual's moderators or mediators- for example coping strategies, personal resources and social support. When stress overcomes its victim, it leads to detrimental stress outcomes. For instance- health or mental illnesses like anxiety, depression, and drug abuse to mention just a few (Aneshensel et al 1991).

Stressors never lead to stress directly but it is rather through the involvement of the victim's cognitive appraisal of the potential stressors they face. For example, stressors can be cognitively appraised as threatening, as uncontrollable or as overwhelming and at times as morale boosting like the case of competitive sportswomen/men.

When faced with stressors, we go through a pattern of emotional states and physiological reactions referred to as **GAS** which acronym stands for General Adaptation Syndrome.

General adaptation syndrome is divided into three stages- the Alarm stage where arousal is very high, the Resistance stage- here arousal decreases and finally the Exhaustion stage where arousal and ability to cope drops sharply.

In this undertaking, the researcher was particularly interested in knowing the causes of stress among the workers of Civil Aviation Authority, Entebbe International Airport.

1.2 Statement of the problem

The investigator observed that a number of Civil Aviation Authority employees had been exhibiting stress-related behaviors; for instance – late coming, absenteeism, indiscipline, the rife intention to quit, drunkenness while on duty, and the increased conflicts at work. According to a Human Resource Directorate officer of CAA, there had been an increase in the employee turn-over rate. For instance, between 1995 and 2005, 25 employees had absconded. And between 1997 and 2007, 130 employees had resigned from their jobs. While between 1992 and 2007, 46 employees were dismissed from their various jobs. The above observations tickled the investigator to make a research and get to know the role of stress in all the above events.

1.3 General objectives of the study

The study generally aimed at establishing and identifying the various causes of stress among the workers of Entebbe International Airport (EIA) and specifically Civil Aviation Authority.

1.3.1 Specific objectives

- 1 The study specifically focused on finding the general causes of stress among the Civil Aviation Authority workers.
- 2 It further aimed at establishing those organizational factors that caused stress among the employees of CAA.

1.4 Scope of the study

The study covered Civil Aviation Authority (CAA). The researcher decided so due to the fact that CAA is an organization which is comprised of workers who are exposed to

working condition that is stressful. For example, Aircraft Rescue and Fire firefighting and Aviation Security personnel among others. Secondly, the organization has a population of 700 workers and the directorate the researcher chose for his study has 347 workers. This was representative enough to enable the researcher arrive at good findings. The study gathered and processed data from respondents of the Aircraft Rescue and Firefighting and Aviation Security sections of the Directorate of Airports and Aviation Security.

1.5 Hypotheses

The study hypothesized that: - Conflicts at work increases stress; that shift work increases stress levels; and that role ambiguity escalates the stress levels (lack of involvement).

1.6 Significance of the study

The study gathered information on causes of stress among the Civil Aviation Authority workers and this data can be used in programs that aim at improving the ability of workers to cope with stressful situations. Sutton, R., & Berg, P. (1984) in their study found that, prediction of stress sets individuals to develop anticipatory coping behaviour which prepares them for the battle against stress.

This study is also significant to heads of departments because its findings can help the employers to realize the dangers of stress and hence find ways of minimizing the stress levels among their workers.

Anything which prevents us from achieving our goal is a potential source of stress (Coon, 1983).

Life changes are the other source of stress. Richard Gross says that any change is by definition stressful regardless of whether it is seen as positive (for example- marriage), or negative (for example- death of a spouse). Life changes may be stressful if they are unexpected and in this sense uncontrollable

The United Nations Labour report attributed the source of stress to work places that is unstable, impersonal and hostile. Some organizational factors thought to contribute to the increased stress levels among the employees included:-

Job insecurity, Shift work, Long work hours, and role conflicts, physical hazard exposure, interpersonal conflicts with coworkers or supervisors.

2.3 Effects of Stress

According to Jerald Greenberg and Robert. A. Baron, (1991), in the book Organizational Behavior, it has been estimated that in USA, the annual costs resulting from stress related disorders exceed 10 % of the government's Gross National Product. The above statistics show how detrimental stress is to our lives.

Cox, T., Griffiths et al (2000) in their book Organisational Interventions for Work Stress, confirm that stress can cause unusual and dysfunctional behavior at work and contribute to poor physical and mental health.

In extreme cases long-term stress can lead to psychological problems and be conducive to psychiatric disorder.

Too much stress leads people to become increasingly distressed and irritable; become unable to relax or concentrate; have difficulty in thinking logically and making decisions; enjoy their work less and feel less committed to it; feel tired and have difficulty sleeping; develop serious physical problems such as: heart disease, disorders of the digestive system, interview -bowel syndrome; increased blood pressure, skeletal disorders such as low back pain and upper limb disorders.

Stress also affects organizations in various ways. For instance it increases employee absenteeism, decreases commitment to work, increases staff turn-over, impairs performance and productivity, and increases accidents at work places.

Stress leads to burn out. Burnout is a syndrome of emotional, physical and mental exhaustion coupled with feelings of low-esteem or low self-efficacy resulting from prolonged exposure to stress.

As a result, victims of burn out suffer from physical exhaustion- they normally have low energy and feel tired much of the time. They also report physical strain such as frequent head aches, nausea, insomnia, and eating disorders- such as loss of appetite or over eating.

Also as a result of burn out caused by stress, its victims experience emotional exhaustion. That is they feel depressed, helpless and feel as though they are trapped in their jobs. They also demonstrate attitudinal exhaustion often referred to as 'depersonalization.' Here they become cynical about others, and hold negative attitude towards them. Cox, T., & S. (1993) Psychosocial and Organizational Hazards.

Stress affects personal health. According to medical experts, it is estimated that stress plays a key role in any where between 50-70 % of all forms of physical illness.

Medical consequences of stress include: - Heart disease and stroke; Back ache and arthritis; Ulcers, Head aches, Diabetes, Cirrhosis of the liver, Lung disease. Stress also causes psychological consequences like:-Family conflicts, sleep disorders like insomnia, sexual dysfunction, depression. Stress also leads to behavioral consequences like:- Smoking, drug and alcohol abuse, accident proneness, violence and appetite disorders.

Stress is also believed to increase susceptibility to diseases such as upper respiratory infection, herpes virus infection and various bacterial infections (Cohen and Williamson). Elevated stress levels in an organization is thought to be associated with increased employee turn-over, absenteeism, sickness, reduced productivity, and low morale.

At a personal level, work stressors are related to depression, anxiety, general mental distress symptoms, heart disease, ulcers, and chronic pain (Saunter, Harrell, and Cooper, 1989)

Stress is known to cause blood flow to slow by around 35% and when stressors are eliminated by introducing, health therapies like laughter; the blood flow is increased by 22% - according to Dr. Michael Miller of the University of Maryland in Baltimore.

Miller also found that unrelenting stress could permanently and adversely alter blood vessel performance.

Arnetz and Fjellener (1984), Burchfield (1978) found that, stress influences neuro-chemical hormonal and immunological functioning.

Jemmott and Locke (1984) proposed that the immune system is a surveillance mechanism that protects the body against disease causing micro-organisms. A growing body of research suggests that stress can increase the body's susceptibility to diseases that are under control of the immune system (Kiecolt-Glaser (1987), Riley (1981).

Stress has been demonstrated to reduce the body's resistance to acute respiratory infections and tumors (Alder, 1981), and to have impact on the immunological system itself.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the data collection methods and involves the research instruments that were used; it looks at the population and the area of study; how the sampling was done; how data was processed and analyzed and the limitations encountered during the research undertaking.

3.2 Research design

The study examined the causes of stress among the workers of Civil Aviation Authority (CAA) Entebbe International Airport. In order to achieve the research objectives, the researcher used both the quantitative and qualitative techniques that involved explanatory and descriptive approaches.

3.3 Population description

Since the study focused on the causes of stress among the workers of Entebbe International Airport and specifically those of Civil Aviation Authority (CAA) these provided the bulk of respondents. The survey was conducted in two sections of the Directorate of Aviation Security and Airports (DAAS) – that is, Aerodrome Rescue Fire Fighting section and Aviation Security section. Workers of different age, sex, salary levels, nature of jobs and responsibilities were investigated. A total number of 100 respondents constituted by 60 males and 40 females were investigated

3.4 Data collection methods and instruments

3.4.1 Questionnaires

Among other instruments, primary data was collected by the use of questionnaires. Through these questionnaires the investigator collected data on the different employees in different scale levels, positions of responsibility, age groups, sex, different jobs and thus was able to ascertain the causes of stress among the different employees in the organization.

3.4.2 Interview

The researcher interviewed workers from the two sections that is - Aircraft Rescue and Fire Fighting section and Aviation Security section.

3.5 Sampling and design procedure

The researcher selected two sections out of the seven in the directorate of Airports and Aviation Security (DAAS) within which purposive random sampling was done to arrive at the final sample elements. The investigator selected a representative sample of 100 respondents made up of 60 males and 40 females. It was to these people that the questionnaires and interviews were administered during the research process.

3.6 Data processing and analysis

The variables on the questionnaires were coded before analysis. The data was manually analyzed and then the frequencies for the respondents were recorded. Data analysis was done using percentages and presented in tabular form.

3.7 Limitations

Data collection proved somehow difficult because some workers did not want to be considered stressed and especially men who tend to hide their fears and problems for the sake of their ego.

Secondly, some low cadre workers looked at the research as intending to tarnish the image of the organization and therefore were not willing to give the real answers to the questions which affected the research findings somehow.

Still other workers did not have time to even be interviewed or fill out research questionnaires supplied to them because of the nature of their jobs.

And also because this research was carried out at a time the organization had just undergone a restructuring programme, some workers had suspicion that probably the researcher had been employed by the organization to collect such information for company use.

However the general response was adequate enough to enable the researcher collect enough data to help arrive at the findings as published in this dissertation

CHAPTER FOUR

DATA PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter contains data presentation, discussion of findings also known as analysis of results as was got from employees of Entebbe International Airport responding to the research study about causes of stress at work places. Among things analysed are objectives and hypotheses of the study.

4.2 Table 1: The Socio-Demographic Characteristic of Respondents

No	Age	Male Frequency	Percent	Female Frequency	Percent	Valid Percent
1	25yrs under	00	0%	10	10/40x100 %	25%
2	26-35 years	10	10/60x100=16.7 %	25	25/40x100 %	62.5%
3	36-45 years	40	40/60x100=66.7 %	05	5/40x100 %	12.5%
4	46-55 years	05	05/60x100=8.33 %	00	0x40x100 %	0%
5	56-60 Years	05	05/60x100=8.33 %	00	0x40x100 %	0%
Total		60		40		100%

Source: Human Resource Directorate (CAA)-2008 data bank.

The table above describes the socio-demographic characteristic of respondents according to their ages, their sexes and it shows that males made 60% of the respondents as opposed to females who were 40%. The Human Resource Directorate's data Bank-2008, shows that majority of employees are males in all directorates. It was also found out that their ages vary for both male and female employees. According to **table 1**, 40%, of male respondents were of ages between 36-45 years and 25% of female respondents were between 26-35 years of age and these constituted the majority numbers in their respective gender categories. No explanation was given by the Human Resource. However, Weirsmas and Berg (1999) observed that there are variations between sexes and ages as

far as organizational stress is concerned. For instance, females distaste stressful jobs while males can work under any conditions. Young females tend to be dependent on adult males and the males have to full fill this contract (Greenberg J.W, Baron R.A, 1999 in the Behavior of organization; 5th ed.)

The same findings were also observed by Mulira Alex (2000) in his study about cause of stress among Makerere University employees.

Therefore the hypothesis that lack of locus of control (powerlessness) can cause stress is true.

4.3 Table 2: Sections Where the Study Was Carried Out

No_	Section	Frequency	Percent	Valid Percent
1	Fire	60	60/100x100%	60%
2	Aviation Security	40	40/100x100%	40%
Total		100		100%

Source: HRD –CAA, Secondary and primary data.

From the **table 2** above, it means that 60% of the respondents were from the aerodrome and Fire fighting section and 40% from Aviation Security. This is explained in chapter three (3.3). This is also explained in “Organizational Behavior” Greenberg, J and Baron R.A (1991) observed that some tasks are very hard to accomplish since they require full attention and are presumed risky. In this table, the researcher considered both sexes. There were few females in the fire section than in Aviation Security. This is explained also in chapter three (3.3). Although the responses of the Fire Section were over those of the Aviation Security, the study shows that both sections reported being stressful. The researcher observed that it is true that different individual’s perceive causes of stress differently. This might be because of role ambiguity and conflicts at their places of work.

4.4 Table 3: Marital Status of Respondents as an External Factor for Stress

N0_	Marital Status	Frequency	Percent	Valid Percent
1	Single	30	30/100x100%	30%
2	Married	50	50/100x100%	50%
3	Co-habiting	0	0%	0%
4	Divorced	10	10/100x100%	10%
5	Widowed	10	10/100x100%	10%
Total		100		100%

Source: Primary data

Table 3 above illustrates that 50% of employees of Entebbe International Airport are married. This indicates that social support is not responsible for causing stress as an external factor. Social support or lack of it can cause stress. (Weirsmas, U, and Berg, P, 1999)

4.5 Table 4: Organizational Factors and Stress

No_	Organizational Factors	Frequency	Percent	Valid Percent
1	Having too much work	60	60/100x100%	60%
2	Having little work	10	10/100x100%	10%
3	Lack of communication with supervisors	10	10/100x100%	10%
4	Having to work in shifts	10	10/100x100%	10%
5	Role ambiguity	10	10/100x100%	10%
Total		100		100%

Source: Primary data.

From **table 4** above, it can be observed that 60% of respondents reported that they have too much work.

As observed by (Greenberg, J. and Baron, R.A (1999), work overload, work under load, role ambiguity et al can be responsible for stress. They referred to the above mentioned as organizational factors that are responsible for stress among employees in organizations. While responding to other research questions relating to organizational factors of stress, majority of respondents reported that too much work is related to other factors such as

feeling angry at work, turnover, absenteeism, lack of trust, and pay. Many employees reported that their pay is small compared to their out put and this makes them more stressful. Those who responded to other factors reported that the organisation is responsible for stress among its employees. This means that there is no cause of stress and that different individuals perceive causes of stress differently. This also implies that stress increases conflicts at work as was hypothesized by the researcher.

4.6 Table 5: Anticipated Consequences of Stress

No_	Anticipated consequences	Frequency	Percent	Valid Percent
1	Psychological -Anxiety -Anger -Emotional	80	80/100x100%	80%
2	Physiological -Headache -Muscle pains -Nausea	15	15/100x100%	15%
3	Psychosocial - Turnover	05	5/100x100%	5%
Total		100		100%

Source: Primary data

From **table 5** above, the researcher found out that 80%of the employees under study experienced psychological consequences of stress. 15% reported physiological and 5% psychosocial consequences. These similar findings were also observed by Saunter, Harrell and Cooper (1989); Michael Miller of the University of Maryland; USA; Arnetz and Fjellener (1984); Burchfield (1978) Jemmount and Locke (1984); Kiccolt and Glaser (1987); Riley (1981); Alder, (1981); Weirs man and Berg, (1991) et al.

This means that stress has been under study for over many decades and many scholars have participated in different studies about causes of stress in organizations. This implies

that it can be true that there is no cause of stress and that different individual perceive stress differently.

4.7 Table 6: Response from Employees of Entebbe International Airport on How to Cope With Stress

Response	Frequency	Percent	Valid Percent
Talk about it openly with workmates and family members.	40	$40/100 \times 100 = 40\%$	40%
Have leisure and exercise	05	$05/100 \times 100 = 05\%$	5%
Employer is the cure	40	$40/100 \times 100 = 40\%$	40%
Turn over	15	$15/100 \times 100 = 15\%$	15%
Total	100		100%

Source: Primary data

According to **table 6**, majority of employees reported that they are aware of stress and how they can cope with it. Responses from 40% of these respondents suggested that they are aware of the cause of stress and that it is no a secret phenomenon and that it should be discussed openly both at the place of work and at home. 40% of the same respondents argued that organizations are the source of stress and that to alleviate it or cure it, is the duty of organizations (Greenberg, J., 1999) in his observations on the study about “Job satisfaction in organizations.”

5% of the employees reported that leisure exercise is a coping mechanism while 15% reported that turnover can be a good coping mechanism. However from the secondary data obtained from the Human Resource Directorate of Civil Aviation Authority, about 150 employees have ever resigned from their jobs within a period of 12 years and about 50 of the employees have been fired (Human Resource Data Bank-2008). However this does not mean that those employees who are still working are not stressful. This again implies that it can be true that there is no cause of stress and that different individual perceive stress differently.

4.8 Conclusion

Basing on the research findings in this study, it can be concluded that many factors ranging from work overload and work under load; role ambiguity; lack of locus of control

and poor communication between surbordinate-surbodinates and subordinates-supervisors cause stress. It is also true that different individual perceive causes of stress differently.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The study was conducted at the Directorate of Airports and Aviation Security (DAAS) which is under Civil Aviation Authority (CAA) a government parastatal company running the day to day work of Entebbe International Airport (EIA) Uganda.

The major objective of the study was to investigate the causes of stress among employees of Entebbe International Airport and in particular Civil Aviation Authority.

The hypotheses are stated in chapter one of this document. The research involved 100 respondents out of which 60 were male and 40 female. They were chosen from 2 sections of the directorate of Airports and Aviation Security. Purposive random sampling was employed and the researcher also applied a quantitative survey research design where questionnaires and interviews were used.

The results showed that different individuals perceive stress differently. Majority of employees agreed that organizational factors were responsible for the causes of stress. That stress can result into conflicts at the place of work which they blamed on role ambiguities.

Some employees blamed lack of locus of control to be responsible for stress.

The employees also agreed that stress can result into psychosocial, psychological and physiological consequences. This implies that stress is a phenomenon that is yet to be understood and therefore calls for further research.

The employees further suggested that if organizational factors can be controlled this can reduce stress among them.

The researcher also observed that if employees recognize stressful factors, discuss them openly can help them to cope positively.

5.2 Conclusion

From the study, the following conclusions can be derived: Employees are aware of stressful factors at their places of work, although each individual perceives stress differently.

Employees are aware of the consequences of stress and methods of coping with it. In the study a small sample was involved that is from only two sections out of seven of the entire directorate.

It was interesting to note that the study observed that working with aviation departments can be stressful.

As observed by Baron, R.A (1998) some tasks are very hard to accomplish since they require full attention and they are presumed to be dangerous and risky. The same was observed by Lazarus and Folk man, (1984)

5.3 Recommendations

As revealed by the research findings, many different factors cause stress and this phenomenon has a great negative impact on both the employees and organization of Civil Aviation Authority. Among the causes of stress employees mentioned the poor methods of selection and placement; the lack of transparency when recruiting, selection and placement; the poor mode of payment for work done; the lack of communication with superiors; and as such some employees mentioned that they would quit if at all they had a better alternative . It is therefore recommended that organizations design and manage work in a way that avoids common risk factors for stress and prevent as much as possible foreseeable problems.

The study suggested that, stress can be reduced if organizational factors like role ambiguity, workload, and lack of locus of control are put into consideration. It is therefore appropriate that employers put in place a policy for the management of workers health which makes reference to work stress; and the employers should ensure that such a policy is implemented by providing the necessary support and resources in order to manage the organizational problems mentioned above.

It is also important that organizations constitute a risk management program to help in the management of health and safety problems like stress and to also work as a vehicle for the continuous improvement of the working conditions, health of workers and that of the organization.

The Government should impose programs like the Employee Assistance Program (EAP) and make them a requirement in every organization as a measure to improve the ability of workers to cope with different work situations through counseling and other problem solving intervention models embedded in such programs.

Having a stress management training program is also very vital to organizations. For example, employees can be asked to attend classes on relaxation, time management and exercises.

It is also recommended that organizations put in place policies that encourage administrative managers to improve their attitudes towards dealing with work stress, acquiring knowledge and understanding of it and to gain knowledge and skills on how to deal with the issue as effectively as possible.

It is also appropriate that the Government gives full mandate to trade unions, finance their activities and ensure that every employee is unionized as a measure to protect and improve the well-being of workers so that work stress related disorders can be alleviated.

The researcher is of the view that if the above recommendations are put into practice, the problem of work stress can be alleviated.

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APPENDICES

APENDIX 1: QUESTIONNAIRE FOR MALE AND FEMALE RESPONDENTS.

Dear respondent,

You have been chosen to participate in this research in which the investigator is assessing the source of stress among the workers of Entebbe International Airport (EIA). Your response is very important; will be kept strictly confidential and is purely for research purposes only. Please respond very honestly and spontaneously as possible.

SECTION A: - SOCIO-DEMOGRAPHIC DATA ABOUT RESPONDENTS

- 1 What is your gender?
(1) Female ☐ (2) Male ☐
- 2 Marital status:
(a) Married ☐ (b) Single ☐ (c) Cohabiting ☐ (d) Divorced ☐
(e) Separated ☐ (f) Widowed ☐
- 3 Age group:
(1) 25 years or under ☐ (2) 26-35 ☐ (3) 36-45 ☐ (4) 46-55 ☐
(5) 56 and above ☐
- 4 Presence of children under 5 years:
(a) None ☐ (b) One child ☐ (c) 2-3 children ☐ (d) More than 3 children ☐
- 5 Presence of children between 5 and 12 years:
(a) None ☐ (b) One child ☐ (c) 2-3 children ☐ (d) More than 3 children ☐
- 6 Presence of children between 12-18 years:
(a) None ☐ (b) One child ☐ (c) 2-3 children ☐ (d) More than 3 children ☐
- 7 Presence of relatives other than spouse:
(a) None ☐ (b) One ☐ (c) 2-3 ☐ (d) More than 3 ☐

- 8 What is your current occupation/job?.....
- 9 How many levels of hierarchy are there above you.....
- 10 How many levels of hierarchy are there below you.....
- 11 How long have you worked for this organization.....

SECTION B: - ASCERTAINING SIGNS OF STRESS

Read each of the statements below and circle the appropriate number.

- 1 Seldom
- 2 Sometime
- 3 Always

- | | | | | |
|----|----------------------------------------------------------------------|---|---|---|
| 1 | I feel angry at work | 1 | 2 | 3 |
| 2 | I feel the urge to succeed all the time | 1 | 2 | 3 |
| 3 | I find myself withdrawing from colleagues | 1 | 2 | 3 |
| 4 | I feel that others place excessive demands on me | 1 | 2 | 3 |
| 5 | I find myself increasingly insensitive to colleagues/employees | 1 | 2 | 3 |
| 6 | Work has become boring/ tedious | 1 | 2 | 3 |
| 7 | I feel I'm at a standstill in my career- I see no hope for progress | 1 | 2 | 3 |
| 8 | I feel negative about work and desire to quit | 1 | 2 | 3 |
| 9 | I have trouble organizing my work on time | 1 | 2 | 3 |
| 10 | I'm shorter tempered than I have ever been before. | 1 | 2 | 3 |
| 11 | I feel inadequate to deal with changes at work | 1 | 2 | 3 |
| 12 | I find myself taking out my work frustrations at home and vice versa | 1 | 2 | 3 |
| 13 | I avoid personal contact more than I ever have | 1 | 2 | 3 |
| 14 | I feel I'm not in the right job | 1 | 2 | 3 |
| 15 | I find myself thinking negatively about work most of the time. | 1 | 2 | 3 |
| 16 | I don't enjoy my work | 1 | 2 | 3 |
| 17 | I feel that my supervisors don't appreciate what I do. | 1 | 2 | 3 |
| 18 | I spend a lot of time avoiding work | 1 | 2 | 3 |
| 19 | I'm always reluctant to live home for work | 1 | 2 | 3 |
| 20 | I feel exhausted immediately I reach the work place | 1 | 2 | 3 |
| 21 | Deadlines are a daily part of my job | 1 | 2 | 3 |

22	I find it necessary to work during lunch time	1	2	3
23	I complete work at home at night	1	2	3
24	I find it difficult to work with some colleagues	1	2	3
25	I need to update my skills	1	2	3
26	I find it difficult to find meaning in my job	1	2	3
27	There is little variety or challenge in my job	1	2	3
28	I feel I accept to many new responsibilities	1	2	3
29	My working environment is unpleasant	1	2	3
30	I feel overwhelmed with the demands of my job	1	2	3
31	My work environment is risky and noisy	1	2	3
32	I feel I should be satisfied with what I have achieved at work	1	2	3
33	When I'm under pressure at work I lose my temper	1	2	3
34	I feel uncomfortable giving instructions to those I supervise	1	2	3
35	I have lost enthusiasm for my job	1	2	3
36	I feel I speak poorly at departmental meetings	1	2	3
37	I don't like hurting others with my decisions	1	2	3
38	I find it difficult to make decisions	1	2	3
39	I rehearse office problems at home	1	2	3
40	After office work I have household chores to do	1	2	3
41	I have no time to take breakfast at work	1	2	3
42	I think about office problems even when on vacation	1	2	3
43	I feel other don't understand me	1	2	3
44	I find it difficult to tolerate mistakes	1	2	3
45	Workmates think I'm difficult	1	2	3
46	I think I'm a perfectionist	1	2	3

SECTION C: - RATING THE SEVERITY OF VARIOUS CAUSE OF STRESS

Just circle the number of your chosen answer against the scale shown below.

Very definitely is a source /cause of stress 6

Definitely is a source/cause of stress 5

Generally is a source / cause of stress 4

Generally is not a source/cause of stress 3

Definitely is not a source/cause of stress 2

Very definitely is not a source/cause of stress 1

1 Having far too much work to do	1	2	3	4	5	6
2 Lack of power and control over my job	1	2	3	4	5	6
3 Lack of involvement in decision making	1	2	3	4	5	6
4 Not having enough work to do	1	2	3	4	5	6
5 Not having challenging tasks to accomplish	1	2	3	4	5	6
6 Lack of consultation and communication from my supervisors	1	2	3	4	5	6
7 Poor representation in matters concerning me	1	2	3	4	5	6
8 Being discriminated against/disfavored	1	2	3	4	5	6
9 Keeping up with new challenges,ideas,technology	1	2	3	4	5	6
10 Failure to achieve personal goals	1	2	3	4	5	6
11 Inadequate or poor quality of managers	1	2	3	4	5	6
12 Having to work in shifts	1	2	3	4	5	6
13 Having to work for too long before a break	1	2	3	4	5	6
14 Lack of involvement in affairs concerning me	1	2	3	4	5	6
15 Failure to recognize my contribution to the organization achievements	1	2	3	4	5	6
16 Conflicts between subordinates and supervisors	1	2	3	4	5	6
17 Having to meet deadlines	1	2	3	4	5	6
18 Having to fulfill family obligations while working	1	2	3	4	5	6
19 Working with opposite sex	1	2	3	4	5	6

20 Working in a noisy and risky environment	1	2	3	4	5	6
21 Lack of feed-back about my performance	1	2	3	4	5	6
22 Lack of emotional support from my supervisors and those around me.	1	2	3	4	5	6
23 Unsatisfying scaling levels	1	2	3	4	5	6
24 Lack of satisfaction with current job	1	2	3	4	5	6
25 Unclear direction of my office section	1	2	3	4	5	6

SECTION D:

EFFECTS OF STRESS AND SOLUTIONS TO THIS PROBLEM ACCORDING TO THE RESPONDENTS.

- Do you know the signs of stress? If yes, can you mention some of the signs?
.....
.....
- What effects does stress have on you?
.....
.....
- Do you know some ways how one can cope with stress? If yes, which are the ways one can cope with stress?
.....
.....
.....
.....
.....
- Have these coping techniques been effective in reducing the stress levels?
.....
.....
.....
.....

5 Do you have any suggestions the organization of Civil Aviation Authority can
buy to overcome or control the stress problem amongst its workers?

.....

If yes, can you out line the suggestions here below?

.....

.....

.....

.....

.....

END