

RELATIONSHIP BETWEEN OCCUPATIONAL STRESS AND JOB
SATISFACTION AT KENYA CUSTOMS ADMINISTRATION

BY:

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BUSINESS,
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Declaration

This is my original work and that it has not been presented to any other Institution or University for academic purposes.

Signed: -----

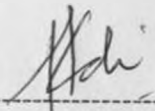
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Dedication

This research project is dedicated to my husband. His support, integrity and love has left an indelible impression on my life. I will always be grateful to him.

To David, Daniel and Dennis, my three precious and God given sons. They always bring me joy even in my real challenging moments. Being their mother has been my greatest reward.

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Abstract

Management of stress at the workplace is a moral as well as the legal responsibility of employers. Close and continuous attention to the issues of stress at the workplace is important because ill-health inflicted by the system of work or working conditions can cause untold suffering and loss to individual employees and their dependents. In addition, absences, through ill-health can result in losses and damage for the organization. The objectives of the study were to determine the level of occupational stress within Kenya Customs Administration and the impact it has on job satisfaction.

The study used descriptive research design method as opposed to using quantitative methods. However the attributes of the study variables were converted into numerical data through a structured questionnaire for the purpose of effective data analysis. The target population for the study was one thousand employees of Kenya Customs Administration. The researcher sampled 100 employees based in Mombasa and Nairobi stations of the organization. Questionnaires were distributed and gathered after three weeks. Pearson correlation technique was used to find out the level of correlations between variables.

The study findings were that employees of Kenya Customs Administration are stressed as a result of working past official working hours and having to do too many jobs at once. The employees are also stressed as they have to meet very high work deadlines. The study also showed that there was a low but positive correlation between occupational stress (independent variable) and job satisfaction(dependent variable). Correlation between occupational stress and job satisfaction was found to be significant among employees of Kenya Customs Administration. This therefore means that, occupational stress significantly affects job satisfaction.

The conclusion was that the high level of occupational stress at Kenya Customs Administration as occasioned by employees having to work for long hours and doing too many jobs at once is negatively affecting the employees' job satisfaction. Management at Kenya Customs Administration should therefore employ stress management programs that will effectively address the challenge as well as improve the employees' job morale and satisfaction.

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CHAPTER ONE: INTRODUCTION

1.1 Background

Occupational stress is a major issue in today's workplace and a matter of increasing concern to employers, employees, governments, insurers and the community. Losses across industry are substantial and increasing, in both human and economic terms. Major direct expenses are incurred through workers compensation, superannuation, sick leave and absenteeism. Less quantifiable losses occur through individual suffering, medical retirement, reduced productivity, poor public image, impaired customer service, poor morale and high staff turnover (Mullins, 1999).

The results of occupational stress can have a negative impact on people in all types of workplaces and at all levels of work. Further, its effects extend beyond the employee's workplace into their family life and the wider community. Losses can include career prospects when employees are medically retired, or financial loss due to extended periods of leave. Losses can also include inability to sleep and depression or anxiety, which can result in further stress. As the world entered the 21st century, few organizations had recognized the need for the control of occupational stress . Today many large organizations have begun to develop and implement stress management programs. These programs are being designed to act as strategic responses to the increased threat of work related stress among the employees (www.dpc.nsw.gov.au).

The most recent labour legislation in Kenya e.g Occupational Safety and Health Act (OSHA) 2007 and Work Injury Benefits Act (WIBA) 2007 have taken cognizance of increased levels of deaths, poor health conditions, industrial accidents and injuries to workers arising from stress related causes. Under Employment Act 2007, employees are also entitled to one day off duty per week to allow them time to attend to personal commitments which can also help the reduce levels of stress. The act also provides for lunch breaks, noise control, welfare programmes as some of the strategic measures that employers can adopt to control levels of stress in organizations.

1.1.1 Occupational Stress

Stress may be described as the adverse psychological and physical reactions that occur in an individual as a result of their being unable to cope with the demands being made on them. Most people cope with a variety of pressures in their life, some even seem to thrive on “pressure” especially at work. However, once individuals fail to deal adequately with pressure, then symptoms of stress appear. Stress is a kind of pressure that is exerted on something, for example, a piece of metal, which causes the object to respond. The metal for instance, may bend. The events that cause stress are known as ‘stressors’. The term ‘stress’ is also used to describe the individual’s response to pressure. The response can be psychological or behavioural. The way an individual responds to the stressor will depend on their personality, their perceptions, and their past experience (Cole, 2002)).

Occupational Stress is stress at the workplace. Stress is defined in terms of its physical and physiological effects on a person (or thing). Stress is mental, physical or emotional strain or tension or it is a situation or factor that can cause this. Occupational stress occurs when there is a discrepancy between the demands of the environment/workplace and an individual’s ability to carry out and complete these demands: Often a stressor can lead the body to have a physiological which in turn will result on a strain on a person physically as well as mentally. One of the main causes of occupational stress is work overload and short deadlines. Occupational stress is often caused by an increased workload without the addition of employees to take on that additional work. Instead the increased amount of work is given to the current employees to finish in the same time span that they would be asked to finish their routine, normal, regular or standard and timed workload (http://en.wikipedia.org/wiki/occupational_stress).

In a recent study into attitudes to work, when a random sample of 1000 workers was asked to specify the biggest problem at work, the second most common response after poor pay was stress. According to *Mckenna*, any situation that is seen as burdensome, threatening, ambiguous or boring is likely to induce stress. Some degree of stress is necessary in that it assists us in achieving both work and personal goals. However, too much stress can make those goals harder to achieve. People respond differently to stress.

Some people function well under significant stress levels while others do not. A worker's ability to cope with increasing workplace stress is also affected by the amount of stress they are subjected to from stressors outside of the workplace. Trouble at home may reduce their ability to cope with pressure at work (Mullins, 1999).

Cole (2002), noted that, in a widely reported study of stress carried out in the 1960s, most of the life events referred to as potentially leading to stress occur in a persons domestic and social life, not at work. However, since individuals bring their problems with them to work, the impact of stress on their performance is likely to be quite significant. Several key factors can play a major role in influencing levels of stress among the employees. Such factors include, the external environment, the nature of the individual's job, the organization's structure and culture, work relationships, individual's domestic situation and personality differences.

Mullins (1999) argued that signs of occupational stress are an indication of problems with management systems, which should be seen as an opportunity for workplace performance and productivity improvement. What may be significant in one person's mind may not be in another. It is often difficult for an employee to choose a rational response and they may internalise the stress. This could result in physiological, emotional and/or behavioural responses that are recognised as symptoms of stress

1.1.2 Job Satisfaction

Weiss (2002) has defined Job satisfaction as a pleasurable emotional state resulting from the appraisal of one's job, an affective reaction to one's job and an attitude towards one's job. Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which affect (emotion), beliefs and behavior. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors. Job satisfaction describes how contented an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job

satisfaction and performance, Methods of enhancing job satisfaction include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by organizations.

Fredrick Hertzberg's Two Factor Theory (also known as Motivator, Hygiene Theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals. Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. (<http://www.answers.com/topic/job-satisfaction>).

These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions. While Hertzberg's model has stimulated much research, researchers have been unable to reliably empirically prove the model, with Hackman & Oldham suggesting that Hertzberg's original formulation of the model may have been a methodological artefact. Furthermore, the theory does not consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating and hygiene factors. Finally, the model has been criticised in that it does not specify how motivating/hygiene factors are to be measured. (Hackman & Oldham, 1978)

In order for an organization to be successful they must continuously ensure the satisfaction of their employees. Job satisfaction is defined as "an individual's reaction to the job experience" There are various components that are considered to be vital to job satisfaction. These variables are important because they all influence the way a person feels about their job. These components include the following: pay, promotion, benefits,

supervisor, co-workers, work conditions, communication, safety, productivity, and the work itself. Each of these factors figures into an individual's job satisfaction differently. One might think that pay is considered to be the most important component in job satisfaction, although this has not been found to be true. Employees are more concerned with working in an environment they enjoy (Berry, 1997).

1.1.3 Occupational Stress and Job Satisfaction

Okumbe (2001), has analyzed the multiple effects of occupational stress on employees ranging from reduced work performance to development of poor health conditions. Research studies have shown that high levels of stress among workers can cause a marked drop to their job satisfaction and productivity. Recent studies in this area show that the ability of employees to manage their physiological and psychological stresses may have a significant impact on job satisfaction. According to an organizational behaviour perspective, job satisfaction is broadly described as a result of employees perception of their jobs that may create an emotional state or reaction and action tendencies towards work. In an occupational stress model, many scholars think, that physiological and psychological stress and job satisfaction are distinct but highly interrelated concepts. Although the nature of this relationship is significant, little is known about the role of occupational stress as a determinant of job satisfaction in the workplace (Fairbrother & Warn 2003).

1.1.4 Kenya Customs Administration

The Kenya Customs Administration (KCA) was established by an Act of Parliament in 1978. It is an autonomous body with an affiliation to the World Customs Organization. Besides, the organization also operates as one of the key revenue departments of Kenya Revenue Authority. It is particularly concerned with the development and enforcement of Customs operating procedures, trade supply chain security, facilitation of international trade, societal protection and border management, the enhancement of Customs enforcement and compliance activities, anti-counterfeiting, anti-smuggling and piracy initiatives, public-private partnerships, integrity promotion, and sustainable Customs capacity building programmes. It also administers the technical aspects of the World Trade Organization (WTO) Agreements on Customs Valuation and Rules of Origin.

The primary function of Kenya Customs Administration is to collect and account for import duty and Value Added Tax on imports. Apart from its fiscal responsibilities, the Kenya Customs Administration is also responsible for facilitation of legitimate trade; and protection of society from illegal entry and exit of prohibited and /or contraband goods and compilation of national and international trade statistics for use by Kenya Bureau of Statistics and other trade agencies. Other taxes collected by the Kenya Customs Administration on an agency basis include but are not limited to the following; Petroleum Development Levy, Sugar Levy, Road Maintenance Levy, Import Declaration Fee (IDF), Road Transit Toll, Directorate of Civil Aviation Fees, Air Passenger Service Charge and KAA Concession Fees.

1.1.5 Statement of The Problem

The results of unrelieved stress on the individual and on business are worrying. The result may be higher accident rates, sickness absence, inefficiency, damaged relationships with clients and colleagues, high staff turnover, early retirement on medical grounds and even premature deaths. It is devastating to the individual and damaging to the business at a time when the need to control business costs and ensure an effective and healthy workforce is greater than ever. The cost of occupational stress to organizations is significant. The number of workers compensation claims being made in respect of hospital bills, is increasing and their cost to our economy, not just in compensation, but also in lost productivity, is considerable. Labour costs associated with turnover of employees due to occupational stress have been on the rise in the last few years in the major world organizations (Armson, 2009).

During the last five years, the Kenya Customs Administration has undergone very rapid systemic, structural and other environmental changes through Customs Reform and Modernization (CRM) Programs that have generated high levels of stress among the employees. Moreover, there has also been a dramatic increase in both national and international trade volumes, a factor that has led to the creation of large workloads now being handled by the employees of the organization. In the recent past, many employees of the organization have developed poor health situations due to work related stress.

Employees of Kenya Customs Administration are responsible for moving large volumes of trade transactions in terms of imports, exports and goods in transit to the adjacent countries of Uganda, Rwanda, Burundi, Democratic Republic of Congo and Southern Sudan. Due to the increasing demands of trade, the Minister For Finance directed in the year 2008 that employees at Kenya Customs Administration stationed at main entry and exit points like sea ports, airports and land borders were to work for twenty four (24/7) hours in order to ease trade congestion particularly at the port of Mombasa. The implementation of this national policy shift requirement was not complimented with any additional human resources for the organization. Consequently, the existing personnel were expected to work for longer hours without a break or leave, a situation that led to overstretching of the available skeleton staff in order to cope with the work demands.

Subsequently, many employees visiting the health institutions have been diagnosed with stress related sicknesses like high blood pressure, burnout and heart problems whereas observations have pointed to more than two (2) cases of deaths in the last three years. In the last two and a half years, about four senior managers of the organization have resigned, all citing stress as one of the contributory factors among others. Accordingly, many employees of Kenya Customs Administration have expressed concerns that they feel “very” or “extremely” stressed by their work. There has been a record of increasing cases of burn out, high blood pressure, heart problems and even deaths due to work related stress among the employees of the organization.

Several studies have been conducted by various researchers in the area of occupational stress. Gachare (2000) studied occupational stress in management of consulting firms in Nairobi. She identified various factors that lead to high levels of occupational stress that included work demands, societal demands and relationship factors. The study concluded that occupational stress is one of the numerous factors that can impact negatively on employee performance. Gichuhi (2009) studied the relationship between occupational stress and employee productivity among employees of Ufadhili Trust in Nairobi. The findings of the study were that stress did not have any statistically significant relationship

with employee productivity among the employees of the Trust. Azman Ismail (2009) conducted a study to measure the effect of occupational stress on job satisfaction in private institutions of higher learning in Kuching City, Malaysia. The study showed that physiological stress is significantly correlated with job satisfaction and that psychological stress is insignificantly correlated with job satisfaction. Boakye (2006) studied stress in non-clinical general practice staff in the field of medicine to determine the prevalence of stress related systems, measure job satisfaction and identify work related stressors and to determine whether there is any correlation with job satisfaction. The study findings were that a high correlation exists between high levels of occupational stress and job satisfaction.

There are very few studies that have been carried out on the impact that occupational stress can have on employees' job satisfaction. While there have been such general studies of stress, none has focused on stress in the Kenya Customs Administration. To the best of my knowledge, no other person has studied the case of occupational stress among employees of Kenya Customs Administration. The research was therefore intended to assess the extent to which the employees' level of job satisfaction is being affected by the level of work related stress and whether the organization promotes occupational health in the workplace through effective stress management programs. The research further sought to put up certain recommendations to the policy makers on the basis of research findings.

1.1.6 Objectives Of The Study

1. To measure the level of work related stress being experienced by employees of Kenya Customs Administration
2. To determine the relationship between occupational stress and job satisfaction among employees of Kenya Customs Administration.

1.1.7 Significance of The Study

The study of stress in relation to job satisfaction among the employees of Kenya Customs Administration is so significant in that several stakeholders in both national and international trade arena will be the direct beneficiaries of its findings. Specifically, the study will benefit various groups namely; the Kenyan Government, the management of KCA, the World Customs Organization among others.

The Kenyan Government that decreed in 2007 that employees of Customs Administration situated in Mombasa and other major border towns are to work on a twenty four hour (24/7) hour basis will find the crucial information gathered through the study very useful in the formulation of Human Resource Development strategies and policies. The World Customs Organization, being the international and the apex decision making and policy organ in the area of international trade will be able to gain knowledge on the extent to which the performance and/or productivity of the employees of Kenya Customs Administration is being affected by the level of work related stress. The valuable information gathered is expected to play a great part in the development of future organizational strategies and human resource management policies.

Kenya Revenue Authority being the employer of Kenya Customs Administration staff, will gain more understanding on the importance of stress management and be able to actively get involved in promoting occupational health in the work place through effective stress management programs. The study will also contribute a lot to the pool of knowledge and to the world of academicians. It is expected that the information gathered through the research study will be used to enhance and develop new teaching approaches in the area of strategic human resource management. Importers of trade merchandise, general traders, and other stakeholders in the trading community will also benefit from the findings of the study as they get to learn how stress can affect the effectiveness of employees of KCA in the supply chain process. This will include the Governments of other East African Partner States of Uganda, Tanzania, Rwanda, Burundi will learn how occupational stress may impact on transit cargo clearance times.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

Occupational stress occurs when there is a discrepancy between the demands of the environment/workplace and an individual's ability to carry out and complete these demands. Often a stressor can lead the body to have a physiological which in turn will result on a strain on a person physically as well as mentally. One of the main causes of occupational stress is work overload and short deadlines. Occupational stress is often caused by an increased workload without the addition of employees to take on that additional work.

2.1 Occupational Stress

The World Health Organization (WHO) says that, work related stress is recognized worldwide as a major challenge to worker's health and healthiness of organizations. Research findings also suggest that the most stressful type of work is that which values excessive demands and pressures that are not matched to workers' knowledge and abilities, where there is little opportunity to exercise any choice or control, and where there is little support from others. Research has also shown that one of the major causes of work related stress is the impact of managers and their skills to manage staff and stress in the work place. Richard and Susan (1984) suggested that stress can be thought of as resulting from an "imbalance between demands and resources" or as occurring when "pressure exceeds one's perceived ability to cope". Stress management was developed and premised on the idea that stress is not a direct response to a stressor but rather one's resources and ability to cope mediate the stress response and are amenable to change, thus allowing stress to be controllable.

Jung (1978) considered stress to be essential for the birth and growth of the ego. He writes, "It [the ego] seems to arise in the first place from the collision between the somatic factor and the environment, and, once established as a subject, it goes on developing from further collisions with the outer world and the inner". Thus some degree of stress is essential for a healthy growing ego. A problem arises when the ego is presented with more stress than it can adequately handle. This is also true for stress in the

workplace, as noted by Waxler (1993) who points out that moderate stress often fosters productivity. Armstrong (2006) has suggested four main reasons why organizations should take account of stress and do something about it. Armstrong noted that organizations should have a social responsibility to provide a good quality of work life. Excessive stress has also been observed to cause various illnesses. Stress can result in inability to cope with the demands of the job, which, of course, creates more stress.

Excessive stress can reduce employee effectiveness and therefore organizational performance. In America, occupational stress has become a big problem at the workplace and it is posing a challenge to organizations. Over 500, 000 have been reported to say that stress is making them ill. These figures are huge and they show reasons why high priority must be given to creating and maintaining programmes for the reduction of occupational stress.

Giga and Hoel (2003) concluded that high rates of mergers, acquisitions, increasing economic interdependence among countries due to globalization, technological development, and restructuring have changed the organizational work over the last few decades have resulted in time pressure, excessive work demand, role conflicts, ergonomic insufficiencies and problematic customer relationship are causes of stress. Schieman *e tal* (2010) also measured the extent to which work was interfering with personal time using data from a national survey of 1,800 American workers. As many as 50 per cent of people bring their work home with them regularly. The research study described how stress associated with work-life balance affects employee performance. The multidimensional way of how stress affects employee performance, managerial responsibility & consequences of high stress levels are the basic aims of the study.

2.2 The Individual's Response to Occupational Stress

The ability to cope with pressure differentiates people at work. Most people cope with a variety of pressure in their life; some even seem to thrive on much pressure especially at work. However, once individuals fail to deal with pressure, then symptoms of stress will appear. Stress whether triggered by work problems, and domestic or social problems will

eventually lead to reduced work performance, lack of motivation and increased absenteeism. What may be significant in one person's mind may not be in another. It is often difficult for an employee to choose a rational response and they may internalise the stress. This could result in physiological, emotional and/or behavioural responses that are recognised as symptoms of stress (James, 1999).

Physiological change which is evidenced by symptoms such as Increased blood pressure , Tiredness, Stomach ulcers, Digestive disorders such as indigestion, constipation, or diarrhea , Weight loss or gain Headaches. A person's emotional response to stress may lead to increased tension, Anxiety, Depression, or Frustration. Other long term emotional responses may include: coronary heart disease, stomach ulcers, and other serious conditions. Stress may also cause change in behaviour leading to Over/under eating, Misuse of alcohol, and other drugs, Interpersonal difficulties, Difficulty in sleeping, Aggressive, or passive behaviour ,Workplace conflict, and Absenteeism. (James, 1999).

Price (2007) has in the table below summarised the above responses to stress as symptoms that may manifest in various individuals depending on their abilities and competencies at the workplace.

Symptoms of stress		
<i>Physical</i>	<i>Mental</i>	<i>Illness</i>
Appetite loss	Irritability	Hypertension
Craving under pressure	Lack of interest in life	Coronary thrombosis
Indigestion	Unable to cope	Hay fever
Fatigue	Feeling a failure	Migraine
Insomnia	Self dislike	Asthma
Sweating	Decisions hard	Colitis
Headaches	Hiding feelings	Dyspepsia
Cramps	Loss of humour	Skin disorders
Nausea	Dread of future	Diabetes
Fainting	Feeling ugly	Tuberculosis

Frequent crying	Inability to finish tasks	Menstrual difficulties
Impotence	Memory loss	Hyperthyroidism
High blood pressure	Anxiety	Depression
Nail biting	Reduced concentration	
Substance abuse	Anger	Reduced Libido

Source: Adapted from Arnold, Robertson and Cooper: (1991),pp 586.

2.3 Causes of Occupational Stress

Some scholars note that an increase in workload, a hostile work environment, downsizing and shift work can result in occupational stress. Often workloads remain immense although and employee does his or her best to complete them. If there isn't an increase in the hiring of employees to help with increased workloads, stress may be felt. The high demand and time pressures contribute to the stress. Anytime there is privatizing of a company downsizing might occur. When downsizing occurs employees are laid off or fired. Those who still have their jobs have to worry about whether they will be next on the list of employees to be laid off. Those who have been laid off have to deal with the stressful situation of finding another job. If superiors aren't supportive, discriminate towards certain employees while favoring others, do not offer encouragement or create a hostile work environment, this can cause stress for an employee. Interpersonal conflicts within the workplace, uncertainty about the stability of job security and underutilized job abilities are also cause for occupational stress (Igoe, 2006).

Okumbe (2001) has described the causes of stress at work in two broad categories. There are the organizational stressors and the individual stressors as well. Organizational stressors would include factors such as occupational differences, role ambiguity, role conflict, work-overload or under load etc. Occupational differences can play a major part in stress related problems at work. Occupations like teaching, accountancy, and managerial jobs tend to exhibit more stress to the job holders as opposed to librarian or a Janitor's occupation. Individual stressors are factors related to personality differences. An employee may for instance lack personal control over a work situation. Sometimes there is insufficient time, facilities, human resource and other resources to match the requirements of a particular task.

Betts (2000) identified both physical and psychological that include excessive workload, poor physical work environment, noise, humidity, mental fatigue, confinement and excessive control. Other important causes include being subjected to poor management practices, conflicting priorities, interruptions and lack of feedback and ineffective organizational structures. According to Okumbe (2001), role ambiguity is a situation where there is inadequate information about roles. Lack of job descriptions, performance standards, can lead to ambiguity of roles and thus contributing to high stress levels at the workplace. Research has shown that role ambiguity leads to several negative stress related outcomes that can cause strain and dissatisfaction among employees. Work overload is a situation whereby workers feel overworked. This can be as a result of many tasks being assigned to employees or setting unachievable performance standards or targets.

Scotts (2007) noted that Type A personality individuals exhibit impatient, restlessness, aggressiveness, competitiveness and being under considerable time pressures. Type A personality is also demonstrated by people who, among other things, get frustrated while waiting in line, interrupt others often, walk or talk at a rapid pace, and are always painfully aware of the time and how little of it they have to spare. They tend to experience greater stress. Type B personality individuals exhibit less urgency at work, and are less competitive on the job. They experience less work related stress.. Friedman and Rosenman studied managers in 1959 and found that they tended to fall into one of two personality types A and B. Type A managers showed a high degree of competitiveness, quick thought, swiftness and action and were conscious of time and deadlines. They were extremely aggressive, hasty, restless, impatient, tense and often feeling under pressure. Type B were the reverse of type A. They had no urgency, do not flaunt accomplishments, plays it for fun and relaxes without guilt.

Graham and Bennett (1998) asserts that lack of effective communication with superiors and conflicting demands placed on the individuals by superiors can be a serious cause of stress to the employees. Other causes may include bad personal relationships with other

workers, long working hours without a break, feelings of personal inadequacy and insecurity, unclear job descriptions among others. Changes in life and career events can also cause stress at work. Death of a spouse, divorce, marital separation, illness, loss of job, change of work, loan or mortgage, change of responsibilities, trouble with a boss have been identified as some of the life events that cause untold stress to employees.

Technology was supposed to shorten our working week and give workers more leisure time, but the reverse seems to be happening. People are working longer hours and spending less time on family and leisure. Rapid changes at the workplace and working practices often lead to increased job related stress levels. Many people in many different types of jobs and occupations are finding themselves struggling to keep up with the pace of change of modern technology. Nowadays, workers often feel like they are just part of the machine, rather than individuals. More people than ever before work alone or in isolation from their colleagues (Price, 2007).

According to Price (2004) shift work is also a prime source of occupational stress. It upsets the normal body clock and can interrupt sleep patterns. This in turn makes one to feel tired, irritable and eventually leads to a lot of stress. Jobs with constant deadlines are another potential source of occupational stress. Time pressures and urgent deadlines nearly always lead to job stress. This effect is doubled if one is prone to setting unrealistic goals and deadlines. Working for far too many hours in a week may cause an employee to become unproductive and tired. Not getting enough sleep is a major cause of stress. Research has also shown that there are many other reasons as to why a job can cause stress to an individual employee. Being in the wrong type of job may be sufficient reason to stress a particular personality. One may also be unable to cope with the day to day needs of a job which can lead to the build up of acute stress levels.

Parikh & Taukari (2004) in their study on occupational stress observed that occupational stressors can be categorized into four major groups. Firstly, the working conditions, including shift and week-end work, inadequate remuneration, hours of work, discrimination and safety at the work environment. Secondly, relationships at work

including quality of relationships with peers, subordinates and supervisors. Thirdly, role conflict and ambiguity including ill-defined role, functions, expectations, and duties. Fourthly, organization structure and climate which includes communication policy and practice, major changes in the workplace, culture of the organization, and lack of participation in decision-making. Another cause is career development including under utilization of skills or failing to reach full potential.

Driving used to be fun here in Kenya but in the last 5-10 years, it has become one of the most stressful things one can do especially at rush hour in the cities. People are tending to work further away from homes and their travel to and from the workplace is becoming so stressful on today's congested roads & railways. This commuting is therefore one of the most stressful parts of the working day. It can cause an employee to arrive at work with the wrong frame of mind and stopping one from concentrating properly(Okumbe, 2001).Stressors generally mean environmental factors that can cause the individual to master a coping response because they pose threat or harm. In the work environment, such stressors are high workloads, requirement for working fast and meeting strict deadlines, conflicting demands and interruption. Problems are seen to arise when exposure to such demands is chronic & elicits a strong pattern of responses to strain the individual's physical and mental resources(Ganster & Murphy, 2000).

2.4 Measures of Occupational Stress

The study of occupational stress is greatly hindered by lack of consistency in the measurement tools. The Pressure Measurement Indicator (PMI) is more reliable and more comprehensive than all the other methods used by researchers. It provides an integrated approach of measuring the major dimensions of occupational stress. The outcome scales measure job satisfaction, organizational satisfaction, organizational security, organizational commitment, anxiety, depression, resilience, worry, physical symptoms, and exhaustion. The stressor scales cover pressure from workload, relationships, career development, managerial responsibility, personal responsibility, home demands and daily hassles. The moderator variables measure drive, impatience, control, decision latitude and the coping strategies of problem focus, work life balance and social support (William & Cooper, 1998).

According to Nelson & Simons (1998), there are diverse measures of occupational stress such as psychological health, anxiety and job satisfaction. Since classification of stress as the epidemic of the '80's, there has been profuse development of interview schedules, scales and questionnaires to identify and measure stress. The selection of any particular measurement tool is contingent on the primary research objective leaving little to compare cross studies. The existing instruments have been classified into three categories according to the variables on which they focus namely; job stressors, strains and outcomes. Job stressors assess the environmental conditions associated with the work or are believed to impact on the health and well being of workers. In contrast, measures of strains assess the psychological & physiological responses of a worker on those conditions. Finally, outcome measures generally focus on the negative physical and/or psychological health status believed to arise as a result of exposure to job stressors. Self report job stressor instruments have dominated research on occupational stress.

In an attempt to objectify outcomes of stress, many stress studies have used outcome measures that assess mental illness, physical health problems, recognized work related concepts such as burn out; or objective indicators of poor outcome such as absenteeism, drugs & alcohol abuse, aggressive behaviour, and so forth. However, even with extremely well controlled research designs, there is controversy as to whether these outcomes are casually associated with stress in the workplace (Jones & Bright 2001).

2.5 Job Satisfaction

The term job satisfaction refers to the attitudes and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction. Morale is often defined as being equivalent to job satisfaction. Thus Guion (1958) defines morale as 'the extent to which an individual's needs are satisfied and the extent to which the individual perceives that satisfaction as stemming from his total work situation'. Other definitions stress the group aspects of morale. Gilmer (1961) suggests that morale 'is a feeling of being accepted by and belonging to a group of employees through adherence to

common goals'. He distinguishes between morale as a group variable, related to the degree to which group members feel attracted to their group and desire to remain a member of it, and job attitude as an individual variable related to the feelings employees have about their job (Michael Armstrong, 2006).

Job satisfaction is an area of complex research and theory. Herzberg proposes that job satisfaction is composed of 2 elements, 'hygiene factors' and 'motivation factors'. Hygiene factors are an essential component of job satisfaction and insufficient attention to these will seriously undermine employee satisfaction with the job. Hygiene factors also relate to base level, administrative factors such as pay, work environment and other benefits or facilities associated with the job. Motivation factors are more aligned with factors such as the degree of autonomy and decision making capacity associated with the job. It also includes factors that make jobs more intrinsically rewarding in terms of interesting content, importance of work, conducive team environment, good leadership, relationships (Kathryn Stratton, 2010).

2.6 Factors Affecting Job Satisfaction

(Shrader, et al, 2001) conducted a research with the purpose of examining the relationship between work satisfaction, stress, age, cohesion, work schedule and anticipated turnover. The research study found out that the more job stress, the lower the cohesion, the lower the work satisfaction, the higher the anticipated turnover. The higher the work satisfaction, the higher group cohesion, and, the lower the anticipated turnover. Lastly, The more stable the schedule, the less work stress, the lower anticipated turnover, the higher group cohesion, and, the higher the work satisfaction.

The level of job satisfaction is affected by intrinsic and extrinsic discretionary behaviour which helps the firm to be successful, is most likely to happen when employees are well motivated and feel committed to the organization and when the job gives them high levels of satisfaction. Their research found that the key factors affecting job satisfaction were career opportunities, job influence, team work and job challenge. Extrinsic work values such as, job security, salary, fringe benefits, and work schedules, are considered to

be important in job satisfaction. Restrictions in scheduling and limited availability of time off promote frustration and dissatisfaction. Personal factors such as personal problems, and lack of physical or mental readiness to work also contributed to either job satisfaction or dissatisfaction(Armstrong, 2006).

Employee survey studies show that employees are more satisfied when they have challenging opportunities at work. This includes chances to participate in interesting projects, jobs with a satisfying degree of challenge, and opportunities for increased responsibility. Important: this is not simply "promotional opportunity." As organizations have become flatter, promotions can be rare. People have found challenge through projects, team leadership, special assignments - as well as promotions. It may be possible to create job titles that demonstrate increasing levels of expertise which are not limited by availability of positions. They simply demonstrate achievement. When negative stress is continuously high, job satisfaction is low. Jobs are more stressful if they interfere with employees' personal lives or are a continuing source of worry or concern. (<http://www.juns.nursing.arizona.edu>).

Data from employee satisfaction surveys has shown employees are more satisfied when their managers are good leaders. This includes motivating employees to do a good job, striving for excellence, or just taking action. Employees are more satisfied when their entire workgroup takes pride in the quality of its work. Employees are more satisfied when they feel they are rewarded fairly for the work they do. Consider employee responsibilities, the effort they have put forth, the work they have done well, and the demands of their jobs. Employees are more satisfied when they have adequate freedom and authority to do their jobs. (<http://www.juns.nursing.arizona.edu>).

2.7 Measures of Job Satisfaction

There are many methods for measuring job satisfaction. By far, the most common method for collecting data regarding job satisfaction is the Likert scale (named after Rensis Likert). Other less common methods of for gauging job satisfaction include: Yes/No questions, True/False questions, point systems, checklists, and forced choice

answers. This data are sometimes collected using an Enterprise Feedback Management (EFM) system. The Job Descriptive Index (JDI), created by Smith, Kendall, & Hulin is a specific questionnaire of job satisfaction that has been widely used. It measures one's satisfaction in five facets: pay, promotions and promotion opportunities, co-workers, supervision, and the work itself (Smith, Kendall, & Hulin 1969).

Superior-subordinate communication is an important influence on job satisfaction in the workplace. The way in which subordinate's perceive a supervisor's behavior can positively or negatively influence job satisfaction. Communication behaviour such as facial expression, eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship. Nonverbal messages play a central role in interpersonal interactions with respect to impression formation, deception, attraction, social influence, and emotional expression Nonverbal immediacy from the supervisor helps to increase interpersonal involvement with their subordinates impacting job satisfaction. The manner in which supervisors communicate their subordinates may be more important than the verbal content (Burgoon, Buller, & Woodall, 1996).

Individuals who dislike and think negatively about their supervisor are less willing to communicate or have motivation to work where as individuals who like and think positively of their supervisor are more likely to communicate and are satisfied with their job and work environment. The relationship of a subordinate with their supervisor is a very important aspect in the workplace. Therefore, a supervisor who uses nonverbal immediacy, friendliness, and open communication lines is more willing to receive positive feedback and high job satisfaction from a subordinate where as a supervisor who is antisocial, unfriendly, and unwilling to communicate will naturally receive negative feedback and very low job satisfaction from their subordinates in the workplace(Burgoon, Buller, & Woodall, 1996).

Mood and emotions form the affective element of job satisfaction. Moods tend to be longer lasting but often weaker states of uncertain origin, while emotions are often more intense, short-lived and have a clear object or cause. There is some evidence in the literature that moods are related to overall job satisfaction. Positive and negative

emotions were also found to be significantly related to overall job satisfaction. Frequency of experiencing net positive emotion will be a better predictor of overall job satisfaction than will intensity of positive emotion when it is experienced. Emotion work (or emotion management) refers to various efforts to manage emotional states and displays. Emotion management includes all of the conscious and unconscious efforts to increase, maintain, or decrease one or more components of an emotion. Although early studies of the consequences of emotional work emphasized its harmful effects on workers, studies of workers in a variety of occupations suggest that the consequences of emotional work are not uniformly negative (Weiss and Cropanzano, 1996).

Job Satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviours such as organizational citizenship, absenteeism, and turnover. Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviors. One common research finding is that job satisfaction is correlated with life satisfaction. This correlation is reciprocal, meaning people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. However, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as nonwork satisfaction and core self-evaluations are taken into account. An important finding for organizations to note is that job satisfaction has a rather tenuous correlation to productivity on the job (<http://www.answers.com/topic/job-satisfaction>).

This is a vital piece of information to researchers and businesses, as the idea that satisfaction and job performance are directly related to one another is often cited in the media and in some non-academic management literature. A recent meta-analysis found an average uncorrected correlation between job satisfaction and productivity. Recent research has also shown that Intention to Quit can have effect like poor performance orientation, organizational deviance, and poor organizational citizenship behaviours. In short, the relationship of satisfaction to productivity is not necessarily straightforward and can be influenced by a number of other work-related constructs, and the notion that "a happy worker is a productive worker" should not be the foundation of organizational decision-making. With regard to job performance, employee personality may be more

important than job satisfaction. The link between job satisfaction and performance is thought to be a spurious relationship; instead, both satisfaction and performance are the result of personality (<http://www.answers.com/topic/job-satisfaction>).

2.8 The Relationship Between Occupational Stress and Job Satisfaction

Prior researchers have demonstrated a strong negative correlation between stress level and job satisfaction. Mead (2000) noted that each individual is exposed to a range of stressors both at work and in their personal lives which ultimately affect their job satisfaction . Stress is acknowledged to be one of the main causes of absence from work. Okumbe (2001), has analyzed the multiple effects of occupational stress on employees ranging from reduced work performance to development of poor health conditions. Research studies have shown that high levels of stress among workers can cause a marked drop to their job satisfaction and productivity.

Recent studies in this area show that the ability of employees to manage their physiological and psychological stresses may have a significant impact on job satisfaction. According to an organizational behaviour perspective, job satisfaction is broadly described as a result of employees perception of their jobs that may create an emotional state or reaction and action tendencies towards work. In an occupational stress model, many scholars think, that physiological and psychological stress and job satisfaction are distinct but highly interrelated concepts. Although the nature of this relationship is significant, little is known about the role of occupational stress as a determinant of job satisfaction in the workplace (Fairbrother & Warn 2003).

Turnover and absenteeism are convenient and easy forms of withdrawal of workers from a stressful job environment. Management must be concerned with this because the eventual result is reduced productivity in organizations. If stressed workers were to remain in an organizations because of lack of employment opportunities elsewhere, multiplier effect of their stress may be regrettable. Aggressiveness as demonstrated by some people at work could be an indication and an effect of stress. Stress at work may make the affected employees to display some degree of hostility to their colleagues and

customers. Sometimes severe stress can make workers to go berserk at the workplace or even outside the work environment (Okumbe, 2001).

In a study of burnout and job satisfaction in a chronic care hospital, the researchers confirmed a negative correlation between increased stress or “burnout” and decreased job satisfaction (Belicki & Woolcott, 1996). In his study of job satisfaction among public sector workers in the Denver municipal water utility, which is a leader in pay, benefits and job security, Leavitt (1996) found that although overall job satisfaction was low, the water utility employees claimed to be satisfied in pay, benefits, and job security. Leavitt does not discuss what factor is causing overall job satisfaction to be low.

There is a general trend in insurance claims for compensation resulting from stress-related problems, with the trend showing an increase of over 90% in the early 1990s. James’ observations indicate that stress has in no doubt become one of the most serious health issues and in the workplace, with all organizations seeking to become more and more competitive, there is some inevitability that overall stress levels will rise. The working environment is one rapid and radical change, and employees are being asked to be ever more flexible, and make greater contributions, and working knowing there is no longer a job for life (James,1999).

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the research methodology in terms of research design used, the population of study and the sample design. The chapter also describes the data collection methods applied and the statistical techniques used in the data analysis.

3.1 Research Design

Research design provides the glue that holds the research project together. A design is used to structure the research, to show how all of the major parts of the research project, the samples or groups, measures, treatments or programs, and methods of assignment work together to try to address the central research questions. Descriptive research design was the appropriate approach for the study. The researcher proposed to use this design because of the descriptive nature of the study elements or variables. The two objectives of the study would better be assessed using descriptive methods as opposed to using quantitative methods. However the attributes of the study variables were converted into numerical data through a structured questionnaire for the purpose of effective data analysis.

3.2 Population

The target population for the study was all the one thousand (1000) employees of Kenya Customs Administration who are based in Mombasa (400 employees) and Nairobi (600 employees) stations respectively. The two stations carry 85 % of the entire population of one thousand two hundred (1200) employees of Kenya Customs Administration.

3.3 Sample Design

The researcher's sample size was 10% of the target population assuming 95% confidence level and 9.8 confidence interval respectively. The researcher used stratified sampling method in getting the respondents. The researcher drew the sample from four hundred (400) employees based in Mombasa and the six hundred (600) that are based in Nairobi Stations being the two most representative stations for the entire organization. This sample was 10% of the target population translating to 100 employees and a good statistical representation according to Mugenda, (1999). The researcher was therefore to

obtain a list of all the employees of Kenya Customs Administration from the human resource division. The employees would be divided into three strata of Managerial, Technical and Support staff. Appropriate sample size would then be drawn from each stratum by random sampling method according to its proportionate size to the entire population as shown in the table below:-

Table 3.1: Sample Design

	Management		Technical Staff		Support Staff	
	Population	Sample	Population	Sample	Population	Sample
Nairobi	80	8	270	27	250	25
Mombasa	20	2	180	18	200	20
Total	100	10	450	45	450	45

3.4 Data Collection

While undertaking this study, the researcher was to make use of an adapted questionnaire from Kathryn Stratton (2010) with a set of structured questions to which a research respondent was expected to fill. This instrument was administered whereby the researcher gave the respondents the questionnaire and picked it at a later date. The internet method was used by the researcher to transmit questionnaires electronically,(through email) especially to the respondents based in Mombasa where physical accessibility might have been difficult due to the long distance. However, such internet communication was preceded by a telephone conversation so as to build good rapport and support.

3.5 Data Analysis

The researcher tabulated collected data systematically and analyzed its findings on the phenomenon under consideration. The researcher further analyzed data using other representative methods like histograms, graphs and pie charts so as to explain the response rates from various respondents as well as to determine the levels of occupational stress among various categories of employees. Descriptive statistics such as means, standard deviation and frequency distribution enabled the researcher to meaningfully describe the distribution of measurements. Pearson correlation tests were applied to determine the relationship between variables such as occupational stress and job satisfaction. T-test and Chi Square analytical techniques was also applied to test the significance of the Relationship between Occupational Stress and Job Satisfaction.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the findings on the level of occupation stress in relation to job satisfaction among employees of Kenya Customs Administration. Table 4.1 below shows that 100 questionnaires were sent out to the respondents and that 92 of them returned their questionnaires. This represented a 92% response rate against the targeted population.

4.2 Response Rate

Table 4.1: Table showing the response rate.

Category	Sample size	Actual response	Percentage (%)
Managerial	10	10	100
Technical	45	42	93.3
Support	45	40	88.8
Total	100	92	92

Source: Author, 2011.

4.3 Respondents' Profile

4.3.1 Gender

The question sought to know the respondent's gender. The study results shown on Figure 4.1 below revealed that majority (54%) of the respondents were female, whereas a 46% of the male in the organization. The gender profile at Kenya Customs Administration is therefore well balanced.

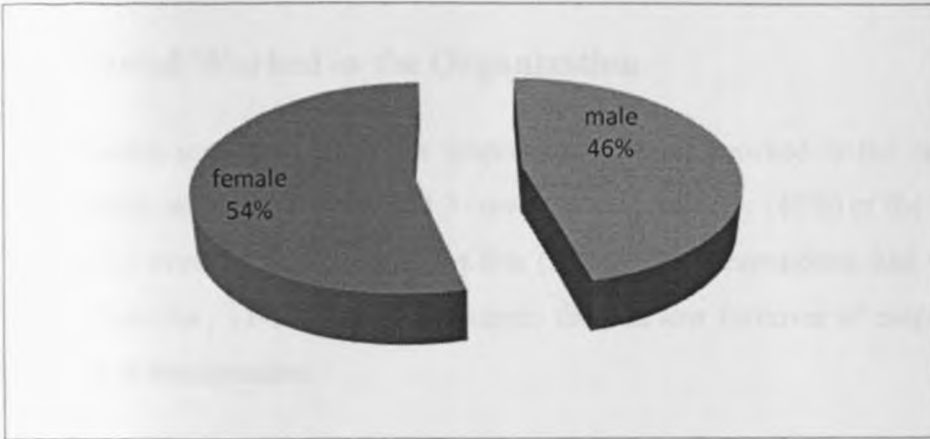


Figure 4.1: Respondents gender

4.3.2 Age of the Respondents

This section has sought to describe the age of the respondents as shown on Figure 4.2 below. The study revealed that majority of the respondents (45%) were on the 41-50 years age bracket, followed by 41% of the respondents on the 31-40 years age bracket, 8% representing 18-30 years age bracket and 6% representing over 50 years of age. This shows that the bulk of employees (86%) fall within the category of ages 31-50 years, which is an indicator of a healthy employees age profile.

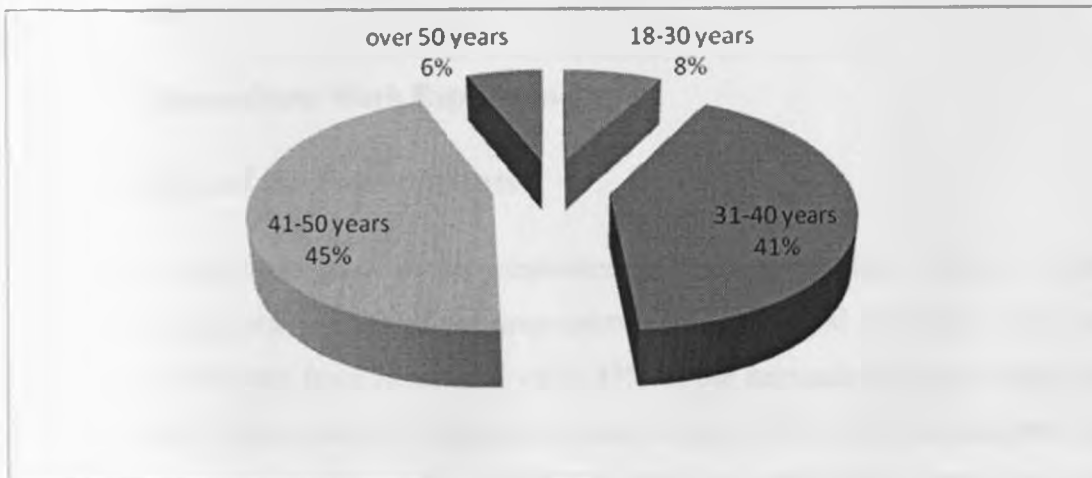


Figure 4.2: Respondents Age bracket

4.3.3 Period Worked in the Organization

The question sought to know the respondent's period worked in the organization. The study results as shown on Figure 4.3 revealed that majority (46%) of the respondents had worked for over 15 years, whereas a few (12%) of the respondents had worked with the organization for 11-15 years. This means there is low turnover of employees at Kenya Customs Administration.

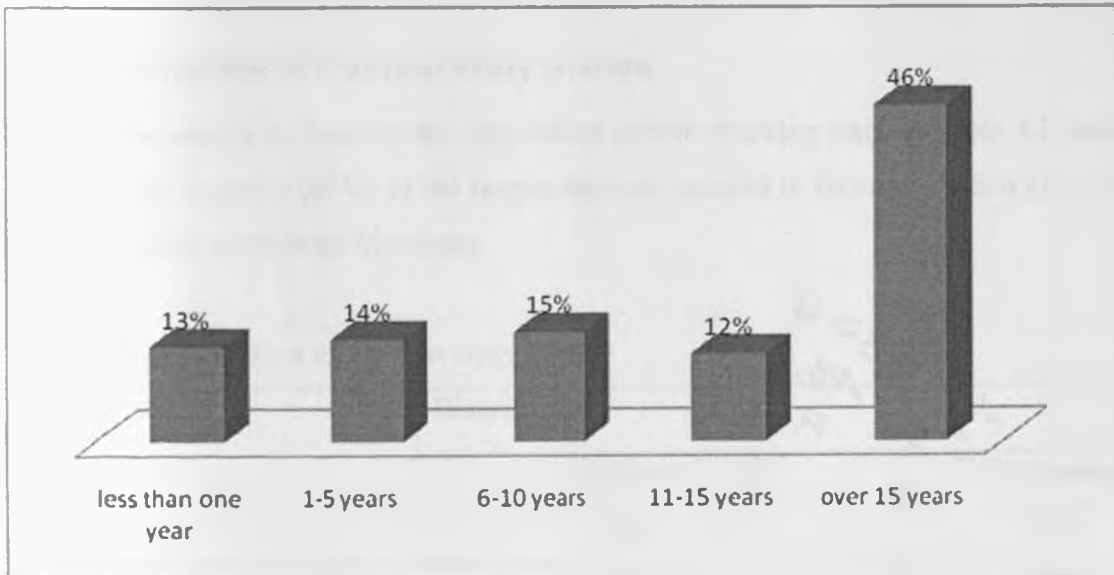


Figure 4.3 Respondents Work Experience

4.3.4 Position of the Respondents

This section sought to describe the respondent's working position. Table 4.2 below indicates that majority (44%) of the respondents were technical staff with 27% from Nairobi and 17% from Mombasa, while 45% of the respondents were support staff with 26% from Nairobi and 19% from Mombasa. A few (11%) of the respondents were the senior managers with the majority (9%) from Nairobi and 2% from Mombasa. This shows there is a well balanced organizational structure at Kenya Customs Organization.

105
29

15
23
38

Table 4.2: Respondents Position

	Nairobi		Mombasa	
	F	%	F	%
Managerial	8	9	2	2
Technical officer	25	27	16	17
Support staff	24	26	17	19
Total	58	62	34	38

4.3.5 Description of Current Duty Station

This section sought to describe the respondent current working station. Table 4.3 below indicates that majority (62%) of the respondents are located in Nairobi. A few (38%) of the respondents came from Mombasa.

Table 4.3: Description of current duty station

	Distribution	
	Frequency	Percentage
Nairobi	58	62%
Mombasa	34	38%
Total	92	100

4.4 Occupational Stress Within the Organization

This section sought to measure the level of work related stress being experienced by employees of Kenya Customs Administration. A scale of 1-5 was used. The scores “Strongly disagree” and “Disagree” were represented by mean score equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq \text{Disagree} \leq 2.5$). The scores of ‘Neither agree nor disagree’ were equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq \text{neither agree nor disagree} \leq 3.5$). The score of “Agree” and “Strongly Agree” were equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq \text{Agree} \leq 5.0$).

4.4.1 Job Stressors

Table 4.4: Rating on job Stressors

	Mean	Std. Deviation
You work past official working hours	4.2260	1.05556
The work deadline and the time pressure are quite high	4.1536	1.16942
There are too many jobs to be done at once	3.9890	1.22978
Telephone interruption are too many at work	3.6925	1.45157
There are regular technological breakdown (e.g. computer)	3.3413	1.18752
There is very high level of technological change at work	3.1548	1.06232
Too many meetings are scheduled in a working week	2.8840	1.28205
There is a lot of travelling associated with my job	2.2614	1.43371
Total	3.4628	

Table 4.3 shows the respondents rating on job stressors. Majority of the respondents strongly agreed that they worked past official working hours and that the work deadlines and the time pressure were quite high. This is shown by mean scores of 4.2260 and 4.1536 respectively on the continuous likert scale. The respondents also agreed that there are too many jobs to be done at once with record mean score of 3.9890. However, the respondents neither agreed nor disagreed on whether there was regular technological breakdown (e.g. computer) and on whether there was very high level of technological change at work, as shown by a mean score of 3.3413 and 3.1548 respectively.

The respondents disagreed that there were too many meetings scheduled in a working week with a mean score of 2.8840 and that there is a lot of travelling associated with their job with a mean of 2.2614. Generally the employees neither agreed nor disagreed on job stressors with average scores of 3.4628. However, analysis shows that there is high level of occupational stress as occasioned by working for too many hours, having to handle too many jobs at once and having to meet very tight work deadlines.

There was a significant deviation from the mean on the issue of telephone interruptions being too many at work and also on the area of travelling associated with the respondents' jobs with a record standard deviations of 1.45157 and 1.43371 respectively.

This could be explained by the variations on the job descriptions undertaken by the three categories of respondents.

4.4.2 Strain Measures

Table 4.5: Rating Strain measures

	Mean	Std. Deviation
Sometime you have hard trouble with client/customers	3.7463	1.23022
My job is interfering with the home/ family life	3.5112	1.27093
I can't cope with in tray	3.4579	1.38928
Sometimes you have had trouble with your work colleagues	3.2501	1.16425
Sometimes you have had trouble with boss	3.1361	1.14670
You can keep a reasonable price balance between work and personal life	3.1248	1.04033
I cant say no when i should	2.8178	1.15808
Total	3.2920	

Table 4.5 above shows the respondents' job strain measures. The respondents also agreed that sometimes they have hard trouble with client/customers with a mean score of 3.7463 and that their job interfered with their home/ family life with a mean of 3.5112. However the respondents could not agree nor disagree on whether they keep a reasonable balance between work and personal life and if sometimes they had had trouble with their work colleagues with mean scores of 3.1248 and 3.2501 respectively. They also disagreed with having had trouble with their boss and that they can't say no when they should with a mean scores of 3.1361 and 2.8178 respectively. On average, the employees neither agreed or disagreed with strain measures of occupational stress with a mean score of 3.2920. In conclusion, the findings show that, physiological stress as indicated by the strain measures is negatively impacting on the employees inter and intra personal relationships.

There was a significant standard deviation of 1.38928 on the issue of whether the respondents couldn't cope with the in tray. This is because the issue of in tray does not apply to majority of support staff but mainly to managerial staff and part of the technical staff. Majority of technical staff showed indications of having had trouble with clients and that their jobs interfered with their family life as opposed to managerial and support

staff thus recording standard deviations of 1.23022 and 1.27093 respectively on the two study elements.

4.4.3 Outcome Measures

Table 4.6: Rating on Outcome Measures

	Mean	Std. Deviation
Sometimes our experience bouts of memory loss	3.5058	1.07543
You occasionally feel anxious and depressed	3.3822	1.00475
You are experiencing reduced concentration on your work	3.2669	0.99754
You are suffering from chronic fatigue and burnout	3.2416	1.21262
You cant sleep well at night	3.1053	1.06376
You suffer from chronic/recurring illness like hypertension	2.8451	1.23784
Total	3.2245	

Table 4.6 above indicates the respondents' rating on the likert scale on outcome measures of occupational stress in Kenya Customs Administration. The respondents agreed that sometimes they experience bouts of memory loss with a mean of 3.5058. However the respondents could neither agree nor disagree on whether they experience reduced concentration on their work with a mean of 3.2669 .

The respondents could also neither agree nor disagree on whether they can't sleep well at night and suffer from chronic/recurring illness like hypertension with mean scores of 3.1053 and 2.8451 respectively. Generally the employees neither agreed nor disagreed with outcome measures of occupational stress with an average mean score of 3.2245. However, the analysis shows that employees are experiencing slight bouts of memory loss which is a clear indicator of the negative impact occupational stress has on employees.

There was a significant standard deviation of 1.21262 and 1.23784 respectively on the issues of whether respondents suffered from chronic fatigue and recurring illnesses. This could be attributable to the experiences of technical staff in Mombasa who work for long hours as opposed to the staff in Nairobi .

4.5 Job Satisfaction

Table 4.7: Extent of Satisfaction with the Working Conditions

4.5.1 Working Conditions

	Mean	Std. Deviation
The goals of this organization are not clear to me	4.6413	1.01820
You consider yourself overly satisfied with your job	3.3152	0.87617
You know what is expected at work	3.0652	1.11734
You are provided with adequate facilities/ resources to do your job	3.0543	0.86905
Working condition/atmosphere at your work place is friendly	2.7826	1.02524
The working hours at your work place are reasonable	2.3587	1.14433
Work deadline and workload are realistic and reasonable	2.3043	1.02431
Total	3.4037	

Table 4.7 above shows the likert scale rating on the working conditions. The respondents strongly agreed that the goals of the organization are not clear to them with a mean score of 4.6413. The respondents could neither agree nor disagree on whether they considered overly satisfied with their job and on whether they know what is expected at work with a mean of 3.3152 and 3.0652 respectively. However the respondents disagreed on the working hours at their work place are reasonable with a mean of 2.3587 and that work deadline and workload are realistic and reasonable with a mean of 2.3043.

In conclusion, the analysis shows that the employees appear to be generally dissatisfied with the working conditions at the work place with an average mean score of 3.4037. There was no significant standard deviation on all the study elements in respect to working conditions. This means the experience on this indicator of job satisfaction is the same for all the staff in Kenya Customs Administration.

4.5.2 Communication

Table 4.8: Communication in the organization

	Mean	Std. Deviation
You are aware of about the organizational policies	3.3913	0.81141
There is two way communication at your work place	3.3043	0.88627

Work assignments are fully explained	3.2500	1.15430
You know what is expected of you at your at work	3.2391	1.13263
The goals of this organization are not clear to me	3.1304	0.99689
You are kept informed about the activities going on in your workplace	2.5652	1.11241
Total	3.1467	

Table 4.8 above shows respondents' view of flow of communication in the organization. The respondents could neither agree nor disagree on whether they were aware of the organizational policies with a mean of 3.3913 as well as neither agree nor disagree on there being two way communication at the work place with a mean score of 3.3043. However the respondents disagreed with being kept informed about the activities going on in their workplace with a mean score of 2.5652. In conclusion, the issue of poor communication, seems to be generating a lot of dissatisfaction among the employees as shown by the average mean score of 3.1467. There was no significant standard deviation on all the study elements in respect to communication. This means the experience on this indicator of job satisfaction is the same for all the staff in Kenya Customs Administration.

4.5.3 Career Development

Table 4.9: Career development in the organization

	Mean	Std. Deviation
At the earliest opportunity you would leave your current employer	3.2065	1.05391
You are presented with opportunities to Learn and grow	3.0217	1.36662
There is adequate opportunities to upgrade your skills	2.9130	1.20121
The promotion policy at your workplace is fair	2.8696	1.20637
I am satisfied with my chances of promotion	2.8261	1.20993
Total	2.9673	

Table 4.9 above indicates career development in the organization. Respondents could neither agree nor disagree at the earliest opportunity given whether they would leave their current employer and if they are presented with opportunities to learn and grow with a mean of 3.2065 and 3.0217 respectively. However the respondents could neither agree nor disagree with the career development in Kenya Customs Administration with mean scores of 2.9673. Career development within the organization is an area that is causing a

certain level of job dissatisfaction among the employees as shown by the average mean score of 2.9673.

Significant standard deviations of 1.36662, 1.20121 and 1.20637 respectively occurred on issues of whether respondents were presented with opportunities to learn and grow, opportunities for promotions and on whether the promotion policy at the work place is fair. The deviations could be attributable to the responses by majority of the support staff and the technical staff in low cadre who have few training opportunities and have stagnated on same grades for many years.

4.5.4 Extent of Involvement/ Teamwork

Table 4.10: Extent to which respondent is involved in teamwork

	Mean	Std. Deviation
You are actively involved in your performance appraisal	3.7283	0.77180
You are not consulted on matters of change at work	3.2935	0.85855
Teamwork is encouraged and upheld at your workplace	3.2609	0.91230
You effectively participate and contribute towards your team goals	3.1196	0.89985
At work your opinion and decisions seems to count	3.0326	1.14307
Total	3.2869	

Table 4.10 above shows the level of respondent is involved in teamwork at work. The respondents agreed that they are actively involved in performance appraisal with a mean of 3.7283, however they could neither agree nor disagree on whether they are not consulted on matters of change at work with a mean of 3.2935 and teamwork is encouraged and upheld at their workplace with a mean of 3.2609. Generally the employees neither agreed or disagreed that involvement and/or team work is promoted within the organization. However, there is indication that the employees are actively involved in their performance appraisal. There was no significant standard deviation on all the study elements in respect to involvement and teamwork. This means the experience on this indicator of job satisfaction is the same for all the staff in Kenya Customs Administration.

4.5.5 Remunerations & Benefits

Table 4.11: Remunerations & Benefits to Employees

	Mean	Std. Deviation
You are satisfied with the salary paid by your employer	3.8261	0.73543
You have high work morale and motivated	3.5109	1.63821
The work you do is commensurate with your pay	3.5000	1.63709
Benefits and perks provided by your employer are adequate	3.4674	1.87347
Pay raises are too few and far beyond expectation	2.1739	0.97900
Total	3.2957	

Table 4.11 above indicates remuneration and benefits to employees at Kenya Customs Administration. The respondents agreed that they are satisfied with the salary paid by their employer with a mean score of 3.8261, the respondents could neither agree nor disagree on having high work morale and motivation and also the work they do was commiserating with their pay with a mean of 3.5109 and 3.5000 respectively. However they disagreed that pay raises are too few and far beyond expectation with a mean of 2.1739. The respondents generally neither agreed nor disagreed with the remuneration and benefits offered by the organization with an average mean score of 3.2957, but is clear indication from the analysis that the employees are deriving a lot of job satisfaction in the area of salaries paid by the employer.

Significant standard deviations of 1.63821, 1.63709 and 1.87347 respectively occurred on the issues of whether respondents have high work morale and motivated, the work they do is commensurate with their pay and on whether benefits and perks provided by the employer are adequate. The deviations could be attributable to the responses by majority of the support staff and the technical staff who enjoy limited benefits and perks as opposed to management staff who enjoy free airtime and sports club facilities.

4.5.6 Rewards and Recognition

Table 4.12: Extent of rewards and recognition within the organization

	Mean	Std. Deviation
When i do a good job i receive recognition for it	4.7065	1.51553
I do not feel that the work i do is appreciated	3.3152	1.12835
Your supervisor seems to care about you as a person	3.1087	1.19942
The reward and recognition policy at your workplace is fair	2.8478	0.91309
Your personal efforts are regularly recognized and rewarded	2.7174	0.96449
Total	3.3391	

The above table 4.12 shows the extent to which the rewards and recognition are handled in the organization. The respondents strongly agree that when they do a good job they receive the recognition for it with a mean of 4.7065. However they could neither agree nor disagree that they do not feel that the work they do is appreciated and whether their supervisor seems to care about them as a person with mean scores of 3.3152 and 3.1087 respectively. They strongly disagreed that the recognition policy was fair and that their personal efforts are regularly recognized and rewarded with mean scores of 2.8478 and 2.7174 respectively.

Generally the employees neither agreed nor disagreed with the extent of reward and recognition within the organization with an average mean score of 3.3391. However they are quite satisfied that when they do a good job, they are actually recognized for it. There was no significant standard deviation on all the study elements in respect to rewards and recognition. This means the experience on this indicator of job satisfaction is the same for all the staff in Kenya Customs Administration.

4.6 Correlation Analysis

Table 4.1 3 Correlation

		Job satisfaction	Occupational Stress
Occupational Stress	Pearson Correlation	0.231**	1
	Sig. (2-tailed)	0.000	

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

The table 4.13 above shows the correlation analysis between occupational stress and job satisfaction among employees of Kenya Customs Administration. A correlation coefficient of 0.231 was established depicting a low positive but a significant relationship ($p < 0.001$) between the two variables. This therefore means that, occupational stress significantly affects job satisfaction.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter brings out the discussions, conclusions and recommendations. It contains the generalized results of the study in answering the research questions and attainment of the research specific objectives. After analyzing and interpretation of the raw data collected from the respondents, the researcher made conclusions and drew up appropriate recommendations.

5.1 Summary of Findings

This chapter provides the summary of findings, conclusions, and recommendations of the study. The specific objectives of the study were, to measure the level of occupational stress and to establish how occupation affects employee job satisfaction. The analysis of the data collected showed a response rate of 92% . The majority of employees in Kenya Customs Administration were female thus representing 54% of the respondents. Approximately one half (46%) of the respondents had stayed in the same institution for over eleven years, and majority of those who gave information were technical officers and support staff who were well balanced with 42 respondents and 40 respectively. Managers were the minority with 10 respondents from both stations. Nairobi had the majority of the respondents (62%) as compared with Mombasa which had only 38% of the respondents. According to the study, majority of the respondents were elderly with their age between 41-50 years.

It was clear from the study findings that employees of Kenya Customs Administration are stressed as a result of working past official working hours and having to do too many jobs at once. There was indication that the employees are also stressed as they have to contend with very high and tight work deadlines. The effects of occupational stress on the employees is seen to begin to manifest in the way majority of the respondents seem not to have a healthy balance between work and family life. It is also demonstrated by their inability to keep healthy working relationships with clients and colleagues.

The study revealed that sometimes most respondents have hard trouble with client/customers. Sometimes respondents also have had trouble with their work colleagues. Respondents could neither agree nor disagree on whether they sometimes have had trouble with their bosses. The respondents strongly agreed that they experienced bouts of memory loss. However majority of the respondents could neither agree nor disagree. on issues of feeling anxious and depressed, suffering from chronic fatigue and burnout, experiencing reduced concentration on their work, can't sleep well at night and suffer from chronic/recurring illness like hypertension.

The majority of respondents agreed that the goals of their organization are not clear to them. The respondents neither agreed nor disagreed on whether they were overly satisfied with their job and knowing what is expected of them at work. They also agreed that they are provided with adequate facilities/ resources to do their job. However, the majority disagreed that the working hours at their working place are reasonable and that work deadlines and workload are realistic and reasonable. Majority of the respondents neither agreed nor disagreed on whether they are aware of the organizational policies or if there was two way communication at their work place.

Majority of the respondents neither agreed nor disagreed on whether work assignments are fully explained or if they know what was expected of them at their work. They also could not agree or disagree on if the goals of the organization are not clear to them. However majority of the respondents disagreed on being informed about the activities going on in their workplace. In general the respondents could neither agree nor disagree on communication in the organization.

Majority of the respondents could neither agree nor disagree on if at the earliest opportunity they would leave the current employer or if they are presented with opportunities to learn and grow or whether they had adequate opportunities to upgrade their skills. They also could neither agree or disagree on if the organization's promotion policy is fair and if they are satisfied with chances of promotion. The study showed that majority of the respondents are actively involved in the performance appraisal. However,

majority of the respondents are not consulted on matters of change at work and that teamwork is encouraged and upheld at respondent's workplace. Majority agreed that they effectively participate and contribute towards their team goals and respondents opinion and that their opinion and decisions seems to count.

Majority of the respondents strongly agreed on being satisfied with the salary paid by their employer. Majority of the respondents agreed that they received the recognition for doing a good job. However, on issues of high work morale and motivation, work being commensurate with respondents pay, benefits and perks provided by employer being adequate, majority of the respondents neither agreed nor disagreed. The respondents disagreed the issue of pay raises being too few and far below expectation.

There was a significant deviation from the mean on the issue of telephone interruptions being too many at work and also on the area of travelling associated with the respondents' jobs with a record standard deviations of 1.45157 and 1.43371 respectively. This could be explained by the variations on the job descriptions undertaken by the three categories of respondents. There was a significant standard deviation of 1.38928 on the issue of whether the respondents couldn't cope with the in tray. This is because the issue of in tray does not apply to majority of support staff but mainly to managerial staff and part of the technical staff.

Majority of technical staff showed indications of having had trouble with clients and that their jobs interfered with their family life as opposed to managerial and support staff thus recording standard deviations of 1.23022 and 1.27093 respectively on the two study elements. There was also a significant standard deviation of 1.21262 and 1.23784 respectively on the issues of whether respondents suffered from chronic fatigue and recurring illnesses. This could be attributable to the experiences of technical staff in Mombasa who work for long hours as opposed to the staff in Nairobi.

Significant standard deviations of 1.63821, 1.63709 and 1.87347 respectively occurred on the issues of whether respondents have high work morale and motivated, the work they do is commensurate with their pay and on whether benefits and perks provided by the employer are adequate. The deviations could be attributable to the responses by majority of the support staff and the technical staff who enjoy limited benefits and perks as opposed to management staff who enjoy free airtime and sports club facilities. There was no significant standard deviation on all the study elements in respect to working conditions, communication, teamwork and reward and recognition. This means the experience on these indicators of job satisfaction is the same for all the staff in Kenya Customs Administration.

The study showed that there was a low but positive correlation between occupational stress (independent variable) and job satisfaction (dependent variable). This low relationship could mainly be explained by the fact that employees' job satisfaction could be affected by other factors such as remuneration, management styles, benefits e.t.c other than solely by occupational stress. Correlation between occupational stress and job satisfaction was also found to be significant among employees of Kenya Customs Administration. This therefore means that, occupational stress significantly affects job satisfaction. These findings merit serious concern because of their implications on employee retention. Job satisfaction has been associated with an employee's decision to leave or to remain in an organization. If an employee is dissatisfied with the conditions at his or her present institution, the option to leave could appear both desirable and viable.

5.2 Conclusion

The level of occupational stress at Kenya Customs Administration is quite high and is experienced by employees having to work for more hours than the recommended time hence reducing and interfering with their performance. This is indicated by the heavy work overload that is allocated to the employees by their seniors followed by strict deadlines which are high and pressing. Telephone interruptions affected the performance of the organization in a significant way leading to very low concentration. However, the employees praised the level of technology which was high with very minimal breakdowns hence boosted their work morale.

Family life was interfered with since the employees did not have ample time with their family though the employees were fast to state that they can keep a reasonable balance between work and their personal life if only working hours were kept at reasonable levels. Interpersonal relationship among employees was not healthy as majority of the respondents had brushed shoulders with clients, their fellow colleagues and sometimes with their seniors.

It emerged that the employees relatively suffered from chronic fatigue and burnout leading to chronic recurring illness like hypertension and other related diseases. This was shown by the fact that the employees felt anxious and depressed leading to memory loss. This aggravated the problem since the employees could not sleep well at night which is a clear indication of stress. The employees indicated that they were not satisfied with their current jobs though they loved their working environment which they termed as conducive. They cited they clearly knew what is expected of them at work though work deadlines and workloads are not realistic and reasonable and this indicated that stress at work seemed to negatively affect the employees job satisfaction.

5.3 Recommendations

The study recommends that management at Kenya Customs Administration should consider to regularly review the staff establishment levels in relation to the existing workloads in an effort to match and create a balance between the available human resource capacity and the existing workloads. Regular job analysis and job evaluation should be conducted by the organization to identify the existing structural gaps so that additional staff capacity can be provided. Managers should also set reasonable work deadlines and achievable targets for the employees. This can only be achieved if the managers are well trained on proper work handling, the art of delegation and how to control pressure at the workplace.

The study recommends that management at Kenya Customs Administration should consider adopting the policy of flexible working hours that allows employees to work in shifts thus creating ample time for workers to spend time with their families so as to create a healthy work life balance. Working hours should be fairly determined in line with the employment legislation to avoid working for too many unproductive hours without a break. Employees can also be allowed to work from their homes where and when it is considered to be appropriate.

The study suggests that management should develop mechanisms that promote occupational health in the workplace through effective stress management programs. Regular health checks and physical exercises should be encouraged among the employees for the purpose of strengthening the well being of the organization. This will help in the development of focused mental concentration at work. Team building activities at all levels should be enhanced to create strong interpersonal relationships between employees and their supervisors. Eventually, the employees will like their jobs leading to improved levels of job satisfaction.

The study recommends improvement in the areas of communication and career development within the organization. Management should develop and implement

knowledge management policies as well as inculcate the culture and the tenets of information sharing among the employees. It is further suggested that the organization should pursue capacity building programmes in an effort to boost morale among the employees. The study further recommends benchmarking with the best practice within the same industry.

The study further recommends that management should carry out a review of promotions and benefits policies to ensure that a balanced approach is taken in the areas of career development and benefits. This could be achieved by ensuring that promotion opportunities, benefits and perks are well distributed and availed to all levels of staff to avoid resentment and dissatisfaction among the employees. Regular employee satisfaction surveys should be conducted to highlight and address areas of dissatisfaction.

5.4 Suggestions For Further Research

The focus of the study was on the level of occupational stress in relation to job satisfaction among employees of Kenya Customs Administration. The study was a case study and therefore it is recommended that further studies be conducted in the other Customs Administrations of the East African Community partner states within the same industry. It is further recommended that future studies on the same area should be undertaken within other industries.

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APPENDIX 1: COVERING LETTER

Dear Respondent,

I am an MBA student at University of Nairobi, conducting a research study that will lead to an award of Master of Business Administration (Human Resource Management) degree. This questionnaire is intended to collect information on the level of occupational stress in relation to job satisfaction among employees of Kenya Customs Administration. The information provided is for academic purposes and shall not be used in any other way. Additionally, the information you provide by filling the questionnaire will assist the researcher in conducting her study, and as a respondent, you will be treated with utmost confidence.

Your voluntary cooperation will be appreciated and highly valued.

Thanking you in advance,

Yours Sincerely,

Doris W. Gitonga.

Reg No: D61/70054/2008.

UNIVERSITY OF NAIROBI

APPENDIX 11: QUESTIONNAIRE

Section A. Background information.

1. SEX.

Male

Female

2. What is your age category?

18 – 30 Years

31 – 40 Years

41 – 50 Years

Over 50 Years.

3. For how long have you worked in Kenya Customs Administration?

Less than one year

1 – 5 Years

6 – 10 Years

11 – 15 Years

Over 15 Years.

4. What is your current duty station?

Nairobi Mombasa

5. What is your position category?

Managerial

Technical Officer

Support Staff

Other (specify) _____

4. For how long have you served in your current position?

Less than one year

1 – 5 Years

6 – 10 Years

11 – 15 Years

Over 15 Years

Section B: Main Questionnaire.

(i) Occupational stress

How stressed are you by your job? The following are a number of statements that relate to occupational stress. On a scale of 1 – 5 (where 1- Strongly disagree, 2 – Disagree, 3- Neither agree nor disagree, 4 – Agree, 5 – Strongly agree), kindly tick one of the brackets against each statement to indicate the extent to which the statement describes your current level of stress as an employee of Kenya Customs Administration.

(A) Job Stressors *Attribution to effort -*

		1	2	3	4	5
1	You work past official working hours/overtime/late					
2	There are too many jobs to be done at once ✓					
3	The work deadlines and time pressures are quite high ✓					
4	There are regular technological breakdowns (e.g. computers) ✓					
5	There is very high level of technological change at work ✓					
6	Too many meetings are scheduled in a working week ✓					
7	Telephone interruptions are too many at work ✓					
8	There is a lot of traveling associated with my job ✓					

(B) Strain Measures

		1	2	3	4	5
1	My Job is interfering with my home/family life					
2	You can keep a reasonable balance between work and personal life					
3	I Can't cope with 'in' tray					
4	Sometimes you have had trouble with your work colleagues					
5	I Can't say 'no' when I should ✓					
6	Sometimes you have had trouble with clients/customers					
7	Sometimes you have had trouble with your boss					

C) Outcome Measures

		1	2	3	4	5
1	You are suffering from chronic fatigue and burn out					
2	You suffer from chronic/recurring illnesses like hypertension					
3	You occasionally feel anxious and depressed					
4	Sometimes you experience bouts of memory loss					
5	You are experiencing reduced concentration on your work					
6	You can't sleep well at night					

Source: Adapted from A. Smith,(1998),pp 297

(ii). Job Satisfaction

How satisfied are you with your Job? The following are a number of statements that relate to job satisfaction in general. On a scale of 1 – 5 (where 1- Strongly disagree, 2 – Disagree, 3- Neither agree nor disagree, 4 – Agree, 5 – Strongly agree), kindly tick one of the brackets against each statement to indicate the extent to which the statement describes your job satisfaction situation:

(A) Working Conditions

		1	2	3	4	5
1	You consider yourself overly satisfied with your job					
2	You are provided with adequate facilities /resources to do your job					
3	Working conditions/atmosphere at your workplace is friendly.					
4	Work deadlines and workloads are realistic and reasonable					
5	The working hours set at your workplace are reasonable					
6	Stress at work seems to negatively affect your job satisfaction					

(B) Communication

		1	2	3	4	5
1	You know what is expected of you at work					
2	You are kept informed about the activities going on in your workplace					
3	The goals of this organization are not clear to me.					
4	There is two way communication at your workplace					
5	You are aware about your organization policies					
6	Work assignments are not fully explained					

(C) Career Development

		1	2	3	4	5
1	You are presented with opportunities to learn and grow					
2	I am satisfied with my chances of promotion.					
3	There is adequate training opportunities to upgrade your skills					
4	The promotion policy at your workplace is fair					
5	At the earliest opportunity, you would leave your current employer					

(D) Involvement/Teamwork

		1	2	3	4	5
1	Teamwork is encouraged and upheld at your workplace					
2	At work, your opinion and decisions seem to count.					
3	You effectively participate and contribute towards your team goals					
4	You are not consulted on matters of change at work					
5	You are actively involved in your performance appraisal					

(E) Remuneration & Benefits

		1	2	3	4	5
1	You are satisfied with the salary paid by your employer					
2	Pay raises are too few and far below expectation.					
3	Benefits and perks provided by your employer are adequate					
4	The work you do is not commensurate with your pay					
5	You have high work morale and motivation					

(F) Reward & Recognition

		1	2	3	4	5
1	When I do a good job, I receive the recognition for it.					
2	Your personal efforts are regularly recognized and rewarded					
3	I do not feel that the work I do is appreciated.					
4	The reward and recognition policy at your workplace is fair					
5	Your supervisor seems to care about you as a person					

Source: Adopted from Kathryn Stratton (2010)