

**IMPACT OF OCCUPATIONAL STRESS ON ORGANIZATIONAL PERFORMANCE:  
CASE OF MIMOSA MINING COMPANY, ZIMBABWE**

**BY**

**R122216T**

**FACULTY OF SOCIAL SCIENCES**

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## APPROVAL FORM

The undersigned people certify that they have read and recommend Midlands State University to accept a dissertation entitled, “Impact of occupational stress on organizational performance: Case of Mimosa Mining Company, Zimbabwe” by Gerald Chigumbu (R122216T) in partial fulfilment of the Bachelor of Social Sciences Honours Degree in Geography and Environmental Studies.

**Student:** Gerald Chigumbu      **Signature**.....      **Date**.....

**Supervisor:** Mr K. Shoko      **Signature**.....      **Date** .....

**Chairperson:** Dr S. Jerie      **Signature**.....      **Date**.....

**External Examiner**.....      **Signature**.....      **Date**.....

## **DEDICATIONS**

This dissertation is dedicated to my entire family and friends.

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I extend my sincere gratitude to my academic supervisor, Mr K Shoko and all members of the department of Geography and Environmental Studies for mentoring me throughout my studies. Special thanks also go to my mother and father for their undying support and believing in me. To my family and friends who have also played a role in my studies I also thank you for the financial, spiritual, and moral support. Above all I thank the Almighty God who has made this possible.

## **ABSTRACT**

Most mining companies' performance continues to plummet. The question is that; is it the economy, management and production practises, the business environment or occupational stress which is an obscure problem affecting organizational performance? Could organizational poor performance be traced down to occupational stress? The study sought to assess impact of occupational stress on organisational performance. The study aimed at identifying sources of occupational stress, determining the impact of occupational stress on organizational performance and assess the effectiveness of strategies used to reduce impact of occupational stress on organizational performance at Mimosa Mining Company. The data was collected using questionnaires and interviews. Stratified random sampling was used to select the respondents. An inverse relationship was found between occupational stress and organizational performance. Employees were found to experience occupational stress emanating from the roles they carried out. Demographic variables such as age, job position, experience and income significantly influenced the relationship between occupational stress and organizational performance. The study concluded that occupational stress has negative impact to the organizational performance as it resulted in lost time injuries, absenteeism, accidents, low morale and poor work relations. The study recommends proactive interventions by implementing management strategies that aims on elimination of occupational stress so that the organization may fully achieve optimum organizational excellence.

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## **LISTS OF ACRONYMS**

MMC	- Mimosa Mining Company
MIS	- Mimosa Information System
ISO	- International Organization for Standardization
OHSAS	- Occupational Health Safety and Management System
NIOSH	- National Institute for Occupational Safety and Health
PTSD	- Post Traumatic Stress Disorder
GDP	- Gross Domestic Product
LTI	- Lost Time Injury
SHE	- Safety Health and Environment
HR	- Human Resources
OSH	- Occupational Safety and Health
MHL	- Material Handling and Logistics
MMS	- Mine Maintenance Service
MET	- Metallurgy

## **CHAPTER ONE: INTRODUCTION**

### **1.0 Introduction**

In this study, an analysis of the impact of occupational stress on organisation performance will be carried out with Mimosa Mining Company (MMC). Chapter one will look at the background information of this study, the statement of the problem, research objectives, scope of the study, justification and limitations of the study. It also gives a clear picture, of which areas the researcher is going to dwell on.

### **1.1 Background to the study**

Mining company closures, retrenchments, restructurings, unprecedented decline in productivity and decline in profits have been the order of the day in the last decade in the mining sector. This has happened to both large and small mining corporations, possibly even to the emerging ones. According to the Herald of 23 June 2015 “the value of Zimbabwean mineral production declined to \$1.46 billion in nine months in September this year from \$1.5 billion in the same period last year”. Such news is not news anymore as the dwindling performance of mining companies has become common every day. Fingers have been pointed to the economy, general economic policies, mining industry policies and the global decline in metal prices as some of the major reasons of this catastrophe. However, the economy is just but a magnified problem that we all see on the surface but there are other underlying problems that mining companies fail to interpret or detect yet their impact are far reaching on the performance and survival of these mining companies.

Occupational stress amongst employees is a key aspect that impacts negatively on employee performance and ultimately the company performance at large. Often it is misinterpreted and undetectable but it hinders productivity thus it has its share of the blame. The National Institute for Occupational Safety and Health (NIOSH) (2008) defines occupational stress as the harmful physical and emotional responses that occur when the requirements of a job do not match the capabilities, resources, or needs of the worker. Occupational stress (also known as work or job stress) is a universal problem that has been found to increase adverse health performance and general well-being concerns in diverse organisational and behavioural studies. Colligan and Higgins (2005) argue that occupational stress is a complicated scientific concept that requires an

initial understanding of the “parent construct” known as stress. Occupational stress has led to a decline in growth and organisational performance.

Mimosa Mining Company is one of the largest platinum mines in Zimbabwe. It is no exception when we talk of the dwindling performance issues. With the huge mineral deposits that have not even been exploited, one would wonder why we could talk of poor performance. Mining industry is a high risk environment hence it is important not to centre the company`s performance on financial resources but also on the human capital resource. And when it comes to human performance it is always the things we cannot see with naked eyes that affect the organisational performance. Hence this study seeks to assess the aspects of occupational stress on the employee performance which impact on the company`s overall performance at Mimosa Mining Company.

### **1.2 Statement of the problem**

Despite several steps taken by many mining companies in order to improve employee and organisational performance not many results have been realised. Some of the measures include employing skilled manpower, offering on the job and off the job training, setting performance targets and paying productivity related incentives bonuses. Most mining companies` performance continues to plummet and Mimosa Mining Company cannot be an exception.

The question is that; is it the economy, management and production practises, the business environment, the market or occupational stress which is an obscure problem that negatively impacts on employee performance in perilous working environments like the mining sector which Mimosa Mine operates in? Could the organisational poor performance be traced down to occupational stress? This is the gap the study seeks to provide answers to.

## **1.3 Objectives**

### **1.3.1 General objective**

- To assess the impact of occupational stress on organisational performance for Mimosa Mining Company.

### **1.3.2 Specific objectives**

- To identify sources of occupational stress at Mimosa Mining Company.
- To determine the impact of occupational stress on organisational performance at Mimosa Mining Company.
- To assess the effectiveness of strategies used to reduce the impact occupational stress on organisational performance at Mimosa Mining Company.

## **1.4 Definition of terms**

**Effectiveness** – is a measure of the ability of a program, project, or task to produce a specific result that can be qualitatively measured, especially a desired one. (Encarta world English dictionary, 2010)

**Job performance** – Involves quantity and quality of outcomes from individual or group effort attainment (Schermerhon et al., 2005)

**Occupational stress** – can be defined as the experience of unpleasant negative emotions such as tensions, anxiety, frustration, anger and depression resulting from aspects of work (Salam, 2010)

**Organisation Performance** – is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results (Lebans and Euske, 2006) of employees in that organization during the same period (Price, 2007)

**Organisational performance** – According to Richard et al., (2009) organizational performance encompasses three areas, of firm's outcomes financial performance, product market performance and shareholder return.



**Productivity** – Is the employees’ ability to produce work or goods and services according to the expected standards set by the employers, or beyond the expected standards. (Menze, 2006)

**Research design** - a plan and structure of the investigation criteria used to obtain evidence to answer research questions (Mullins, 2000)

**Role Ambiguity** – Refers to the degree to which employees will be short of clarity about their role or the task to be carried out, (Spector, 2000).

**Role Overload** - The number of dissimilar roles an individual has to complete can lead to extreme demands on the individual’s time and may create doubt about the ability to do these roles adequately Driscoll and Cooper, (2002).

**Sample** - is a part of a large population that is selected to be representation of entire population (Haralambos and Holborn, 2004)

**Stress** - Stress is a state of worry that arises from an actual or apparent demand that calls for a change in behavior (Lazarus, 2009).

**Target population** -refers to the collection of individuals or objects that are the main focus of a scientific query (Castillo, 2009)

### **1.5 Justification of the study**

Currently Zimbabwe’s economy is dependent on mining sector hence mining companies are expected to perform on full capacity and achieve high returns on investment, thereby creating employment, raising living standards of the people, increasing the Gross Domestic Product (GDP) to influence economic growth. However, poor organisational performance remains a concern in the mining industry of Zimbabwe. One can wonder how this is possible, to have poor performance when we have high performance mechanism in place such as international standards ISO14001 and OHSAS 18001. An assessment of the impacts of occupational stress on organisational performance therefore becomes significant in order to establish whether and to what extent does occupational stress impact negatively on organisational performance.

According to Vanishree (2014), few researches have been conducted in specific areas of occupational stress of employees in developing countries hence this study will also pave way for more occupational stress aspects to be studied. Furthermore there are studies of occupational

stress impacts on individual commitment, but few on organisational performance and some studies have addressed the causes of occupational stress but not its impacts which shows that there is a clear gap existing in the availability of empirical data to understand the relationship between occupational stress and organizational performance in the mining sector of Zimbabwe. The absence of such knowledge may seriously affect Mining Companies ability to develop appropriate strategies for stress management and promotion of organisational performance. Hence that's the focus of this study is to examine the impacts of occupational stress in organisational performance of Mimosa Mining Company.

The study could benefit the Mimosa Mining Company and other mining companies such as Zimplants, Unki and Murowa Diamond mines as they might be also exposed to occupational stress and performance challenges. The research will also draw a conclusion on whether occupation stress is correlated to poor organisation performance. Recommendations will therefore be made to the organisation and the findings will be used for any other related future studies.

### **1.6 Limitations of the study**

The time frame for this study was very limited. Furthermore, the total number of questionnaires administered was 145 but only 121 of them were correctly filled in and returned. To add more, this study was confined to Mimosa Mine and the findings may not be applicable to other mining companies in the country.

Due to the high level of confidentiality in the mining organization nowadays not all sources relevant to this research could be accessed. However the researcher had to patiently consult senior management until some information required was disclosed.

### **1.7 Description of the study area**

Zvishavane is a mining town in Midlands Province, Zimbabwe. The name Zvishavane comes from the surrounding mountain ranges. "Zvishava" refers to the red soils of the mountain around Zvishavane town. Zvishavane lies 97 kilometres (60 mi) west of Masvingo, on the main Bulawayo - Masvingo road. Other roads lead from Zvishavane to Gweru, 121 kilometres (75 mi) north, and Mberengwa, 27 kilometres (17 mi) south-west. It is also on direct rail links to Gweru and Beitbridge which then link up with Harare and Bulawayo in Zimbabwe and to Maputo in Mozambique, and Pretoria in South a Mean annual temperature of Zvishavane range of 21-25 °C;

mean maximum temperature range of 26-32 °C and mean minimum temperature range of 14-18 °C (Ajibade and Shokeni, 2003).

Mining is the main economic engine that drives life in this town, as there is large deposit of many minerals such as platinum, gold and asbestos. To a lesser extent there is farming of cash crops such as cotton, sunflowers, maize, sorghum and vegetables. According to the Zimbabwe Central Statistical Office (CSO) 2012 report, Zvishavane has a population 52 734 of which 27 815 are women and 24 919 are men. Statistically women dominate in numbers over men and most household are headed by females (The Zimbabwe Poverty Assessment Study Survey Summary, 2003 report)

Mimosa Mining Company is situated in ward 19 of Zvishavane which is in agro-ecological region IV. Most of the individual around there depend entirely on mining for their survival and a few on cultivating. Cultivating here is however influenced by precipitation variability that ranges from 450-650 mm for each year and can fall to the lower qualities. Dry spells are extremely common in this area hence rainfall is erratic and unreliable. However the few residents who depend on agro-based livelihood do timely planting. Shoko (2009) claim that residents have two types of decision making tools namely indigenous weather forecast products and meteorological forecast products. This area is also an extensive livestock production with some drought tolerant crops such as sorghum and millet whilst some other farmers grow short season maize varieties because of the unreliable rainfall amount.

Fig 1.1 shows the map with geographical location of Mimosa Mining Company, it is surrounded by communal lands, small scale subsistence farming areas. Mimosa Mining Company is approximately 32km west of the town of Zvishavane. The Umtshingwe River is found south of the mine property whilst Ngezi River, flowing in a south-easterly direction, is situated approximately 4,5km, north east of the mine property. South of Umtshingwe River and east of the mine property are former commercial farms. West of the mine is a resettlement scheme. In the immediate north of the mine is the Bannockburn Resettlement Scheme. Palawan dam, on the Ngezi River, lies upstream of the Bannockburn siding, which is 5km north of the mine. Zvishavane water treatment works and Dadaya mission are located 5km north and 6,5km north east of the mine respectively. There are at least 4 schools within the ward of which three are

primary schools and the other is secondary school. Ward 19 has a population of about 2831 and approximately 419 households.

### MAP OF THE STUDY AREA



Fig 1.1 Map of Mimosa Mining Company, Zvishavane

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.0 Introduction**

This chapter seeks to explore, describe, analyze, and explain the literature associated with occupational stress, its causes, how it affects production and how it can be managed in the mining industry.

### **2.1 DEFINITIONS OF STRESS**

Stress is not tangible hence cannot be touched making it a complex phenomenon. Bowin and Harvey (2001), state that stress occurs with the interaction between an individual and the environment which produces emotional strain affecting a person's physical and mental condition. Therefore, stress can be said to be state of worry that arises from an actual or apparent demand that calls for a change of behavior. Stress generally has been known as a disagreeable emotional condition, which is said to occur when there has been an extended, increasing, or new force that is significantly greater than the coping resources Siegrist (2001).

Stress affects the health and well-being of an individual and ultimately this can result in sickness, absenteeism, accidents, unusual behavior and discontentment impacting negatively on the organization. Continued high levels of stress can result in serious health circumstances including hypertension cancer, and psychological illnesses such as sadness or collapse Palmer, et al.(2003).

Behavioral responses to occupational stress also differ, as employees choose behaviors that they think will help them to cope with occupational stress. It is possible for two people be exposed to the similar stressor but have dissimilar responses due to nature of variables factors. This view has been supported by Michie (2002), who claims that stress is more likely in others and in some individuals than others. The main reason why individuals can experience stress differently might be because of internal or external factors. External factors include diet and atmosphere whilst internal factors include age, gender and personality. Seyle H (2006), pointed out that stress is defined as non-specific response of the body to any demand, positive or negative made upon it.

## **2.2 OCCUPATIONAL STRESS**

According to Albrecht, et al. (2011), occupational stress is a perceived difference between the professional demands and a person's ability to carry out those demands. It is important to note that not all stress is negative or bad. Agolla and Ongori (2008), argue that occupational stress is not necessarily always harmful. Stress can be put into two categories desirable stress and undesirable stress. Desirable stress is favorable as it can result in positive effects thus maximization of products and innovation. In contrast, undesirable stress manifest when individuals perceive themselves as having no capacity to control a stressful event. Undesirable occupational stress is likely to result in a loss of productivity and a drop in general levels of well-being. Chang, et al. (2009) defined occupational stress as a harmful physical and emotional responses incurred in the work environment. Therefore occupational stress is a major health hazard for many workers.

Malta (2004) argues that occupational stress is discomfort which is felt and perceived at a personal level and triggered by events or situations that are too intense and frequent in nature so as to exceed a person's coping capabilities and resources to handle them adequately. Increased pressure, unfavorable working conditions, overtime and shift-work are some of the many causes of stressful working conditions mainly in mining industry. Schultz and Schultz (2002) indicate that certain individuals in different occupations are increasingly exposed to unacceptable levels of job related stress. Therefore occupational stress can affect employee's health if the stressors of the workplace surpass the employee's ability to have some control over their situation or to cope in other ways. Specifically, the psychosocial and physical consequences of the stress process have the potential to influence future results by becoming other stressors or by reducing the adaptation or adjustment ability and resources that are currently available to the individual. As a result, stress is always changing and a circular process, a proposition that raises significant suggestions for research and practice.

A more precise definition of occupational stress was provided by NIOSH (2008), who defined work stress as being the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. An individual can experience stress in response to an undesirable situation such as incident, an unanticipated bereavement, conflict in the workplace (i.e., being involved in an argument with a

client or a co-worker), beginning a new position, the introduction of new procedures, or pending renewal of a contract.

Anshel (2000), in his research article found that when events in the workplace are life-threatening (i.e., as can be experienced among military personnel, police, fire fighters, paramedics, service workers exposed to armed robberies, or workers involved in large-scale disasters and accidents), a more ongoing form of stress response can develop, namely post-traumatic stress disorder (PTSD). Post-traumatic stress disorder develops as a delayed or deferred response to an acute stressful event or situation (either short or long lasting). This event usually has a particularly threatening or catastrophic nature, with the potential to cause pervasive distress. From the above analysis PTSD is caused by stressors of traumatic intensity. These traumatic events are likely to include, but are not limited to, torture, sexual abuse/rape, a serious life-threatening accident, combat, human-made disasters, or the witnessing of a violent act Alzono (2000).

Employees in mining industry are more exposed to post traumatic stress disorder or chronic stress. Albert, et al. (2011), in their recent research paper found that state that chronic stress deserves serious attention because if left unresolved it can have disastrous consequences like absenteeism, increased turnover rates, low productivity and poor organizational performance. Unlike the main actions that are believed to cause post-traumatic stress disorder, chronic stress is a cumulative response to a build-up of pressures over a lengthy period of time. This type of response has a tendency to begin gradually and proceed slowly. Employees with post-traumatic stress disorder have high chance of returning to normality within a fairly short period of time, but chronic stress usually manifests itself in various ongoing physical and/or psychological symptoms such as hypertension, sleep disturbances, coronary heart disease, stroke, poor concentration, withdrawal and depression. Moreover, chronic stress over time possibly will lead to a weakening of the immune system.

### **2.3 THEORIES OF OCCUPATIONAL STRESS**

Some previous studies which were done explained occupational stress through theories of occupational stress. LeFevre, et al. (2003) and Dollard (2003), have divergent views on the introduction of stress and the outcomes for the management of stress. Cox, et al. (2000), argue that theories of occupational stress have been categorized as either interactional or transactional

theories. Some of the theories that were put forward in bid to explain occupational stress are going to be discussed.

### **2.3.1 Interactional Theories**

Interactional theories of stress focus on the structural features of the person's interface with their work environment Dollard (2003). Researchers used fundamental input-output or stimulus-response approaches, whereby the scale to which major life events or features of work design predicted a negative outcome be it psychological or behavioral Jones and Kinman (2001). Occupational stress analysis takes into account of both individual and the environment factors. This focus includes the way in which factors in the individual or the environment interact to determine the level of negative effects experienced as strain that is according to Jones and Kinman (2001). More specifically this shows that harsh environmental factors such as atmospheric conditions can influence employees to have stress if not managed.

### **2.3.2 Transactional Theories of Lazarus and Folkman (1984)**

Transactional theory analysis, suggests that strain occurs because of a perception that environmental demands go beyond personal's ability to cope Folkman (2011). According to Lazarus (2001), assessment comprises the successive processes of primary appraisal continuous-monitoring of environmental-conditions with a center on whether there are likely to be consequences for the individual's happiness, and secondary evaluation, what can be done should such cost occur, that is, the identification of a possible managing strategy. During the mid-eighties research undertaken by Lazarus and Folkman (1984), show that the transactional theory suggests that responses that an individual has are based on the individual's interpretation of the stressor and interpretation of one's ability to cope up with it. Coping refers to any effortful attempt to vary environmental circumstances or manage feeling regardless of outcome Folkman (2011). In summary environmental demands in this context refer to pressure from stressors such as noise and heat levels which can result in serious occupational stress if not controlled.

The analysis on the interactional and transactional theories of occupational stress shows that the researchers have conceptualized these theories in more than a few fundamentally unrelated ways. The interactional-theories of stress central focus is on the structural appearance of the person's communication with their work environment, whereas, the transactional-theories of stress focuses on the person's moving reactions and mental development related to their environment.



Lazarus and Cohen (1977), argue that these demands affect physical and psychological well-being and requiring action to restore balance.

## **2.4 MODELS OF OCCUPATIONAL STRESS**

The concept of stress has variously been defined as a process and both an independent and dependent variable. Consequently numerous models on occupational stress have been developed. However these models are composed of the same general elements. Many organizations, governments, and employers around the world have had an interest in the occupational stress for the last two decades and this has resulted, in a number of researches being undertaken. Some of the models that were used are going to be discussed in attempt to bring out the knowledge gap and also to expose the commonalties in the research. Occupational stress is a multifaceted matter, demanding various stressors to be examined. The models to be discussed take into consideration these complexities.

### **2.4.1 The Person-Environment Fit Model**

Person-Environment Fit model is a theoretical model which has been in existence for a considerable long time. Literature review suggests that researchers have attempted to pursue the explanation regarding the link that exists between stress at an individual and the environment. It has been theorized that if there is not a precise fit between the person and the surroundings, nervous tension will occur French, et al. (1982). Lazarus and Folkman (2001), claim that interactions that exist when an individual is involved in the environment are a compound process that results from a diverse factors and not any single variable. Furthermore, this implies that employees have to be stationed in conducive environment where they can work freely and without environmental demands.

### **2.4.2 Beehr and Newman's Facet Model (1978)**

Beehr and Newman's Facet model (1978), implies that occupational stress could be broken down into a number of facets that stand for categories of variables to be studied. Beehr and Newman (1978), further described the core relationship of occupational stress which looks at the relationship between an environmental aspect and a human consequence aspect. This relationship is mediated by psychological process. More specifically individual's aspect refers to the socio-economic aspects that employees bring with them to work place for instance family problems. The environmental aspect can range from aspects such as heat, noise and cold which can be

responsible for inducing stress such as heat stress. Beehr and Newman (1987) argue that these two aspects enhance occupational stress amongst employees therefore this shows that a combination of environment aspects and individual aspects can result in great impacts if not contained in the early manifestation stages.

### **2.4.3 Occupational Stress Inventory Model (1998)**

Occupational stress inventory model was developed in 1984 and revised in 1998 by Osipow and Spokane. It is applicable across occupational levels and environments. This model looks at three important aspect namely stress-strain-coping. The model further focuses on the results of letting the worker aware of these three elements. Osipow's model examines how stress is related to the numerous characteristics of work roles. In occupational stress inventory model occupational stress is perceived to have consequences at the individual Osipow and Spokane (1998). These consequences are experienced as strain and can have an effect on work performance. This model aims at empowering the employees by giving them awareness and enough knowledge concerning occupational stress hence allowing them to effectively manage and control it. Furthermore the focus of Occupational stress model is on individual's perception of stressors and experience of strain.

## **2.5 Causes of Occupational Stress in Mining Organizations**

They are many causes of occupational stress and these are different for each employee. In addition, the causes of occupational stress depend upon nature of the organization and type of work. Many studies of occupational stress have shown that there are many different organizational factors that are active in causing stress Sutherland and Cooper (2000). Mining is one of the most hazardous occupations in the world. Generally, mining has been the industrial sector known to have highest fatal and nonfatal injury rates. Empirical studies by Agolla and Ongori (2008), have identified general causes of occupational stress, thus work overload, time pressure, role ambiguity, long work hours, inadequate staffing levels, shift work, inadequate training, inappropriate working conditions, poor relations with colleagues and lack of social support at work.

### **2.5.1 Organizational Structure and Management**

Cooper, et al. (2001), have stated on more than one occasion that psychological damage which result in occupational stress is often due to the civilization and management style inside an

organization. More specifically it happens in organizations where workers have little or non-sharing of decisions pertaining to their work and poor communication between managerial and non-managerial levels. Poor management style can also be perceived as stressor when the workers have limited chance of advancement, inadequate performance feedback, and performance appraisal events being biased against them.

### **2.5.2 Relationship at work**

In their work on health information Sutherland and Cooper (2000), perceive poor-work relations, low levels of supportiveness and low attention in problem-solving within the organization as stressors. Problems leading to occupational stress may arise where the relationship between the supervisor and subordinate are harmful or tense. Furthermore opposition amongst colleagues and differences in character clashes amongst members can give rise to stress. According to Sutherland and Cooper (2000), the quality of social associations at work is important in that helpful relationships are less likely to create conflicts associated with competition.

### **2.5.3 Lack of Reward Recognition**

Cooper and Bright, (2001), claim that one of the major factor to cause job stress is lack of rewards and recognition. More specifically if employees are not appreciated and supported they will be demotivated and have low morale and as a result they can experience occupational stress.

### **2.5.4 Qualification status**

Being unqualified can be source of stress, it results in low levels of self-esteem amongst employees. Individuals will lack the necessary ability to do a new job. In contrast, being qualified can be also damaging, as the individual may not give the chance to use acquired skills and abilities, resulting in feelings of powerlessness to demonstrate talents Sutherland and Cooper, (2000). There is high possibility that occupational stress can result from being overqualified for the job or unqualified although in most circumstances employees who are unqualified tend to experience stress. Most unqualified employees tend to be more job insecure than qualified and this intensifies occupational stress amongst the unqualified personnel. Asif (2009), indicates that qualification and job fitness are responsible for employee performance level.

### **2.5.5 Work Environmental Factors**

Environmental factors are those universal factors that are not intrinsic to workers, but depend on the environment of the organization. Cooper and Bright (2001) stated that work environment, has been identified as the major source. There is need of managing environmental factors such as noise levels and heat conditions. As a result, this will assist in managing sources of stress. According to Deena (2009), some people are highly sensitive to the environment. This shows that work environment is an important factor that can trigger occupational stress amongst employees hence it has to be conducive and favorable. If the environment is not conducive workers can be affected and become occupationally stressed which might result in poor performance from them and hence the overall organization performance is compromised. Parikh et al., (2004) argues that working conditions should be conducive for the employees in order to bring out the best out of them.

### **2.5.6 Role Ambiguity**

According to Jones, et al. (2001), stress occurs because of role ambiguity. Role ambiguity refers to the degree to which employees will be short of clarity about their role or the task to be carried out Spector (2000). This shows that employees who do not know or realize their job prospect and demands they will likely to experience occupational stress. Employees and employers are supposed to be more vivid in how the job is going to be done in order to minimize occupational stress amongst the employees. Hammer and Tosi (1974), define role ambiguity as the lack of clear and specific information regarding work role requirements. If employees are not clear on how to carry out the job tasked there is a possibility that organization performance can be jeopardized.

### **2.5.7 Role Conflict**

According to Lopopolo (2002), role conflict happens when an employee experiences mismatched job task or incompatible targets that can create negative emotional response due to apparent inability to be effective on the job. Furthermore, having to do tasks that are not perceived to be part of one's job description can potentially lead to stress linked with role conflict Cooper and Sutherland (2000). More specifically giving employees tasks they are not trained to do may result in stress as they might not know how to carry out that job. It has also been demonstrated to be a factor in job dissatisfaction and propensity to leave the organization Fang and Baba (1993)

.This indicates that organizational performance can be affected if employees are to be tasked job they are not trained or qualified to do and also cause occupational stress amongst them.

### **2.5.8 Role Overload**

The number of dissimilar roles an individual has to complete can lead to extreme demands on the individual's time and may create doubt about the ability to do these roles adequately Driscoll and Cooper (2002). Malik (2003), carried out a study to explore the occupational role stress. The result indicated highly significant inverse correlation between the occupational role stress and psychological wellbeing. This shows that giving employees many different tasks can result in stress. Therefore it is advisable to assign different tasks to different employees. O' Driscoll and Cooper (2002) affirmed that individual dissimilarity may play a major role in the work-related stressors. Internal mindset function has found to be most imperative source of stress.

### **2.5.9 State of Control**

State of control refers to the scope to which employees believe they can manage a specific aspect of their job, such as the pace of work or the events for task conclusion, scheduling of tasks and decision freedom O'Driscoll and Cooper (2002). This shows that if employees are not able to do their job without being supervised or given instructions, there is high possibility that they will experience occupational stress as they will be not be sure of what to do. According to Omolara (2008), the mindset might also dictate how they switch the stress that they run into and what they are able to endure.

### **2.5.10 Social Support**

Social support is the ability to draw on friends and co-workers, reducing the impact of all stressors with the exception of physical environment. According to Ismail and Hong (2011) bad relationships with colleagues is the cause of occupational stress. In other words employees with support from others experience lower strain and workers who are isolated and reserved from the rest of the employees are prone to occupational stress as they might feel depressed and lonely. Deena (2009) argue that work ethics are important for the performance of an employee hence social support and good work ethics can assist employees to improve their performance. Furthermore workplace is energized by a sense of purpose and teams that are genuinely want to work together.

## **2.6 IMPACTS OF OCCUPATIONAL STRESS.**

Apart from their own unwanted nature, some strains may have additional consequences for individual task performance and wellbeing Cooper, et al. (2000). Symptoms of occupational stress in workers are manifested in frustration, damage performance, and split relationships at work and at home. Some researchers agree that occupational stress is usually part of life, however according to O'Driscoll and Beehr, (2002) occupational stress if prolonged it could lead to signs that are physical, psychological, or behavioral. Effects of occupational stress are the factors that will likely to affect organizational performance, some effects of occupational stress are going to be discussed and how they impact on performance of an organization.

### **2.6.1 Effects of Occupational Stress on Mental Functioning**

According to Maslach, et al. (2001), a range of negative effects are likely to occur for individual workers affected by occupational stress including health problems, mental complaints and physical problems. Spector (2000) described that individuals suffer exhaustion and their psychological state ends up being affected. As a result the employees will have low work motivation, being unhappy about their work, and having no passion or desire for their job. Furthermore psychologically, they will experience emotional tiredness, leading to them losing control and focus on the job. Sutherland and Cooper (2000) argues that employees with high levels of exhaustion are associated with low levels of control and high levels of role conflict and health symptoms, may result in giving up the job. Ultimately if employees are feeling exhausted and feeling unhappy about their work they will likely be less productive hence organizational performance is affected.

### **2.6.2 Effects of Job Stress on Employees' Productivity**

Occupational stress puts detrimental effects on employees. The chances of employees meeting expectations are limited because of facing physical, psychological and organizational burnouts Khattak, et al. (2011). Employees in service organizations are subjected to high level of work related stress, which is the major reason for employees' poor performance Ismail and Hong, (2011). According to Tsaur and Tang (2012) occupational stress also affects negatively females' employees' well-being which creates dissatisfaction and negative emotions towards work and ultimately their productivity decreases. Therefore occupational stress affects both employees and employers alike and declines their productivity and job performance Neil and Davis (2009). Stress can cause nervousness, tension, strain, depression, cardiovascular diseases,

musculoskeletal disorders and gastrointestinal disorders Ghaleb and Thuria (2008). According to Salleh (2008) occupational stress effects are not only destructive to the individual employees, but also for the organization, hence organizations have to manage and control occupational stress.

### **2.6.3 Behavioral Effects of Stress.**

According to Blumenthal (2003) occupational stress affect behavioral of individuals and end up exposing them to accidents, impaired speech, restlessness and forgetfulness. Furthermore common behavioral-effects mainly in mining industry ensuing from occupational stress including hyperactive, eruption of emotions, worry with a certain situation, compulsive thoughts, holding a complaint, excessive perturbing, tetchiness, extreme sleeping, poor reminiscence, feeling frightened and annoyance with delays. It can be noted that these behavioral effects of stress can actually result in poor organizational performance as they have the ability to trigger accidents, diseases, and low morale.

### **2.6.4 Effects of Occupational Stress on Organization:**

Job satisfaction and organizational commitment can be damaged by stressful circumstances, although it should be noted that certain occupations are considered to be inherently more stressful than others Cooper and Bright (2001). Occupational stress has negative impacts, unbearable cost and it is known at both the individual and organizational level. More specifically, occupational stress may result in absenteeism of employees, reduced productivity, and high turnover, losses in profits, low morale and poor labor relations. All this will affect the organization's overall performance. The estimated cost of labor proceeds is five times an employee's monthly salary Jones and Bright (2001). With these statistics, the cost of recruiting new employees and training them will also cripple the organization due to the fact that occupational stress will lead to the turnover or retirement of some employees.

In summary, causes and effects of stress clearly show that if occupational stress is not managed well, it can result in shocking consequences for both the employee and the organization, as it might lead to job dissatisfaction, poor organizational performance, high turnover and absenteeism.

## 2.7 Relationship between employee performance and occupational stress

In most organizations occupational stress responses cause performance to be affected. In dealing with most challenges and problems at workplace rational, calm, controlled, and sensitive approaches are usually adopted. Mokdad (2005) argues that our social inter-relationships are too complex not to be damaged by an aggressive approach, while a passive and withdrawn response to stress means that we can fail to assert our rights when we should.

Relationship between stress and employee performance was explained in an empirical research of stress management by use of “**Inverted –U**” diagram that explains the relationship between pressure and performance. Blumenthal (2003) argues that u-typed curve has been used to depict the effect of stress on production and performance. The Inverted- U relationship focuses on the employee’s performance of a task

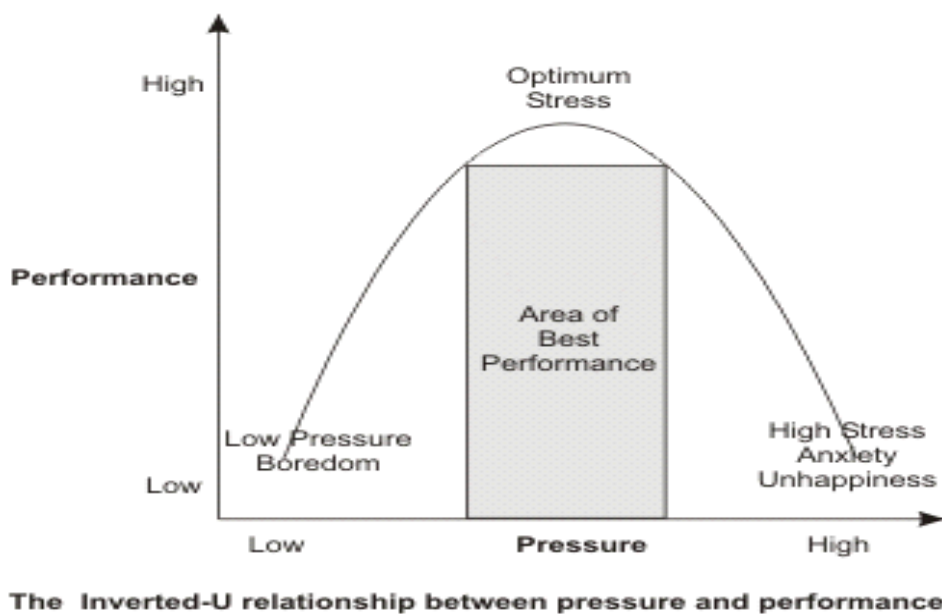


Fig 2.1 The Inverted-U relationship between pressure and performance

Source: Gillespie, et al. (2011)



Figure 2.1 shows the Inverted U curve diagram. It reveals that when an employee has little pressure to carry out the task, he or she is likely to experience boredom and low morale in tackling that task. When pressure increases the employees' performance also increases. During this period the employee is able to focus on the task and effective as there is enough pressure on employees to focus their attention and few disturbances to disrupt their performance.

However as illustrated in figure 2.1 as employees become more pressurized by the work demands, they begin to feel distracted, uncomfortable, anxieties and negative thinking begin to fill their minds. If this continues to happen then ultimately the workers begin to feel occupational stress since the job demands are exceeding his/her ability to mobilize. In general as shown in figure 2.1 the more the employee is overloaded with work the more the employee performance suffer as they become distracted and starts feeling anxieties.

## **2.7 Occupational stress and organizational performance in mining organizations**

Cooper (2008) argues that few occupational stress theories have explicit addressed the relationship between stress of employees and their performance, with most theories focusing on ill health as the consequences. However it cannot be debated that occupational stress have significant impacts to the organization performance especially if not managed and controlled.

According to Chang, et al. (2010), job performance is defined as behaviors engaged in by employees at work in line with keeping the organizational goals. The mining environment is multidimensional industry because of the diverse functions these organizations execute. Employees are expected to have a high degree of flexibility and rigor at all times. The relationship between occupational stress and organizational performance is influenced by the organizational structure, organizational policies, management style, and relationships at work. Demanding workloads and working long hours is a common phenomenon in the mining sector. Dollard et al. (2000) established that a heavy workload and work-related pressures are key factors in the development of work-related stress. There is high chance that occupational stress can results in substantial cost to organizational performance through absenteeism, medical sickness, and lost productivity. Potential outcomes of occupational stress can affect organizational performance because these outcomes have a large effect on an organization's

human resources. Human resources often account for a large part of an organization's cost structure in delivery its products and any significant increase in these costs can adversely affect the viability and performance of the organization. According to Motowildo and Van Scooter (2004), there is relatively little empirical evidence in the occupational stress to demonstrate a causal relationship between employee wellbeing and the types of outcomes that affect the organizational performance. However Wright and Cropanzano (2000), disagree arguing that it may be possible for occupational stress researchers and practitioners to demonstrate a strong link between employees' levels of wellbeing and organizational performance. To establish this link there is need to focus on a broad range of organizational performance indicators such as production levels, costs, turnover, absence, medical expenses, and legal compensation claims for stress related injuries.

Lopopolo (2002), argues that employees who experience more conflicts are less committed to the organization. Hence their performance will be poor and ultimately resulting in poor organizational performance. Employees who contribute in decision making are known to be committed to the organization and their performances are excellent. Reduction in work conflicts and promoting stable relationship at work can result in beneficial outcomes to the organization through improved performance, reduced turnover, reduced absenteeism, and reduced accidents. Schabracq and Cooper, (2000) believe that occupational stress at work causes low motivation and morale, decrease in performance, high turnover and sick-leave, accidents, low quality products and services, poor internal communication and conflicts. Furthermore, Bhaga (2010) agrees with Cooper as he claims that organizations with stressful working conditions are normally negatively affected resulting in poor service delivery.

Mathis and Jackson (2000) defined productivity as a measure of quality and quantity done considering the cost of the resources it took to do the work. Menze (2006) further argues that the performance of an employee depends on three factors which relate to each other that is the ability to do the work, level of effort and support given to the employee. Hence if any of the three factors is affected performance will be negatively affected. Occupational stress has devastating effect on organizational performance and affects production in many facets such as high rate of absenteeism, high staff turnover, increasing unsafe work practices, increase accidents rates and low production.

According to Menze (2006) occupational stress may be responsible for many of the poor organizational outcomes such as decline in performance, job dissatisfaction, lack of motivation and commitment as well as increase absenteeism and turnover. However Desseler (2000) disagrees saying that stress is not always deleterious, some employees excel in their performance when under little stress, and thus they are more productive. Blumenthal (2003) state that u-typed curve has been used to depict the effect of stress on production, It can be shown that as stress increases so does the production but after failing to be resisted by the employee production starts to decline. This shows that to some certain extent stress is necessary in order to enhance production but once it reaches acute level it becomes harmful.

## **2.8 Conclusion**

It is inevitable that in every organization certain percentage of the workforce suffers from occupational stress but occupational stress should not be taken as personal problem. Therefore if occupational stress is not dealt with properly organization will likely to face loss due to absenteeism, quitting of jobs, work related accidents, and poor organization performance. Therefore organization should handle occupational stress positively to increase production and also minimize its impacts.

## **CHAPTER THREE: RESEARCH METHODS AND MATERIALS**

### **3.0 Introduction**

The success of any research is mainly influenced by the type of method used in carrying out the research. This chapter describes the method and processes that were used in data collection. It also covers the research design, target population, sampling frame, research instruments, data collection, presentation and analysis procedures.

### **3.1 Research design**

According to Mullins (2000) a research design is a plan and structure of the investigation criteria used to obtain evidence to answer research questions. Research design can be descriptive, explanatory, and exploratory or policy oriented. The researcher used descriptive survey design because it can depict the participants in an accurate way. This was done in order for the researcher to understand the impact of occupational stress on organisational performance at Mimoso Mining Company.

The descriptive survey design describes what exist and may assist to reveal new facts and meanings. According to Polit and Hungler (2009) the purpose of descriptive research design is to observe, describe and document aspects of a situation as it naturally occurs. More specifically descriptive design enables the use of observations, case studies and surveys and it also allows acquisition of both qualitative and quantitative data. The data collection techniques present several benefits as they provide multifaceted approach for data collection. For instance a survey can provide statistics about an event while also explaining how people experienced that event.

However, descriptive research design had its limitation. Confidentiality was its primary weakness. The subjects were not truthful as they would feel the need to tell the researcher what he wants to hear. This was particularly difficult during the interviews. The participants also refused to provide answers to questions they viewed to be too personal. To avert such limitation the researcher prepared questionnaires which were strictly confidential not requiring targeted population names.

Descriptive survey also presents the possibility for error and subjectivity. For instance when a researcher designs a questionnaire, questions are predetermined and prescriptive. Overcoming a research bias is extremely difficult for descriptive research; however the researcher managed to deal with the problem by designing open and closed ended questionnaires which were not predetermined but flexible enough to incorporate all relevant research information.

### **3.2 Target population**

According to Castillo (2009) targeted population refers to the collection of individuals or objects that are the main focus of a scientific query, which suggest that target population is a group of people that is acknowledged as the intended recipient of a researcher. The targeted population in this research comprised of all workers directly involved in platinum mineral extraction thus both underground and surface workers. This was because most of them are affected by occupational stress as it was believed that most stressors are in their working areas. Safety Health and Environmental (SHE) Officers, SHE representatives, Engineering managers and Foremen were also part of the targeted population because they are the source of information pertaining to organisational performance. Management representatives such as SHE Manager and the line managers targeted as key informants for interviews. These informants were chosen because they had information on the occupational stress information in relation to production level if they have experienced a reduction in performance due to occupational stress.

### **3.3 Sampling procedure**

According to Haralambos and Holborn (2004), a sample is a part of a large population that is selected to be representation of entire population. More specifically the sample is supposed to have the same characteristics of the whole population in order to avoid biased results. A research that is properly designed will have samples that provide a reliable means of gathering information about a population without examining every member.

The researcher used the stratified random sampling because of how it captures key population characteristics. It produces characteristics in the sample that are proportional to the overall population. It also provides greater precision. A stratified sample often requires a smaller sample which saves time and money. However like any other sampling method stratified sampling has got its own limitations. It may require more administrative effort hence it is more complex

requiring greater effort. The researcher managed to deal with this setback by extending his time of data collection at Mimosa Mining Company.

Fowler (2002), claims that the first step in sampling is to identify the sampling frame, those individual who have a chance to be included in the sample. This will assist in providing reliable results as those who respond to the surveys have significant impact on results. In administering the sampling procedure to determine the number of workers to be sampled from each department, the researcher used stratified random sampling. The number of respondents from each and every department was proportional to its targeted population as illustrated in Table 3.1. Mimosa Mine employees were divided into six sub groups according to their departments and the researcher calculated 10% of employees in each department to represent the whole population. According to Trochim (2006) 10% is the benchmark and minimum size required to reduce errors, ensure equal and fair representation 10% employees selected in each department were randomly selected in order to prevent vague results.

Table 3.1 illustrating sampling size determination

Department	Total Number of employees	Sample Size
<b>MIS</b>	15	2
<b>PLANT</b>	118	12
<b>MET</b>	156	16
<b>MMS</b>	239	24
<b>ASSETS</b>	446	45
<b>MHL</b>	458	46
<b>TOTAL</b>	<b>1432</b>	<b>145</b>

In selection of the Mimosa Mining Company management representatives who were supposed to respond to the semi structured interviews the researcher used purposive sampling. Purposive sampling is a non-probability sampling technique. Purposive sampling was used because the sample being investigated was small. Mimosa Mining Company management representatives

were selected to allow the researcher understand the interaction of floor workers and management concerning the issues of occupational stress in relation to organisation performance.

### **3.4 Data collection instruments**

There are many instruments that can be used in data collection such as registers, questionnaires, interviews, focus groups, observations and reporting. The researcher used questionnaires and interviews to collect data.

#### **3.4.1 Questionnaire**

According to Saunders (2007), a questionnaire is a research instrument consisting of a series of pre-set questions for the purpose of gathering information from respondents. It standardizes and objectively gives the required information on specific subject areas. The researcher used two sets of questionnaires one for the management and the other for the non-management employees. This was to allow impartial results and also catering for their differences in level of literacy. The questionnaires included a brief introductory cover page, which sought to introduce the research subject and to gain the respondents confidence by guarantying them strict confidentiality and anonymity. The section A part of the questionnaires was soliciting demographic profiles of the employees, namely, age, gender, years of experience in that occupation and marital status. The questions on demographic profiles were incorporated because literature indicates that gender, age, marital status and years of experience are some the factors that were found to influence occupational stress.

In order to minimize the shortcomings of questionnaires the researcher used both open-ended and closed-ended questions. Where there was need for clarification and further probing the researcher used the open-ended questions, they also allowed factual information to be obtained, and also gave a room for explanation enabling the responder to clarifying key issues. The open-ended question also enabled the respondents to freely express themselves which resulted in the research having some wealth of knowledge that might have been overlooked when the questionnaires were prepared.

Mimosa Mining Company has six departments and under those departments fall every employee in relation to type of work he or she does. The non-management questionnaires targeted every department since employees from these departments are exposed to occupational stress; hence any employee was liable to respond to the questionnaires. The researcher self-administered 127

questionnaires targeting 10% of the total number of non-management employees in each department. The researcher used stratified random sampling in selecting the respondents because it requires small sample and saves time and money. The management were given 18 questionnaires and 3 in each department and there were also randomly selected to allowing everyone an equal chance of being selected.

Saunders (2007) states that before using a questionnaire to collect data it should be pilot tested first. The researcher gave 6 pilot questionnaires to each department randomly selecting the respondents before commencement of the initial data collection process. The purpose for a pilot testing was to check how respondents answer the questionnaires and to recognize any initial problems with the purpose of refining them. Another benefit of the pilot test is to check if any problems are experienced with recording data. The result of the pilot test provided an idea of the questionnaire's validity and reliability.

### **3.4.2 Interviews**

Interviews are oral questions asked by the interview and oral response is given by the participant Creswell (2009). Dunn (2000) further defines interviews as verbal interchange where one person, the interviewer attempts to elicit information from another person thus the interviewee. Data collection by means of interviews can be done using unstructured and semi-structured interviews which are under qualitative data collection methods or by using structured interviews which fall under quantitative data collection category. According to Chiromo (2006) an interview is a method that involves the collection of data through direct interaction between the interviewer and interviewee. This means that data is obtained from respondents' by means of inquiry and recording by the enumerator.

In this study the researcher used semi-structured interview because they allow themes identified in the research to be explored and explained. Semi structured interviews include an outline of topics or issues to be covered, but the interviewer is free to vary the wording and order of the question. Semi-structured interviews allowed the researcher to solicit information on the impacts of occupational stress to Mimosa Mining Company performance as well as measures that are in place to prevent impacts of occupational stress at Mimosa Mining Company. Interviews also gave a room for verification of findings meaning they were designed to explore in depth a



general area of research interest. Moreover interviewees were also given a platform to talk freely about their experiences of occupational stress in relation to organisation performance.

The researcher also faced some glitches whilst conducting the interviews, due to high level of confidentiality at Mimosa Mining Company some of the interviewee didn't want to give some information they believed to be confidential. However the researcher had to patiently consult senior management until some information required was disclosed.

During the interviews questions which were unclear were clarified in order to collect clear information pertaining impacts of occupational stress on organisational performance. The table 3.2 shows key informants who were interviewed and the reasons why they were chosen.

Table 3.2 Interviewed key informants and why they were interviewed

INTERVIEWEE	REASON FOR INTERVIEWS
<b>Production Manager</b>	He provided the records of all organisation production performance
<b>She Manager</b>	Provided the evidence of all occupational stress sources and impacts
<b>Human Resources Manager</b>	He provided information of complains from workforce pertaining to occupational safety health issues.
<b>Underground Superintendent</b>	Presented data of occupational stress is impact at underground workers
<b>Engineering Manager</b>	He gave overall picture of organisation performance level
<b>She Officers</b>	They provided information on effectiveness of methods adopted to manage occupational stress.
<b>Line Managers</b>	He provided information on how employees are affected by occupational stress
<b>Foreman</b>	He provided information on how employees cope with occupational stress.

### **3.5 Data analysis and presentations**

Robson (2002) defines data analysis as a process of inspecting, transforming, cleaning and modeling data with the goal of highlighting useful information. Before data analysis the researcher validated the findings checking for corrections and omissions without changing the respondent's contents. To present the data obtained from the questionnaires and interviews the researcher presented it diagrammatically making use of various tables, pie charts and bar graphs since they are easy to understand and interpret information well. The analysis of the data was done below each diagram presentation.

### **3.6 Summary**

The chapter looked at the research design, target population, data collection procedure and analysis as well as the sampling procedure. The following chapter is which chapter 4 will focus on data presentation and analysis

## CHAPTER FOUR: RESULTS AND DISCUSSION

### 4.1 Introduction

This chapter focuses on the presentation, analysis and interpretation of data collected at Mimosa Mining Company.

### 4.1 Response rate

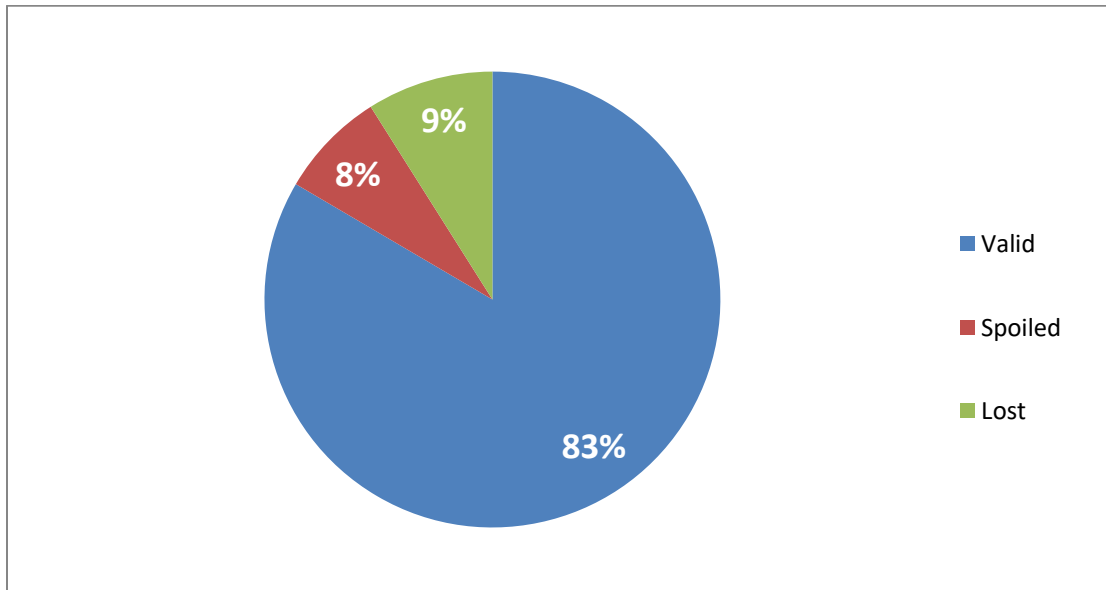


Figure 4.1 Response rate of respondents

145 questionnaires were administered to respondents and only 132 questionnaires were filled and returned to the researcher. Of the 132 filled and returned questionnaires, 11 of them were spoiled meaning to say only 121 were valid. Figure 4.1 shows that 121 questionnaires returned gave a response rate of 83%. A response rate above 51% is assumed to yield accurate result hence according to the response rate of this study the results were reliable. The high response indicates that most employees were keen to contribute to the subject under study.

#### 4.1.1 Gender composition of respondents

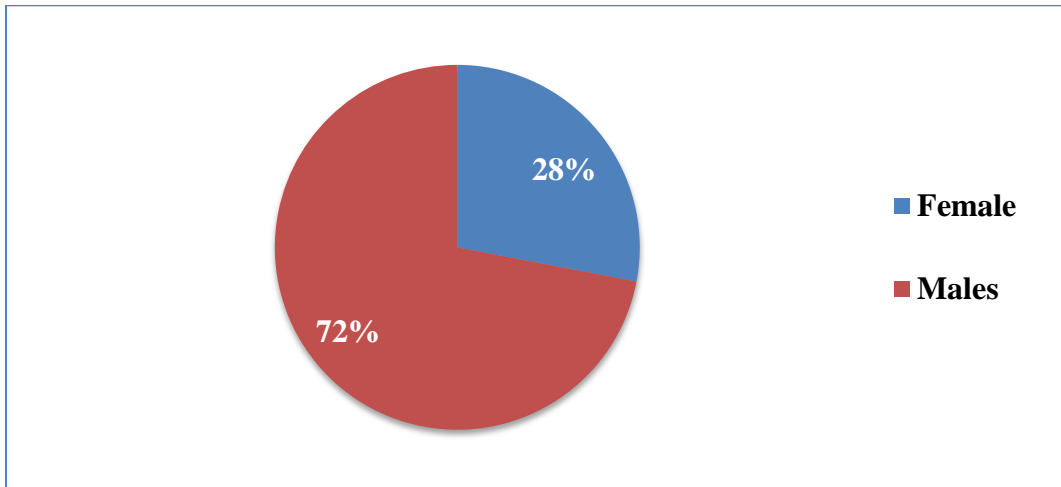


Figure 4.2 Gender compositions of respondents

The data which was obtained through questionnaires and interviews revealed that Mimosa Mining Company is mainly dominated by male employees. Figure 4.2 shows that most respondents (72%) were males, whilst only a few (28%) were females. This is because of nature of the industry. Females were said to occupy mainly administrative jobs and culinary positions. Males constituted nearly three quarters of the whole population because of most activities being carried out which are more menial and require manual labour.

#### 4.1.2 Marital Status

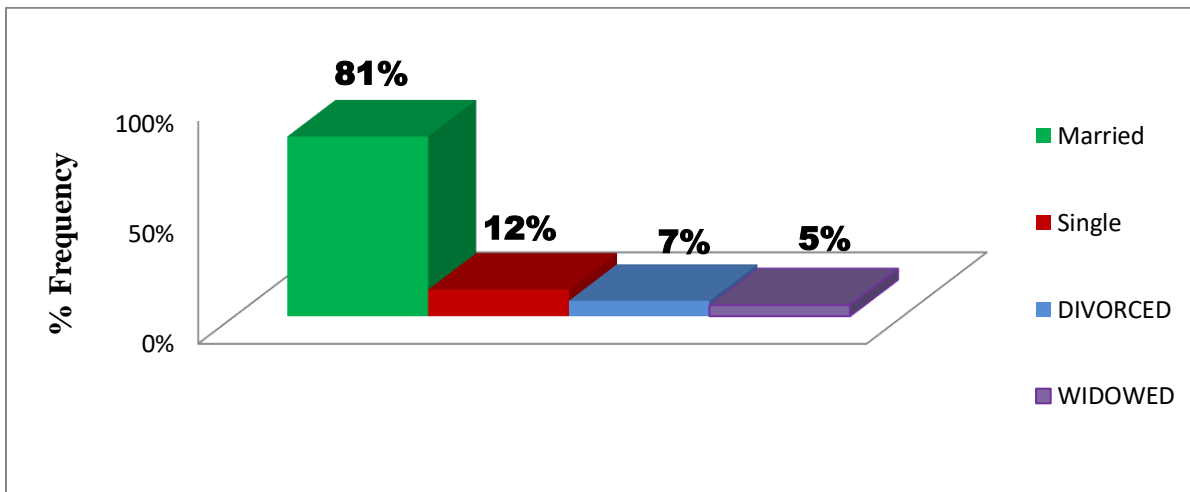


Figure 4.3 Marital statuses of respondents

Figure 4.3 indicates the marital status of the respondents. 81% respondents were married were married. 12% were single, 7% divorced the least were 5% widowed. These statistics indicate that married people make up the largest cluster (72%) which implies that results were from mature and responsible people.

#### 4.1.3 Age Composition

Table 4.1 shows that 34% of the respondents were between the age groups of 31- 40 whilst 29% were between 26-30 years. In addition 22% also range between 41-50 years. Basing on these statistics it appears that most age group that constitute the organization's population are the economically active and who are at the peak of their careers hence they are very keen to provide information on occupational stress in order to assist management to improve organizational performance and ensure continued existence of the business.

Table 4.1 Age group composition of the respondents (N=121)

Age range (Years)	Absolute Frequency	% Frequency
-25	13	11
26-30	35	29
31-40	41	34
41-50	27	22
51+	5	4
<b>Total</b>	<b>121</b>	<b>100</b>

#### 4.1.4 Employees length of service to the organization

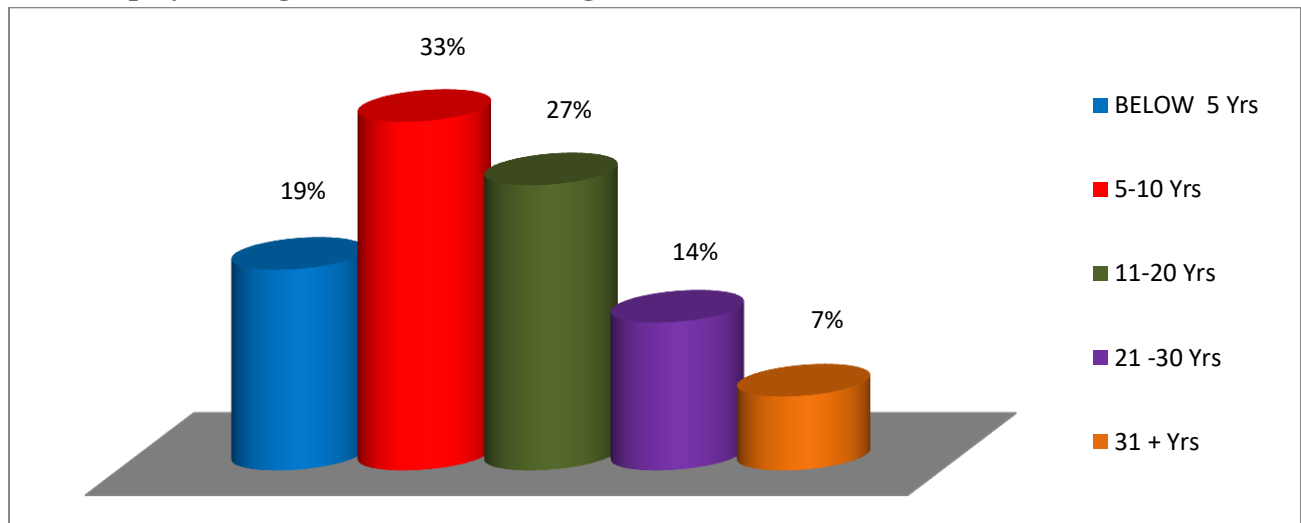


Figure 4.4 Employees Length of service

Figure 4.4 indicates length of services of respondents to the organization. Researcher findings revealed out that 33% of the respondents have been in the service for a period between 5-10 years then 27% for a period of between 11-20 years. 19% had served the organization for a period of 5 years and below. Only 7 % had served the organization for a period of 31 years and above. These statistics clearly shows on average about 81% employees had served the organization for more than 5 years, hence they were in a position to give enough information about impact of occupational stress to the organization since they had spent many years in the organization.

#### 4.1.5 Distribution of respondents by level of education and Grade

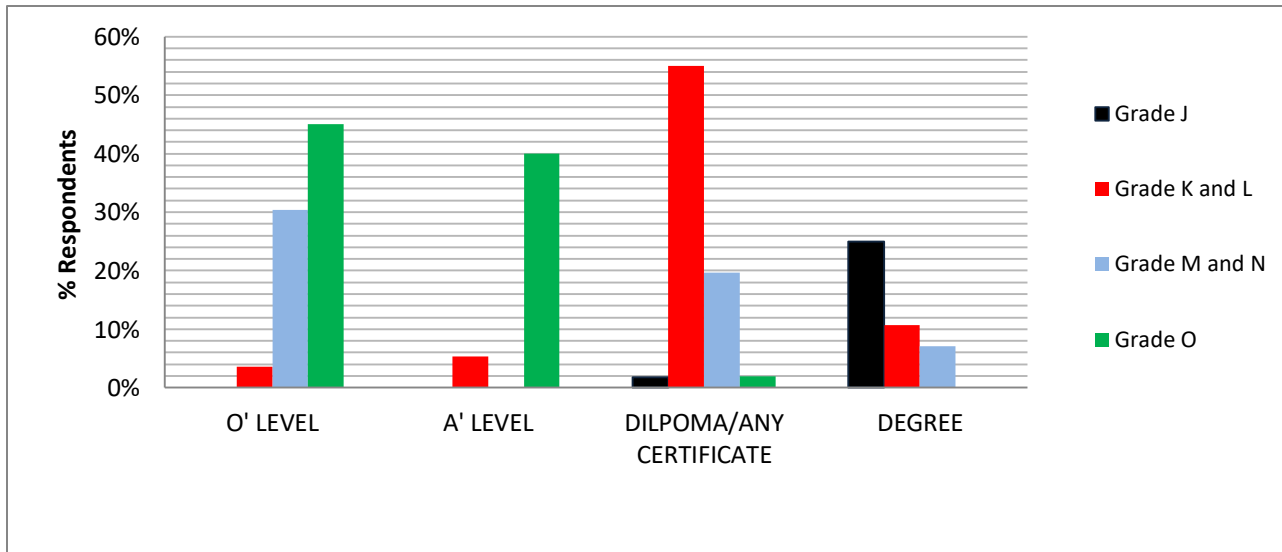


Figure 4.5 Educational levels for various grades

Figure 4.5 indicates educational level for various employees' grades. 45% of Grade O had 'O' levels as their highest qualification and Grade M and N (30%) have their 'A' level as their highest level of qualification. Then 55% of grade K and L have diploma and other equivalent educational qualifications as their highest level of qualification. In addition 25% of Grade J which is the highest Grade had degrees as their highest level of qualifications. This implies that most of the respondents were literate hence the results produced were informed results.

#### 4.2 Sources of occupational stress at Mimosa Mining Company

Figure 4.6 shows various workplace factors that have an impact on occupational stress. Each percentage shows their degree of impact on occupational stress.

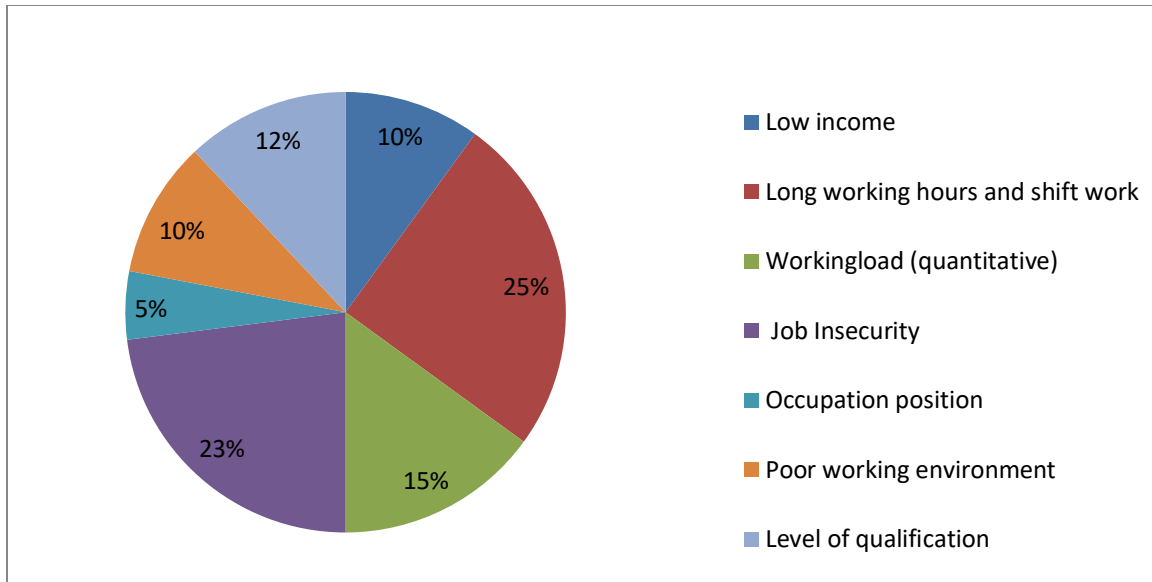


Figure 4.6 Sources of occupational stress

#### 4.2.1 Low income and benefits

Fig 4.6 indicates that 10% of the respondents were found to be susceptible to occupational stress due to low income. Low income deprived them of higher standard of living, a good education, good health facilities, decent housing hence causing family dysfunctions and occupational stress. Research findings also revealed that employees that receive low income suffer from occupational stress when they compare their earnings in relation to the amount work they do. Low income employees also tend to live in isolation and exclusion from the rest of average employees as they fail to even to avoid decent housing.

#### 4.2.2 Job Insecurity

Fig 4.6 outlines that job insecurity is a source of occupational stress at Mimosa Mining Company. Data collected from respondents revealed that about 23% of the employees are having occupational stress emanating from fear of losing jobs and especially with the recent labor law interpretation which allows the employer to terminate an employee on three month notice without benefits. Research shows that from the period of March 2014 up to date a total of 230 low level employees and 16 managers lost their jobs due to retrenchment in the organization and also two major contractors (Newbase construction and Servco) contracts were terminated.



### **4.2.3 Long working hours and Shift work**

Figure 4.6 indicates 25% employees work long hours and also do shift work. The research revealed that some employees especially in lower grades worked more than 50 hours per week which is in excess of the standard working hours. As a result long working hours might lead to fatigue, but because employees are afraid of losing their jobs or being labeled the bad apple they will not complain but as it is unhealthy overtime it will affect them even mentally hence occupational stress will develop.

### **4.2.4 Excess work-load**

The researcher identified workload as another source of occupational stress affecting 15% employees as shown in figure 4.6. Employees felt that demands of their work and the given time frame to complete the set tasks was unrealistic. The time to complete the tasks was inadequate. Ackerfeldt and Malhotra (2013) argue that role conflict happens when job demands and expectations of employees are incompatible in terms of the set time frames and this concurs with this study's findings. The research findings also revealed that the ongoing retrenchment process which started in 2014 intensified workload on the remaining employees hence paving way for occupational stress. Rubina et al. (2008), argue that work overload contributes to increase in stress amongst employees more than other factors. Furthermore the research revealed that too much manual work and too few workers carrying it out are one of the factors causing occupational stress. Even though jobs may be clear and well-defined, sometimes roles are blurred since there are limited personnel to tackle those outside and non-routine jobs which require special skills.

### **4.2.5 Occupational position**

Findings of this study revealed that differences in the work positions for various employees resulted in occupational stress. Management employees and shop floor workers were found to have high occupational stress levels than middle managers and non-managerial employees. High ranked employees have high demands and targets and all the responsibilities and pressure to produce favorable results lies in their hands and this gives rise to chances of occupational stress. Vollrath (2001) argue that neurotic persons are found to interpret more situations as threatening or damaging. Lower ranked workers were also found to suffer from occupational stress as they most of them were found to have no ability to handle complex and difficult situations and also very sensitive to criticism. According to Gist (1987) individuals with high self-efficacy are hypothesized to deal with difficulties and persist in the face of failure.

#### **4.2.6 Poor working environments**

According to Rebecca (2010) employees don't perform in a vacuum which means they work in an environment and has to be conducive. Research findings revealed that a small percentage of 10% mainly underground workers believed that poor working environment was one of the factors responsible for occupational stress. Questionnaires revealed that employees strongly believed that the working environment was not conducive for them to perform their jobs efficiently as it was characterized by high heat levels and air pollution mainly from mobile equipment. Deena (2009) states that, some employees are highly sensitive to the environment than others and are easily agitated by their working environment. Parkh et al, (2004), postulates that working conditions should be conducive and favorable for the employees in order to bring out the best. This shows that the environment should be conducive for work since a poor working environment can result in poor organizational performance

#### **4.2.7 Level of qualification**

According to Levey (2001), for an employee to work and function well in an organization the employee should have adequate knowledge and skills for that job. The findings of this study revealed that employees who were not qualified to perform their specific job were prone to occupational stress. Interviews revealed that most of the employees who attained lowest level of education qualification about 12% employees were mainly unqualified to perform the job hence they feel threatened resulting in them becoming stressed. Asif (2009) stated that qualifications and job fit are critical aspects that determine employee performance. Therefore if an employee is unqualified there is high chance that they perform poorer and it will stress them as they risk being terminated or they always are in performance related problems with their superiors.

#### **4.3 Impact of Occupational stress to Organizational Performance**

Occupational stress amongst employees adversely affects employee performance and on a bigger scale company performance therefore there is need to manage and control it. Data collected by the researcher revealed that occupational stress impacted negatively on the performance of Mimosa Mining Company. Figure 4.7 illustrates various impacts of occupational stress to Mimosa

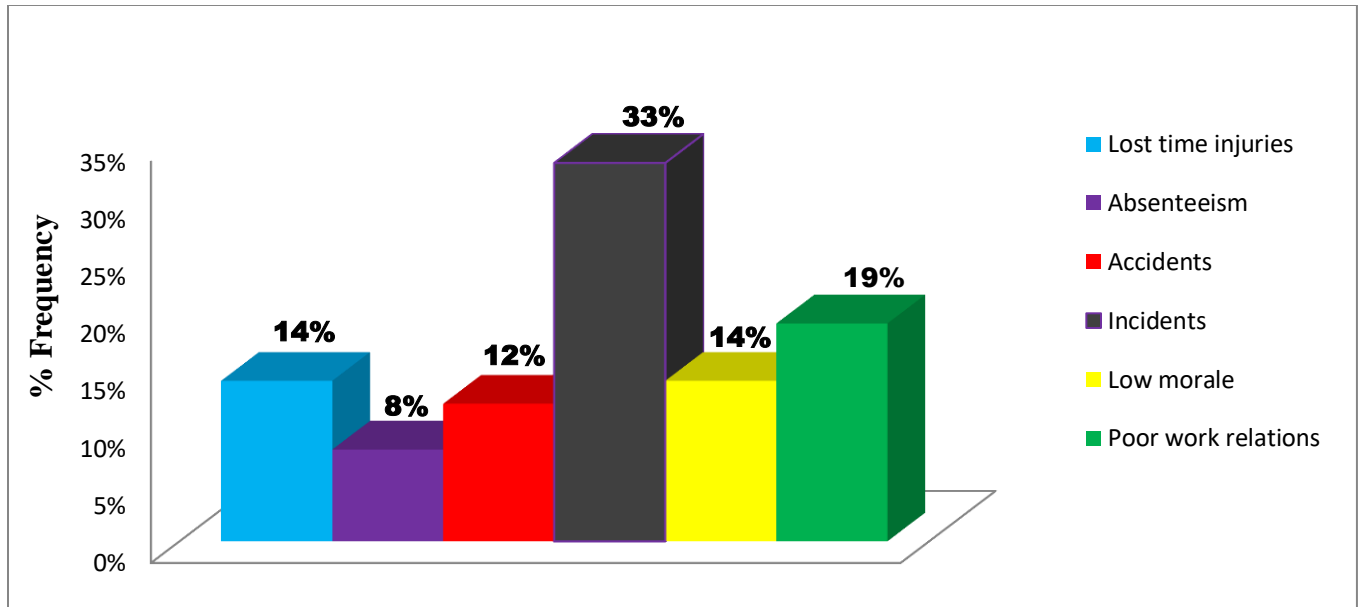


Figure 4.7 Impacts of occupational stress

#### 4.3.1 Lost time injuries

Mimosa's production is largely determined by lost time injuries frequency rate. Fig 4.7 illustrate that 14% of the respondents believed that occupational stress is responsible for lost time injuries that occurs. Figure 4.8 shows that 0.38 was lost time due to injuries per million hours worked. The research interviews revealed that lost time injuries frequency rate rose from 0.26 million man-hours worked in 2013 to 0.38 in 2014. The increase in lost hours due to injuries leads to a reduction in productivity and hence the organization's performance will also dwindle. The cause of injuries might be due to workplace related accidents. The accidents could be traced and indications may be that high injuries might be a result of accidents might be due to occupational stress amongst employees. If workers suffer from occupational stress that means psychologically they are not in the right set of mind to work and this usually results in accidents as they me negligent or absent minded when carrying out their duties. .According to Kelloway et al (2008) occupational stress has fast become a growing concern if undetected and necessary measures are not taken to assist the affected employees this usually results in increased accidents in the workplace which in the mining set up, will reduce productivity and it turns away potential investors.



Figure 4.8 Lost time injury frequency rate (*per million-man hours worked*)

### 4.3.2 Absenteeism

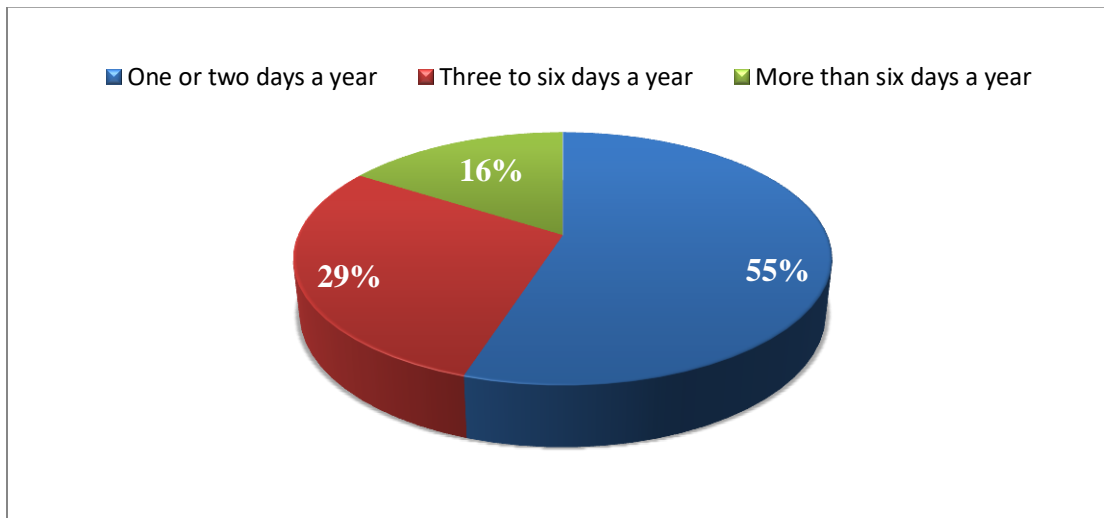


Figure 4.9 Absenteeism frequency rate

This study revealed that absenteeism rate was very high. An in-depth look into the reasons for the absenteeism's therefore indicated they were largely related to occupational stress. Fig 4.9 shows absenteeism statistics in detail. 55% of the staff do not come to work for either one or two days a year to due to stress related illnesses. 29% miss three to six days a year and 16% miss more than six days a year. As most employees are not aware of occupational stress it is only after one does investigative work to establish the actual reasons why some employees are absent from work then one carry the two which have a causal effect relationship that is, occupational stress causing absenteeism. Motowidlo and Van Scotter (2004), concur with these findings and go on to say that occupational stress results in substantial cost to organizations through sickness absenteeism, medical expenses and lost productivity.

### 4.3.3 Accidents

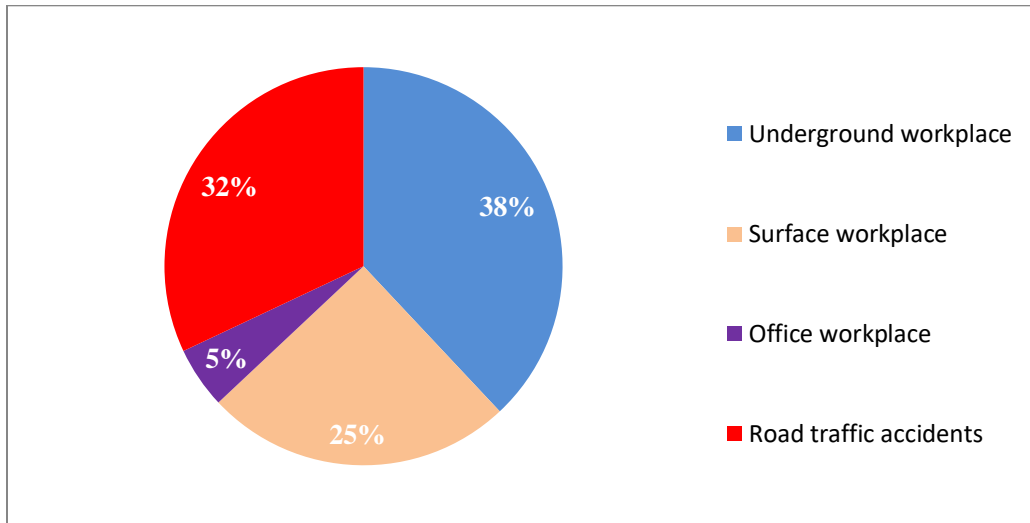


Figure 4.10 Accidents occurrence frequency

The research results show that occupational stress, to a lesser extent might have caused accidents that happened at Mimosa Mining Company. According to Chronicle of August 26 2015 an employee at Mimosa Mining Company was crushed to death on 24 of August 2015 by a rock in the mine shafts while preparing for night shift underground mining. Figure 4.10 shows accident distribution where it can be noted that most (38%) of accidents that happened at Mimosa normally occur in the underground area, and 32% are road traffic accidents. These statistics clearly show that most accidents occurrences in the underground mining area can be traced to occupational stress as revealed in the questionnaires by the respondents. The other reason also can be attributed to working shifts as interviews revealed that all the workers who work underground work either day or night shift. A small percentage of 5% is of accidents that occur in the office area the number is low since the working area was said to be more conducive and people working in the office work flexible hours that is 7:00am – 4:00pm hence they hardly experience occupational stress as revealed by the interviews.

### 4.3.4 Low morale

Low morale as one of the occupational stress indicators was researched upon and the findings revealed there was low morale at the mining company. Where there is low morale employees are generally not happy of their jobs and the workplace environment. This can be attributable to high levels of occupational stress. However, depending with the mechanisms available within the

organization employees might be forced to suppress their problems resulting in low morale which leads to occupational stress. In this scenario despite several efforts by Mimosa to boost employee morale it is difficult to address this problem completely due to the high staff complements there the low staff moral generates into occupational.

#### **4.3.5 Poor work relation**

Fig 4.7 shows that there is poor industrial relations though to a marginal extent (19%). Industrial poor climate can be noted by increase in staff grievances, collective job action, and increase in disciplinary hearings amongst other indicators. The employee employer relationships will be tattered and a wide gap between management and shop floor workers. If there are problems that require the two parties to sit and solve this will take a lot of time as each end would want to prove their muscle and their worth to each other. As end result this can slow down organization efficiency.

#### **4.4 Strategies used to reduce impacts of occupational stress to organizational performance**

Research findings as revealed in the questionnaires despite the presence of occupational stress amongst its staff members that as far as occupational stress is concerned, Mimosa Mine Company has managed to formulate a number of mechanisms aimed at reducing the occurrence and impact of occupational stress using direct and indirect methods to the problem. The initiatives include establishing a Safety, Health and Environmental (SHE) management department headed by the SHE Manager who is responsible for managing all the safety, health and environmental issues of the organization. Furthermore, findings from the interviews revealed that the organization formulated a business policy which highlights the steps undertaken by the company in reducing occupational stress, and other related problems such as accidents and fatalities during mineral extraction. The formulated business policy assists the organization to achieve and maintain zero harm in all the operations. They aim to achieve zero harm by committing to maintenance of an integrated business management system that complies with ISO 14001:2004 and OHSAS18001:2007 and all legal requirements that apply to the business operations. According to Kelloway et al., (2008) examination and evaluation of organizational stress management interventions is the best direction deal with occupational stress.

#### **4.4.1. Occupational stress management standard**

The interviews revealed that there are occupational stress management standards that are used to effectively manage and control occupational stress. The management standards cover six important areas of work design have to be managed. If these standards are properly implemented they will allow assessment of the current situation using surveys. They also promote active discussion with the employees to help decide on practical improvements that can be done. More specifically the six management standards cover the source of occupational stress in the organization. These areas are:

**Demands** – this involves all issues such as workload, work patterns, and work environment. Employees can agree that they are able to cope with the job demands and the system in place to respond any individual concerns. The organization should give employees achievable task in relation to agreed time frames, and this also takes into consideration of employee's skills and the ability to do the job. The standard allows tasks are that are designed to be within the capabilities of employees.

**Control** – This focuses on how much input (say) the employee has in the way they do their work. The standards give room for employees to have control over their pace of work thus to decide when breaks should be taken, and are encouraged to use their skills and initiative to do their work. Where possible employees are given chance to develop new skills to allow them to undertake new and challenging tasks. Employees are also given feedback over their work patterns

**Support** – This includes the encouragement, sponsorship, and resources provided by the organization, line management and colleagues. The standard is in place to accommodate any individual concerns. Employees are given constructive feedback, and credit for the work they do hence this help in reducing levels of stress amongst them as they are prioritized.

**Relationships** – The study also found out that relationship within the organization includes promoting positive working to avoid conflict and dealing with intolerable behavior hence the motto "**BE A BROTHERS KEEPER**" aimed at creating a bond between employees. This assists in reducing occupational stress by sharing problems. This standards also give permission to every employee regardless position at work to report unacceptable behavior.

**Role** – The interviews carried out revealed that the organization managed to identify role conflict as a source of occupational stress, and the standard was put in place to allow employees to understand their role within the organization and ensure that they do not have conflicting roles. To avoid occupational stress the organization ensures that different requirements of employees are compatible and clear. Employees are also allowed to raise concerns on any role conflicts that may occur.

**Change** – The researcher found out that the organizational change (large or small) is managed and communicated in the organization to avoid occupational stress as a result of being unaware of changes within the organization. The employees are also informed in order to make them understand the reason for proposed changes, and be aware of probable impact of any changes to their job.

#### **4.4.2. Standard of operational procedure (SOP)**

Interviews that were done to the key informants revealed that standard operating procedures are a guideline or mandatory steps that employees are supposed to follow when carrying out any task to be performed. These assist in reducing occupational stress resulting from employees who might not be sure of procedures doing their work

#### **4.4.3. Tailgate**

Tailgates are also known as SHE talks, and are meant to educate employees on issues pertaining to safety and health. They are done at the beginning of every shift to remind employees about good practices and to manage stress and its effects. Interviews revealed that tailgates are done in every department and for about 15 minutes or less. Tailgates provide employees with knowledge and they become aware of SHE important aspect and help them in terms of managing and controlling them. They also even remind employees of safe work acts.

#### **4.4.4 Audits**

Findings from the interviews revealed that the organization carries audits (internal and external) which are meant to manage occupational stress and other related issues. These audits provide independent assessment of management systems and capacity. The interviews revealed that they help improving communications and foster good employee relations hence reducing occupational stress amongst employees. Table 4.2 indicates type of audits that are carried out and the reason to conduct them



Table 4.2 Type of audits

Date	Type of audits	Reason for audit
March	External audit by DQS	ISO14001 and OHSAS18001 Certification renewal Audit
September	Internal audit	To close up non-conformities raised in the external audits and note areas of continuous improvements
October	External by DQS	To find out if the organization is complying to OSH standards areas of improvement
May	Zimbabwe chamber of mines	Encourage development and implementation of environmental management best practices

#### 4.4.5 Occupational Safety and Health surveys

Interviews carried by the researcher established that the organization also carries occupational safety and health surveys with the aim to manage and control occupational stress. These surveys are done quarterly being conducted by second parties firms to ensure transparent and avoid vague results. As shown in Table 4.4 the surveys are mainly carried out with intention of making working environment safe and conducive hence avoiding occupational stress elements that are mainly caused by a poor working environment.

Table 4.3 Type of survey that are conducted

Type of survey	Conducted by	Reason of the survey
Ergonomic surveys	SHE department	Assessing working environment and identifying signs of cumulative trauma associated with each occupation and provide necessary recommendations.
Gas detection	Environmental Management Agency	Determine the concentration levels of gases emitted into atmosphere
Fire risk survey	ABC Firetech	Identify fire risks within the organization and eliminate, control and avoid them
Dust surveys	Environment Mark	To eliminate dust sources and make the fall within dust limits range
Noise Surveys	SHE department	To check if the noise emitted in the organization is not above occupational exposure limit of 85 dB(A)

#### 4.4.6 Health and Safety inspections

The findings of the research also revealed the organization conducts inspections with the aim of fostering a safe and healthy working environment that is stress free. Weekly workplace inspections are conducted for the purpose of identifying and correcting unsafe conditions and behavior. These inspections cover the whole organization premises in areas such as job sites, buildings, temporary structures excavation, tools, equipment, machinery, work methods and practices.

#### **4.4.7 Review of Occupational Safety and Health Policy**

Information acquired from the interviews revealed that after every two years the organization reviews the safety healthy and environmental policy together with business policy. The documents that are reviewed are used in the organization such risk assessment forms, standard of operational procedures, legal and other requirements document, emergence equipment inventory. The review process is carried out in order to identify the effectiveness of the SHE policy and to make adjustments to the policy if necessary hence indirectly managing and controlling occupational stress.

## CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

### 5.1 Conclusion

The purpose of this study was to solicit information on the impact of occupational stress on organizational performance. The research findings revealed the levels and dimensions of occupational stress and its relationship with organizational performance particularly in the mining sector. The results of this study support this notion that there is an inverse relationship between occupational stress and organizational performance meaning that high level of occupational stress influences organizational performance in a negative way. Most employees experienced moderate to high occupational stress levels due to their work roles. Underground and surface employees doing menial tasks reported higher occupational stress levels and lower organizational commitment compared to office employees.

The outcomes of this study also provided an insight into the demographic variables that may influence occupational stress. Job position and age had a statistically significant relationship with occupational stress and organizational commitment. The study also revealed that highly qualified employees had better occupational stress coping tendencies. However those with higher qualifications manifested lower levels of organizational commitment as compared to the employees with fewer qualifications.

Several actions that seek to reduce occupational stress have become a need in order to improve employee`s well-being and their welfare. It has become somehow mandatory that these proactive interventions be integrated into structural context of work for example in employee work schedules and their working environment. Furthermore, primary control measures such as awareness training, workload adjustment and hazard identification are some of the effective strategies that are suggested to reduce occupational stress levels and improve organizational performance better organizational outcomes.

## **5.2 Recommendations**

To enable the organization to improve and maintain high performance standards by reducing occupational stress, the researcher recommends the following:

### **5.2.1 Recommendations to the Company**

- a) The organization should prioritize proactive interventions by implementing management strategies that focus on elimination of occupational stress, as it is far more rewarding to be proactive than treating manifested health damage. Biron (2012) concurs and asserts that the negative costs associated with reducing performance, absenteeism, sickness and turnover are substantially higher compared to the costs of keeping employees present, well and healthy by implementing stress management interventions.
  
- b) Insufficient monitoring of employees' health is the major cause for increased prevalence of occupational stress in most cases. Therefore it becomes imperative for Mimosa to continuously assess occupational stress and the various occupational morbidity patterns in order to address the problem of occupational stress.
  
- c) Furthermore, rewarding hardworking and exceptional employees is also recommended to the organization. This can mitigate occupational stress amongst employees as it shows recognition of employees' effort by the employer whilst stimulating commitment from employees. It will also build employee satisfaction which ultimately reduces occupational stress in employees. The long and short of it being that recognition of outstanding contribution by employees keeps them highly motivated.
  
- d) The employer can engage in job redesign exercise which can be used to eliminate occupational stress. Through job redesign employers can ensure that monotonous work routines and complex tasks are broken down into smaller manageable tasks. Employees will therefore tend to enjoy work as natural as play hence reducing occupational stress which is related to their jobs and improving organizational performance.

- e) Wellness programs planned social events, provision of recreational facilities, stress management training and development are also highly recommended activities that if put in place they would significantly improve employee welfare at the same time reducing occupational stress. They create awareness of occupational stress signs and symptoms and educate employees, supervisors and management on how to combat it.
- f) Tertiary intervention programs that are therapeutic in nature should also be put in place by the employer to cater for employees who are informed signs and symptoms of occupational stress.
- g) The employer is recommend to do performance appraisal through which information linked to the amount of work, employees perspective regarding their supervisors management styles, remuneration and working conditions can be solicited in order for the employee to detect any signs of occupational stress or conditions that might lead to occupational stress.
- h) Most importantly it is recommended that management should improve the working relations and communication between employees and their superiors or even top management as this allows employees to freely air out their grievances or issues which if suppressed might lead to occupational or give room for such conditions that lead to occupational stress.

### **5.2.2 Recommendations to the Employees**

- a) Employees should come up with their work social groups through the assistance of their workers representatives. Through these groups they can engage organizations that educate them on employee health and they will discuss topics such as to do with occupational stress.
- b) Employees are also recommended to regularly visit the staff clinic for regular health checkup. This will ensure that their health is in check and the health personnel can be

able to pick occupational stress signs and symptoms at their infancy stage, thereby allowing prompt action to be taken by both the employee and the organization.

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## **Appendix 1:**

### **Questionnaire for non- management employees**

I am a fourth year student at the Midlands State University, pursuing an Honours Degree in Geography and Environmental Studies. I am conducting a research for my dissertation on "the impact of occupational stress on organisational performance" a case study of Mimosa Mining Company (MMC).

This questionnaire is focused on the assessment of occupational stress within employees and how it impacts on organisational performance. I thereby kindly ask you to assist me in my research by sparing a few minutes of your precious time to respond to this questionnaire.

The information collected is highly confidential and will be used solely for academic purposes with strict confidentiality hence **do not fill in your name.**

### **Instructions**

- 1. Do not write your name on this questionnaire.*
- 2. Answer all questions.*
- 3. Answer by putting ticks in the space provided and filling-in details in the spaces provided.*
- 4. Please return the questionnaire upon completion.*



**SECTION B: SOURCES OF OCCUPATIONAL STRESS**

		Not at all	Lesser Extent	Greater extent	Totally
1	I am clear of what is expected of me at work				
2	I always have ample resting periods during work				
3	My deadlines are realistic and achievable				
4	My superior is always there to help when I face challenges				
5	I am given supportive feedback on the work I do				
6	My superiors listen to my personal problems				
7	My employer recognises my skills and qualifications				
8	There is room for career growth in my organisation				
9	There are sound Health and Safety measures in place				
10	I am happy with my earnings/remuneration in relation to my job				
11	There is job security in our organisation				
12	Management always communicates and consults with us before they make any changes				
13	I feel like I am part of the organisation				
14	Our management puts our welfare as their core responsibility				

15. What drives you to come to work? .....

.....  
 .....

16 What in your opinion do you think is the main cause of occupational stress?.....

.....

***THANK YOU!!!***



## Appendix 2:

### Questionnaire for Managerial employees

#### Introduction

I am a fourth year student at the Midlands State University, pursuing an Honours Degree in Geography and Environmental Studies. I am conducting a research for my dissertation on "the impact of occupational stress on organisational performance" a case study of Mimosa Mining Company (MMC).

This questionnaire is focused on the assessment of occupational stress within employees and how it impacts on organisational performance. I thereby kindly ask you to assist me in my research by sparing a few minutes of your precious time to respond to this questionnaire.

The information collected is highly confidential and will be used solely for academic purposes with strict confidentiality hence **do not fill in your name**.

#### Instructions

- 1. Do not write your name on this questionnaire.*
- 2. Answer all questions.*
- 3. Answer by putting ticks in the space provided and filling-in details in the spaces provided.*
- 4. Please return the questionnaire upon completion.*

**SECTION A: Information about the respondent**

*Tick the most appropriate response*

1. Sex: Female  Male

2. Age :

18-29	30 -39	40 -49	50-55	56-60	61+

3. Marital status

Single	Married	Widowed

4. Educational Qualifications

O-Level	A-level	University	Other( <i>specify</i> )

5. Department

MIS	MHL	HR	PLANT	MET	ASSETS

6. Job Grade 

Grade	
-------	--

7. Length Of Service (*years*)

Below 5	5 - 10	11 - 20	21 - 30	Above 30

**SECTION B: Impacts of occupational stress on organisation performance**

- 1. Do you have a performance management system in place? .....
- 2. Do you understand how the system works? .....
- 3. How are your objectives set? .....
- 4. How do you set objectives for your subordinates? .....
- 5. How are your targets communicated to you? .....
- 6. How do you communicate targets to your subordinates? .....
- 7. Has your department been attaining its targets? .....
- 8. Over the last five (5) how do you describe the company`s performance.? .....

.....

- 9. What reasons could you give for the answer above? .....

.....

.....

- 10. What areas do you think your organisation can improve? .....

.....

- 11. Do you think occupational stress affect organisational performance?

Yes

No

If Yes Specify

.....

.....

.....

12. What are the effects or impacts in your section if a worker in your department is experiencing occupational stress

.....  
 .....

		Low	Average	High	Very High
<b>13</b>	How is the rate of absenteeism amongst your subordinates?				
<b>14</b>	How is the rate of disciplinary hearings in your department?				
<b>15</b>	How is the rate of grievances amongst your subordinates?				
<b>16</b>	How do you rate the level of commitment amongst your subordinates?				
<b>17</b>	How do you rate the staff morale amongst your employees?				
<b>18</b>	What is the rate of accidents in your department or section?				

**SECTION C: Strategies to manage occupational stress**

13. Does the company have the OHS policy? .....

14. If yes, is it operational and how frequent is it reviewed? .....

.....

15. Do you have an understanding of Occupational stress? .....

16. If yes? What is your understanding of Occupational stress? .....

.....  
 .....  
 .....

17. Do you think you have ever experienced it? .....

18. Do you think any of your subordinates have ever experienced it? .....

19. What do you think are the major causes of occupational stress? .....

.....  
20. Do you think there is a relationship between occupational stress and organisational performance? .....

21. Do you give your company give advice on occupational stress management? .....

22. How do employees respond to the advice? .....

23. What is the most common offence committed by employees in your section? .....

.....  
24. What could be the reason for that? .....

25. What is the most common sickness amongst your employees? .....

26. What could be the reason? .....

27. Has your organisation ever carried out an occupational stress survey? .....

28. If your answer above was yes, how often are they done? .....

.....  
29. Is occupational stress management necessary at Mimosa Mining Company? .....

30. What strategies are in place, to reduce occupational stress? .....

.....  
31. Do you consider these strategies effective? .....

***THANK YOU!!!***

**Appendix 3:**

**Interview guide for the top management**

Sex      Male                   Female

Age

25-30	31-39	40-45	46-50	51-60	61+

Department.....                  Section.....

Job title.....

**SECTION B: Organizational performance information**

1.      What is your position at Mimosa Mining Company?
2.      What is your understanding of Occupational stress, and have you ever experienced it?
3.      What do you think are the major causes of occupational stress?
4.      Do you think there is a relationship between occupational stress and organizational performance?
5.      How can you describe your quarterly output of ore? Is it Increasing or declining?
6.      Give a reason for your answer to question above?
7.      Which financial year did you get poor organizational performance, and why was it poor?
8.      How do you increase your performance?
9.      What should be done to sustain/improve organization performance?
10.     Do you give your employees some advice on occupational stress management?
11.     How do employees respond to the advice?
12.     Is occupational stress management necessary at Mimosa Mining Company?

13. What kind of advice are you giving to employees to cope with occupational stress?
14. How would you describe impacts of occupational stress to the organization?
15. In your opinion is organization performance increasing or declining?
16. What do you think should be done to Mimosa Mining Company to eradicate effects of occupational stress to the organization?