

Influence of Work-Induced Stress on Employee Job Performance of Selected University Teaching Hospitals in South-South, Nigeria

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Abstract

This study examines the influence of work-induced stress on employee job performance of selected University Teaching Hospitals in South-South, Nigeria. Organizational role theory and job characteristics theory were examined, and the study was specifically anchored on job characteristics theory. Cross-sectional/survey design was used for the study. Data for the study were obtained by using primary and secondary sources and a structured survey questionnaire was used as the research instrument to elicit data from the respondents. The target population of the study consisted of all the University Teaching Hospitals in South-South, Nigeria whose staff population is given as 5713 employees. With help of Taro Yamane Sample Formula, the sample size of the study was determined at three hundred and seventy-four (374) staff, and 359 copies of questionnaire were retrieved from the respondents. After editing the retrieved copies of questionnaire, 332 of them were found useful and valid for the study analysis. The study used descriptive and inferential statistical tools to analyse the data. Specifically, Pearson Products Moment Correlation Coefficient (r) was used to test the hypotheses with the aid of SPSS 25.0. The reliability of the research instrument was tested using the Cronbach Alpha. The study discovers that social workers are over-engaged with their job and that leads them to overwork and be involved with projects. The study finds that social workers can perform their duties effectively and efficiently for the achievement of their organization's objectives and that social workers are satisfied with their job performance. The study finds that there is organizational support in social work job. Conclusively, role conflict has a positive and significant relationship with employee job performance; workload has a positive and significant relationship with employee job performance; working conditions have positive and significant relationship with employee job performance. The study recommended that the reduction of the negative effect of work-induced stress, and to ensure that employees work with reduced burnout, hospitals should expand out-patients' reception halls to avoid excessive workload and overcrowding. This is necessary because a conducive physical environment enhances job performance of social workers.

Keywords: Work-Induced Stress, Role Conflict (Role Ambiguity), Workload, Working Conditions, Employee Job Performance

Introduction

Stress in the workplace continues to be a highly pervasive problem, having both direct negative effects on individuals experiencing it and companies paying for it, and indirect costs vis à vis lost productivity (Godwin et al., 2022). The prevalence of work-induced stress is not diminishing despite improvements in technology and employment rates. The sources of stress, such as workload, seem to exacerbate with improvements in technology (Okoye et al., 2021). Moreover, accessibility through mobile technology and virtual computer terminals is linking people to their work more than ever before. Ironically, despite these mounting work-induced stressors and clear financial and performance outcomes, some individuals are reporting they are less stressed, but only because stress has become the new normal (Badji & Déogratias, 2022).

Work-induced stress within the social work profession is an issue of great concern globally (Moss, 2015). Work-induced stress among social workers worldwide can be attributed to a number of factors that are either internal or external to the workers' working environment (Widajati, 2018). Social workers are faced with high

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levels of paperwork and unsupportive and inadequate supervision and with the demand for social work services rising, which is not a surprise that social workers often experience work-induced stress (Liu & Liu, 2017).

The modern-day workplace has been seen to be significantly prone to work-induced stressors which can be directly linked to the major changes that are being implemented across various organisations as a result of globalisation, technological advancement coupled with economic recessions and political changes (Erasmus, Grobler & Van Niekerk, 2015; Patton, 2019). As a result of the changing nature of work and the current fast paced global work environment, organisations are more competitive and greater demands are being placed on employees in relation to work flexibility and acquisition of new skills to adapt to new ways and methods of executing their job roles (Jameel & Ahmad, 2020).

It is well recognized that work-induced stress is more prevalent amongst social workers as compared to employees in other sectors (Badji & Déogratias, 2022). Some of the most prevalent work-induced stressors found to be plaguing the work environment are role ambiguity, role conflict, role overload and workload (Frone, 2016; CUPA-HR, 2020; Ren et al., 2017). Specifically, employees within the present-day academic environment are experiencing increased pressures relating to workloads, inadequate access to research funds and conflicts at work (Jameel & Ahmad, 2020; Park & Nam, 2020; Ryu *et al.*, 2020). The work demands of social workers have evolved over the years which have in turn increased their work loads, burn outs and commitments. Varying factors such as supervisors support have also been observed to buffer against the adverse effect of work-induced stress (Gabel et al., 2016). It is however important to ensure that existing work stressors across various work environments are either mitigated or eradicated for the purpose of improving employee well-being as well as organizational performance. In Nigeria, the studies showed that work-induced stress was the major problem. As far as the investigators dig out previous studies in Ethiopia were done by a single cross-sectional study design and focused only public hospitals (Agyemang et al., 2022). Thus, this study aimed to address the gap by examining the relationship between work-induced stress and employee job performance of selected university teaching hospitals in South-South, Nigeria.

Objective of the Study

The objective of the study is to examine the relationship between work-induced stress and employee job performance in social work practice of university teaching hospitals in South-South.

Research Questions

The study answered this research question:

To what extent does work-induced stress caused by role conflict (role ambiguity), workload and working conditions workload relate with employee job performance in social work practice of university teaching hospitals in South-South?

Hypothesis

The study tested this research hypothesis:

Ho: There is no significant relationship between role conflict (role ambiguity), workload, working conditions and employee job performance in social work practice of university teaching hospitals in South-South.

Literature Review

This section deals with literature related to the study under the following subheadings: Theoretical framework, conceptual review and empirical studies

Theoretical Framework

This study has its underpinning theories as organizational role theory and job characteristics theory.

Organizational Role Theory

Organizational stress can also result from employees' roles within an organization. Role theory represents a bridge between the organizational environment and the individual (Kahn & Katz, 1978) The concept of a role, according to Biddle and Thomas (1966) is the central idea in role theory. Individuals occupy societal positions; their role performance in these positions follows social norms, demands, and rules, by the role performances of others in their respective positions, and by the individual's capabilities and personality. Roles serve as the boundary between the individual and the organization, while also representing expectations for both. They serve as a means to link organizations with individuals (Biddle & Thomas, 1966; Katz & Kahn, 1978).

Organizational roles are the structural elements that define an individual's behavior when occupying a position (Getzels & Guba, 1957). A role describes a set of behavioral expectations relative to a position within a

specific social construct or structure (Rizzo, House & Lirtzman, 1970). Expectations define the behaviors required of a person filling a role, or by others who relate to the role (Rizzo, House & Lirtzman, 1970). In the workplace, professional roles develop via job requirements, written communications from supervisors, or verbal discussions.

Katz and Kahn (1978) propose a model identifying factors affecting organizational roles. The model suggests that organizational factors (circle E) affect the individual's expectation regarding the role behavior of themselves and others. These expectations determine the nature and content of the sent role. The role-set conveys its expectations to the focal person in the form of norms, or pressures, to act in a certain way. The focal person receives these sent role pressures, interprets them, and reacts. If the focal person perceives the sent role pressures as clear, there may be few problems.

Organizational role theory suggests that social organizations can place difficult, conflicting, or impossible demands on role incumbents (Katz & Kahn, 1978). These demands can be functional or dysfunctional and can result in role stress. Organizational theorists have conceptualized role conflict and role ambiguity as forms of role stress.

As indicated by Rizzo et al. (1970), inconsistency between professional and organizational standards can cause an individual to find irregularities in the behaviors expected of them. Jackson, Sana and Aslam (2018), suggest that commitment may partially determine the experienced levels of ambiguity and conflict. Those who have a desire to succeed within an organization are adept at determining others' expectations of them and thereby reducing role ambiguity. They are also less susceptible to person-role conflict because they are more likely to conform to the values of the organization in order to meet professional goals.

Organizational role theory was applied in this study because organizational role theory conceptualizes role conflict and role ambiguity as forms of role stress. In this study role conflict and role ambiguity are regarded as separate constructs because they impact on individuals and organizations differently. In applying the organizational role theory, role conflict is seen as a separate dimension. The study distinguishes among the various types of role conflict empirically and theoretically identified in the process of investigations as each type of role conflict might possess a unique relationship to the variables and outcomes.

Job Characteristics Theory

The Job Characteristics Theory propounded by Hackman and Oldham (1975), a widely studied model known as a theory of work design provides a set of implementing principles for enriching jobs in organizational settings. The original version of job characteristics theory proposed a model of five "core" job characteristics (i.e. skill variety, task identity, task significance, autonomy, and feedback) that affect five work-related outcomes (i.e. motivation, satisfaction, performance through three psychological states (i.e. experienced meaningfulness, experienced responsibility, and knowledge of results) (Hackman & Oldham, 1975)

Hackman and Oldham (1975) proposed the Job Characteristics Theory, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.) (Hackman & Oldham, 2007). The five core job characteristics can be combined to form a motivating potential score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviours.

Jobs that are high in motivating potential must be also high on at least one of the three factors that lead to experienced meaningfulness and also must be high on both autonomy and feedback. If a job has a high MPS, the JCM predicts that motivation, performance and job satisfaction will be positively affected and the likelihood of negative outcomes, such as absenteeism and turnover, will be reduced. According to the Job Characteristics Theory, certain core features of jobs, as seen by the worker, impact psychological reactions to the job and the outcomes that follow from those reactions. In other words, the Job Characteristics Theory posits that perceived core job characteristics impact work outcomes through their effects on psychological reactions to the job (i.e. critical psychological states).

In the use of Job Characteristics Theory, critical psychological states are expected to explain variability in five specific work outcomes: General job satisfaction; perceived job performance; internal work motivation (i.e. the extent to which the worker is motivated by doing good work):

- (1) satisfaction with growth (i.e. the extent to which the worker is satisfied with the opportunity to learn new things on the job); and
- (2) thoughts of quitting as a result of employee burnout.

These three critical psychological states, in turn, are determined by five job characteristics – skill variety, task identity, task significance, autonomy and feedback (Hackman & Oldham, 2007).

This study was anchored on Job Characteristics Theory as The Job Characteristics Theory posits that the way jobs are perceived in terms of these five core job characteristics impact three particular psychological reactions to the job. Jobs seen as high in the five core job features (e.g. high in autonomy) are expected to be seen as more meaningful by workers, are expected to engender greater feelings of responsibility on the part of workers and are expected to provide clear cues to workers about the quality of work. The application of Job Characteristics Theory amongst the social workers from selected organizations in South-South Geopolitical Zone of Nigeria elicits a critical bearing for both the theoretical and practical implications of the study- working conditions and social work practice. Hence, this study seeks to investigate the relationship between work-induced stress and social work practice with measures as employee burnout, employee job performance and employee job satisfaction.

Conceptual Review

This section reviews the key concepts used in the study under the following subheadings: Work-induced stress, role conflict (role ambiguity), workload, working conditions, employee job performance.

Conceptual Framework

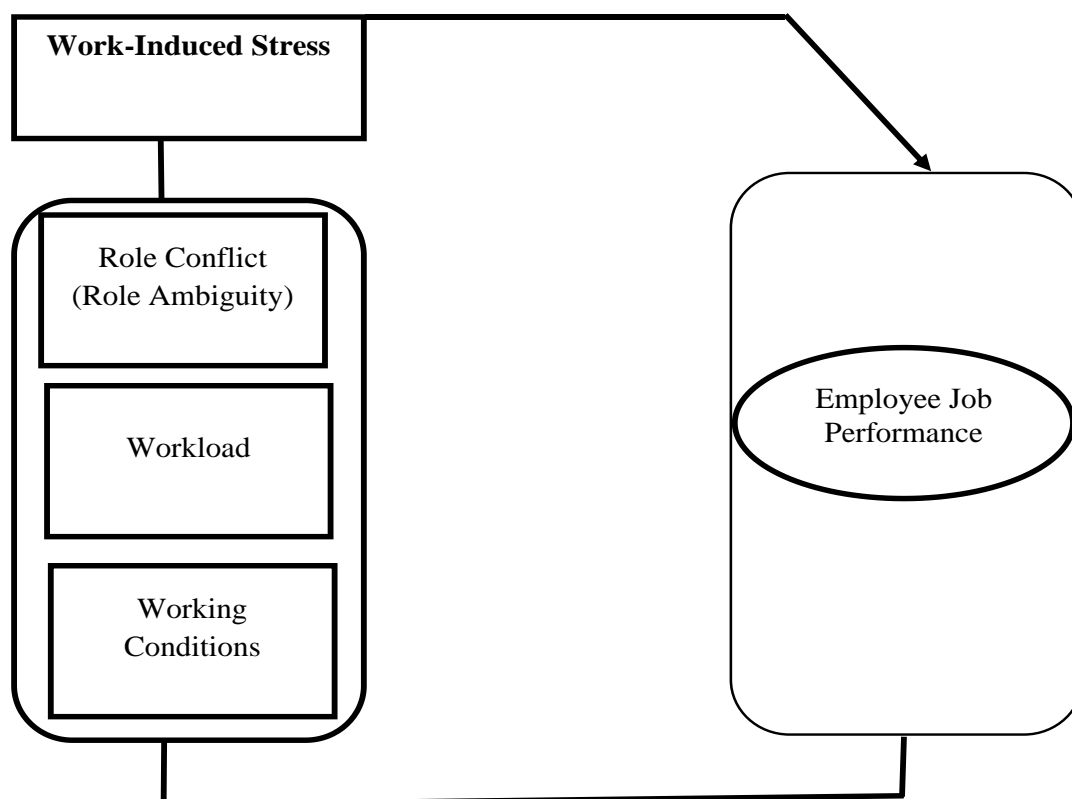


Figure 1: Conceptual Framework of the Relationship between Work-Induced Stress and Employee Job Performance of Selected Hospitals in South South, Nigeria

Sources: Ryu et al. (2020), Mbata (2022), Mbata and Wori (2023), Review of related literature, (2024).

Concept of Work-Induced Stress

Stress is a natural human response to things that our minds perceive as threatening or challenging and it is something that we all feel from time to time. After all, between personal relationships, responsibilities at work and home, and other life events, there are plenty of reasons for us to feel “stressed (Patton, 2019).

Work-induced stress is the stress that people feel because of their job or occupation, and it’s something that workers in any industry or field can experience (Jameel & Ahmad, 2020). Work-induced stress is one of the most common sources of stress, affecting up to 83% of all people who work. The percentage of workers who report experiencing work-induced stress has continued to increase every decade (Ryu et al., 2020).

Work-induced stress is a growing problem around the world that affects not only the health and wellbeing of employees, but also the productivity of organisations. Work-related stress arises where work demands of various types and combinations exceed the person's capacity and capability to cope. Work-induced stress is the second most common compensated illness/injury in Australia, after musculoskeletal disorders (Zaidan, & Juariyah, 2020).

Work-induced stress can be caused by various events. For example, a person might feel under pressure if the demands of their job (such as hours or responsibilities) are greater than they can comfortably manage. Other sources of work-related stress include conflict with co-workers or bosses, constant change, and threats to job security, such as potential redundancy (Yunarti, 2020).

Work-induced

stress among social workers worldwide can be attributed to a number of factors that are either internal or external to the workers (Curran & Prottas, 2017). Sabagh *et al.* (2018) indicates that work-induced stress is a growing problem facing the current state of economy globally. Workers are faced with increasing conditions of overwork, lack of resources, job insecurity, job dissatisfaction, and lack of independence. Work-induced stress is believed and has been proven to be having a tremendous negative impact on the employees' health and well-being, as well as on the organizational productivity (Jameel & Ahmad, 2020).

The ability to manage workplace stress is essential to employees' overall health and well-being. Chronic work stress can lead to several physical ailments, such as high blood pressure, increased cholesterol, diabetes, ulcers, substance abuse, depression, and headaches (Colligan & Higgins, 2006). A study by Ebberts and Winjberg (Ebberts & Wijnberg, 2017) reveals that individuals exposed to chronic workplace stress are at a 10% to 40% increased risk of developing cardiovascular disease. In a study on the relationship between workplace stress and alcohol consumption, Frone (2016) reports that chronic stress significantly correlates with heavy alcohol consumption among men and women. In addition to its physical effects on the body, chronic workplace stress has psychological consequences, including anxiety, irritability, and anger (Jameel & Ahmad, 2020).

Chronic workplace stress can contribute to decreased worker productivity and increased absenteeism (Liu & Liu, 2017). Workplace stress can also result in detrimental changes to individuals' personalities and behaviors, which contribute to burn out (Colligan & Higgins, 2006). According to Duli, S. (2016), the effects of workplace stress cost businesses approximately 10% of their annual revenues. Research by Goh, Pfeffer, and Zenios (2016) attributes approximately 120,000 annual deaths and 5% to 8% of annual healthcare costs to workplace stress. An analysis of costs related to chronic workplace stress in Australia, Canada, Denmark, France, Sweden, Switzerland, the United Kingdom, and the United States reveals costs as high as \$187 billion (De Paiva *et al.*, 2017). Most (70% to 90%) of the healthcare costs reported by De Paiva *et al.*, (2017) stem from losses in productivity; medical costs were responsible for the remaining 10% to 30%.

Workplace stress can also lead to employee burn out and turnover, which can be detrimental to organizations. Many researchers substantiate the relationship between burn out and turnover. For example, Naholi, Nosek & Somayaji, (2015) investigated the relationships between workplace incivility, stress, burn out, and turnover intentions among acute care nurses. Mañas *et al.*, (2018) investigated the ways stress, conflict, trust, and job satisfaction moderate the relationship between ethical climates and turnover intentions among health department employees.

Patton's (2019) research confirms that negative workplace relationships create stress that impedes workers' job satisfaction and organizational commitment, while increasing turnover intentions. Ravitch & Riggan, (2016) investigated the effect of moral stress on two stress-related factors (employee fatigue and job satisfaction) and turnover. Arshadi and Damiri (2013) examined the relationship between work-induced stress, job performance, and turnover intentions, and the way organization-based self-esteem moderates those relationships.

Crabtree (2018) considers how the organizational environment affects workers' perceptions and experiences. He examines role structure from a job characteristics perspective, studying the extent to which workers' tasks were sufficiently stimulating and meaningful. Favorable characteristics of the job include feedback and information from supervisors and clients, which help increase predictability and control, lessen role ambiguity, and ultimately reduce burn out. Also, task identity and significance help workers understand their roles in relation to others. The organizational design, or the power structure, determines autonomous and collective decision-making.

Yaacob and Long (2015) defined work-induced stress as a disparity between the external and internal job demands and the external and internal job resources. World Health Organization. (2019) defined job demands as "those physical, social, or organizational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs (e.g., exhaustion). Workload is an example

of job demands. Job resources referred to “those physical, psychological, social, or organizational aspects of the job that may do the following: a) be functional in achieving work goals; b) reduce job demands at the associated physiological and psychological costs; c) stimulate personal growth and development” (Yousefi, & Abdullah, 2019). Resources were characterized by Zaidan and Juariyah (2020) into two categories, external resources (e.g. organizational and social) and internal resources (e.g., cognitive features and action patterns). Examples of organizational resources were salary, professional development opportunities, or job security, while examples of social aspects included support from administrators, colleagues, or school culture (Zaidan & Juariyah, 2020).

Concept of Role Conflict (Role Ambiguity)

Researchers investigating work environment variables consistently identify role conflict and role ambiguity as top stressors within organizations (Schmidt et al., 2014). Park and Nam (2020), offer an organizational stress construct to quantify role conflict and role ambiguity. Role conflict refers to incompatible role demands, experienced concurrently, such that the individual cannot reconcile inconsistencies among them. Role ambiguity describes the absence of well-defined and reliable directions regarding one’s job duties and responsibilities. Katz and Kahn also note that organizational stress occurs at all levels of an organization’s hierarchy, (Grobelna, 2015). Role ambiguity, defined as “confusion and uncertainty about the nature of one’s job, its purpose and its responsibilities” (Amilin, 2017, p. 16) is an issue that has been considered to be a likely cause of ineffectiveness within humanitarian work. Role ambiguity plays a particularly important role during long-term relief operations, i.e. those that continue for months without producing any significant positive outcomes.

In a similar vein, Yaacob and Long (2015), suggest that humanitarian work is characterised by a high degree of uncertainty because of the dynamic situations and contexts present in aid work. Therefore, defining clear roles and job requirements is a challenge for humanitarian organisations. This can contribute to the confusion experienced by aid workers, which, in turn, may contribute to the development of stress. Also, Amilin (2017) submits that, among aid workers, high uncertainty and role ambiguity are associated with elevated levels of anticipatory anxiety and distress.

Occupational health literature reports evidence in support of the notion that role ambiguity, conflict, and overload are major causes of stress among workers (Schmidt et al., 2014; Ren et al., 2017). Park and Nam (2020) investigated how role ambiguity factors influence employee outcomes such as uncertainty about what is required to perform a role; role conflict, such as conflicting information about the same role; and role overload, such as too much work to complete. Role ambiguity was related to a reduction in psychological health, and lower commitment to the organisation (Yim et al., 2017). In addition, role ambiguity was found to be related to burn out indicators, such as emotional exhaustion, depersonalisation, low personal accomplishment, and less favourable levels of job-related attitudes, such as job satisfaction, organisational commitment, and turnover (Morris et al., 2017).

Role conflict can also be objective or subjective in nature (Yaacob & Long, 2015). Beaton (2017) further categorised role conflict into four major types; person-role conflict, intra-sender conflict, inter-role conflict and inter-sender conflict. The inter-sender role conflict and the intra sender role conflict have been categorised under the sent role conflict (Yim et al. 2017).

Su et al. (2020) suggest that role conflict and role ambiguity are often used interchangeably to refer to unclear work responsibilities among employees who work in related departments and divisions of an organization. According to Al-Kahtani and Allam (2016), role conflict arises when work expectations do not align with the job description assigned to an employee, or when structured work processes and expectations are inconsistent and lead to unrealistic expectations. Mañas et al. (2018), argue that individuals performing more than one role within an organization often experience high levels of role conflict, making it difficult to produce work assignments effectively. Conversely, role ambiguity occurs when the expectations for employees are not clearly defined, compounded by a lack of the organizational processes necessary to achieve anticipated outcomes (Mañas et al., 2018).

Concept of Workload

Excessive workload is one of the most salient stressors at work (Adeniyi et al., 2021). There are two types of workloads: quantitative and qualitative workload (Godwin et al., 2022). There are mental workload and physical workload (Sana & Aslam, 2018). Excessive physical workload may result in physical discomfort or illness. Excessive mental workload will cause psychological distress such as anxiety or frustration (Okoye et al., 2021). Another factor affecting quantitative workload is interruptions (during the workday). Mendoza Jr. (2019) found that interruptions delay completion of job tasks, thus adding to the perception of workload.

Workload is the amount of work or of working time expected or assigned students with a heavy *workload* (Adeniyi & Agoreyo, 2020). **Workload** is the amount of work performed or capable of being performed (as by a

mechanical device) usually within a specific period (Sana & Aslam, 2018). Workload, in the most general sense, is the amount of time and computing resources a system or network takes to complete a task or generate a particular output. It refers to the total system demand of all users and processes at a given moment (Vijayan, 2018).

Workloads can range from simple tasks, like running a single app or computation, to complex operations, like processing large-scale data analytics or running a suite of interconnected apps. Managing workloads is a critical aspect of information technology resource optimization, directly impacting system performance, cost, stability and ultimately, the success of business operations (Patton, 2019). With the proliferation of cloud computing and virtualization, workload management has become increasingly complex¹. The use of hybrid cloud, multi-cloud and public cloud resources means that workloads can span platforms and locations, each with unique characteristics and management requirements (Awosika & Adeniyi, 2022).

According to Park and Nam (2020), when an employee is assigned too little work to complete quantitative under load will occur, which will then result in boredom. Stress, therefore, could be as a result of having too little or too much to do (Mendoza Jr. (2019). Qualitative overload as a source of stress on the other hand is linked to low levels of self-esteem. This manifests itself in a person feeling that he is not valued, because little recognition is given to the effort that he puts in his work (Crabtree, 2018).

Concept of Working Conditions

Working conditions are at the core of paid work and employment relationships (Awosika & Adeniyi, 2022). Generally speaking, working conditions cover a broad range of topics and issues, from working time (hours of work, rest periods, and work schedules) to remuneration, as well as the physical conditions and mental demands that exist in the workplace (Agyemang et al., 2022). Working conditions are the physical and psychological conditions that workers are exposed to while working. Conditions in a workplace can encompass everything from the working environment to an employee's terms and conditions of employment. In turn, working conditions can significantly impact employees' health and safety, mental well-being and productivity, and this can directly affect an employer's bottom line (Godwin et al., 2022).

Working conditions of a workplace are very crucial to the physical and mental wellbeing of employees within it (Akar, 2018). It is a factor that is intrinsic to the organisation. According to Mendoza Jr. (2019), working conditions comprises of factors such as pay, working hours and physical and mental demands of a job. According to Patton (2019) the issue of salaries remains an issue of great concern for social workers in social work organisations especially when compared to the kind of work they do. A study conducted by Duli (2016) revealed that factors leading towards job dissatisfaction and stress among social workers includes dissatisfaction with salary. Most of the participants in Merida-Lopez, Extremera and Rey's (2017) study reported to be 60% less satisfied with their salary levels, benefits or the connection between salary and performance. Working conditions could be identified as a stressor related to organisational practices. First, work routinization is the degree to which a job is repetitive (De Clercq & Belausteguigoitia, 2019). A high degree of repetitiveness signifies a highly routinized job (Beaton, 2017).

Kiazad, Kraimer and Seibert (2019) submit that the conditions under which a job is performed can be different - from those completely comfortable to those very difficult and dangerous to employees' life and health. Difficult working conditions can be influenced by: (1) external factors that include climate - meteorological conditions, temperature, humidity, drafts, lighting in the workplace, noise and interference, gases, radiation, dust, smoke and other harmful factors; (2) subjective factors that include gender and age of the worker, fatigue, monotony, unfavorable posture during work, etc.; (3) factors related to the organization of production such as duration of the work shift, work schedule, working time, work pace, excessive strain etc. Jobs with difficult working conditions may perform only those employees who meet specific requirements in terms of age, sex, qualifications, health, physical and mental condition and psycho-physiological and psychological capabilities. Weinberg, Sutherland and Cooper (2015) posit that, difficult working conditions influence employees' performances. It is therefore necessary to take measures to eliminate uncomfortable working conditions or, if not possible, to take appropriate safety measures. Safety at work is carried out to ensure working conditions without danger to life or health, or, to avoid accidents, injuries, occupational diseases and, or at least mitigate their consequences (De Clercq & Belausteguigoitia, 2019). Employees exposed to a good working condition are likely to be more productive and highly motivated ((Mbata & Wori, 2023).

Concept of Employee Job Performance

The concept of employee job performance has been regarded as one of the most important and widely researched variables within the domain of work and organisational studies (Malik, Bjorkqvist & Osterman, 2017; Akkoç *et al.*, 2020), this can be attributed to the role of employees as being imperative to the success of any organisational establishment (Duli, 2016). The desire of every business organisation is to get the best out of their employees

because of the crucial role employee's play in the overall success of the organisation (Xu, 2019). Job performance is also said to be a multi-dimensional concept (Ebbbers & Wijnberg, 2017) and "very subjective depending on how, why and for whom it's being measured (Akkoc, Okun & Türe, 2020).

Several researchers have identified certain factors that influence employee job performance such as availability of employee training opportunities (Liu & Liu, 2017), organizational climate (Ryu *et al.*, 2020), Managerial support (Duli, 2016), dynamic work environment (Belias *et al.*, 2015), years of experience and time, (Mendoza, Jr. 2019) and presence of job control/autonomy (Ren *et al.*, 2017)). As a result of doing the same thing overtime that is the longer an employee works on a job the better, they get in most instances but could also decline with time which explains the instability and dynamic characteristics of performance (Ebbbers & Wijnberg, 2017). Ren *et al.* (2017) revealed that the dynamic characteristics of job performance can be categorized into two main stages which are the transition and maintenance stage, the transition stage is the stage when employees are new on a job and still familiarising themselves with the skills required for their new role and at this stage "performance is error-prone (Choi *et al.*, 2019).

Sabagh *et al.* (2018) found that employee's performance is determined by motivation. Motivation comprises of limits and type of activities that are oriented to the attainment of the target goals. Nonetheless, employee's performance and motivation can be considered as associated concepts. Accomplishment of duties is a motivation and a factor. In this study, the authors allege that employee's performance cannot increase with high levels of motivation particularly if the task is complex (Malik *et al.*, 2017). Even though high performance can be attributed to technology advancements, organizational culture and workplace environment play an important role in employee's performance.

Empirical Review

Duli (2016) studied years of work experience as an important predictor of burn out in special Education. The results of the investigation of teacher stress, based on an analysis of data, which sampled 658 teachers in primary and secondary schools in the United Kingdom showed stress evidence. The respondents were asked to describe their stress situations, how they responded to them, and what recommendations, they would make for reducing stress. The study found that more teachers were experiencing stress and more teachers experienced severe stress. The study identified four common stress situations as reorganization, role-conflict and role ambiguity, and poor working conditions.

Park and Nam (2020) studied issues from role conflict to job burn out: a mediation model moderated by mindfulness. The study used regression of least square estimation to analyse the data. The result also showed that financial deprivation in the home background was positively and highly significantly related to incidence of perceived stress among teachers of all but the very youngest children, among those teaching the more deprived, and age of children taught. A positive association was found between the amount of stress recorded and illness (symptoms), as measured by the General Health Questionnaire (GHQ).

Vesty, Sridharan, Northcott and Dellaportas (2018) studied burn out among university accounting educators in Australia and New Zealand: Determinants and implications, with emphasis on do coping strategies matter It centered on "female employees working in the Middle Level Hierarchy Cadre. The explorative and descriptive research design focused on 30 female employees from different universities in Australian from the southern region and 30 female employees from different university lecturers in New Zealand from the southern region were selected exclusively working in the middle level hierarchy cadre such as Officers, Assistant Managers etc. The study found significant relationship between burn out and coping strategies among university accounting educators in Australia and New Zealand

Relationship Between Work-Induced Stress Caused by Workload and Employee Job

Performance

Yim *et al.* (2017) revealed that the effects of stress on the organisation would include increasing absenteeism, decreasing commitment to work, increasing staff turn-over, impaired performance and productivity, and increasing unsafe working practices and accident rates in the workplace. In retrospect, the employees who are stressed most of the time pass the effect of their stress to others in the organisation. In relation to performance, stress has led to the outcomes that threaten organisational success.

Yunarti (2020) examined the work-induced stress of teachers working in primary schools of Southern Papua and how it predicts teachers' job performance. Employing incidental sampling, a total of 1062 primary school teachers were selected as samples. Derivative data were statistically examined. Using simple linear regression as the tool for data analyzing, the study concluded that job performance of teachers working in the primary schools of Southern Papua was significant negatively predicted by teachers' work-induced stress.

Vijayan (2018) examined work-induced stress and performance of employees working in Aavin Company, Coimbatore. Employing simple random sampling, a total of 100 employees were selected as samples. The study found that male workers are more worried about work safety and shift work. At the end of the study, researcher concluded that the selected construct of work stress is confidently related each other and effect positively on performance of employees working in the Aavin Company, Coimbatore. Amoako (2017) examined occupational stress and how it affects job performance at Aspect A Company Limited. Employing a convenience sampling technique, the researchers established 109 employees working at the Aspet A Company Limited as samples. The study concluded that work-induced stress enhances employees' performance in a positive and significant manner. At the end of the study the researchers argued that as the work-induced stress of employees increase, the performance of employees tends to increase and vice versa.

Al-Kahtani and Allam (2016) also found that absenteeism, low rate of retention of staff through resignation and early retirement, ill staff, work mistakes, reduced performance and reduced customer satisfaction are consequences of work-induced stress. These consequences can directly reduce the performance of the organisation. Cooper *et al.* (2018) contrast the absenteeism with the introduction of presenteeism as an escape strategy used by stressed workers; and as equally, a characteristic effect of stress in an organization. The notion of presenteeism relates to staff being physically at work but mentally absent hence influencing the organizational performance (Malik *et al.*, 2017). It was therefore equally noted that presenteeism just like absenteeism negatively impacts on performance and both are indicators of work-induced stressed staff. Moreover, organisational impact of work-induced stress may include the financial cost of sustenance, the costs of work slowdown and the reduced health effect of stress on the employees.

Work-induced stress also affects the quality of work of employees and that of the organizations they work for. Ryu *et al.*, 2020) in their study - mediating role of coping style on the relationship between work-induced stress and subjective well-being among Korean police officers revealed that not all stress is harmful to an organism; at moderate level it is an asset but at a higher level it is a liability to an individual. Stress can help in growth and development of human potential; thus, necessary in our daily activities. They found that persistent stress is likely to cause serious organic and mental disorder. In the light review the study hypothesizes that: Ho: There is no significant relationship between role conflict (role ambiguity), workload, working conditions and employee job performance in social work practice of university teaching hospitals in South-South

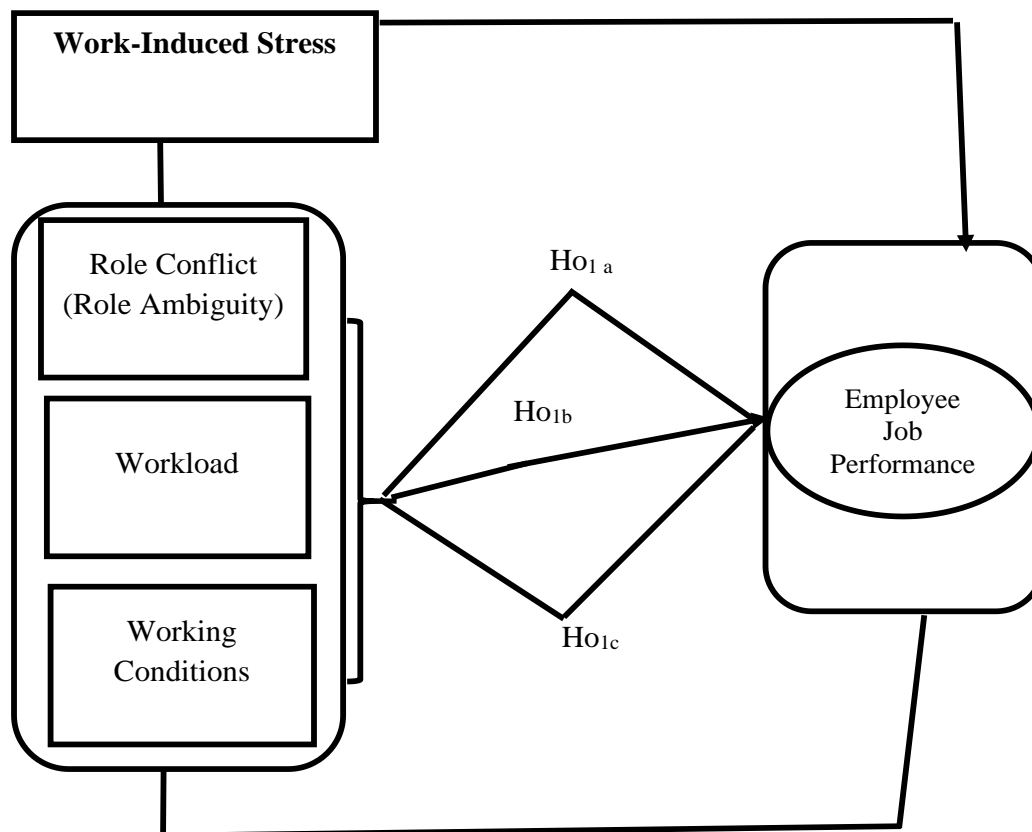


Figure .2: Operationalized Framework of the Relationship between Work-Induced Stress and Employee Job Performance of Selected University Teach Hospitals in South-South, Nigeria

Sources: Ryu et al. (2020), Mbata (2022), Mbata and Wori (2023). Review of related literature, (2025).

Methodology

The research design adopted in this study was the cross-sectional survey design. Cross-sectional study is a type of observational study design in which the investigator measures the outcomes and exposures in the study participant at the same time. Population is complete group of entities sharing some common characteristics. The population of a study consisted of the staff of all the university teaching hospitals in the South-South Geopolitical Zone which is given as 5,713 staff (NigerianUniversitySystem StatisticalDigest, 2021). The population of the staff of each of the university teaching hospitals is distributed as follows (Table 1):

Table 1: Distribution of the Population of the University Teaching Hospitals in South-South according to State

Hospitals	Number of Staff
University of Benin Teaching Hospital (Akwa Ibom State)	695
Niger Delta University Teaching Hospital, (Bayelsa State)	416
University of Calabar Teaching Hospital (Cross River State)	863
Delta State University Teaching Hospital (Delta State)	728
University of Benin Teaching Hospital (Edo State)	879
Igbinedion University Teaching Hospital (Edo State)	397
University of Port Harcourt Teaching Hospital (Rivers State)	921
Rivers State University Teaching Hospital (Rivers State)	814
Total	5713

Source: Nigerian University System Statistical Digest (2021)

The sampling technique used in this study was the simple random technique. The choice of this method was predicated on the fact that every element in the study had equal chance of being studied. The sample elements of the study were drawn from the Senior Teaching Staff, Middle Teaching Staff, Social Welfare Officer, Healthcare Officer, Senior Non-Teaching Staff and Middle/Junior Non-Teaching Staff. The procedure for sample selection first involved the objective selection of the university teaching hospital's workers active in dealing with social work activities in the eight (8) university teaching hospitals. The study used Taro Yamane's Sample Size Formula to determine the sample size as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample Size

N = Population of the Study

e = Level of Significance selected at 5%

Accordingly; the sample size (n) for the study is calculated thus:

$$n = 5713 / 1 + 5713 (0.05)^2 = 5713 / 15.2825 = 373.8262718796009 \text{ i.e. } 374$$

Sample Size = 374 staff

Using proportionate sampling, respondents were drawn from each of the selected university teaching hospitals into a sample size of 374 staff as shown in Table 3.2:

Table 2: Sample Size Selection of the Respondent-Hospital Staff based on Proportionate Sampling

Hospitals	Number of Staff	Sample Size
University of Benin Teaching Hospital (Akwa Ibom State)	695	46
Niger Delta University Teaching Hospital, (Bayelsa State)	416	27
University of Calabar Teaching Hospital (Cross River State)	863	56
, Delta State University Teaching Hospital (Delta State)	728	48
University of Benin Teaching Hospital (Edo State)	879	58
Igbinedion University Teaching Hospital (Edo State)	397	26
Teaching Hospital, University of Port Harcourt (Rivers State)	921	60
Rivers State University Teaching Hospital (Rivers State)	814	53
Total	5713	374

Source: Nigerian University System Statistical Digest (2021)

The instrument for data collection was mainly a structured questionnaire. The questions contained in the questionnaire were structured in open-ended, close-ended, multiple choice and checklist formats. In essence, the primary data was relevantly sourced with questionnaire. Questionnaire was used as the key instrument to elicit data from respondents on whom they will be administered to. In this study, the reliability was verified by conducting a confirmatory test of internal consistency on the instrument with the study sample, using the Crombach alpha computed with the SPSS software. Hence, only results of 0.7 and above was considered as acceptable while any result below 0.7 shall be discarded. Two sources were relevantly used to generate data for this research work; they are: primary and secondary sources.

In this study, percentages, ratios, frequency distribution, scaling, ranking, mean, standard deviation and other statistical tools were used to analyse and achieve research objectives. Also, Pearson's Product Moment Correlation Coefficient (r), was used to test the hypotheses formulated in the study. All these analyses were computed by using statistical package for social sciences (SPSS) version 25.0.

Data Analysis and Results

Role Conflict (Role Ambiguity) as a Dimension of Work-Related Stress

Table 4.7 gives the detailed analysis on how role conflict (role ambiguity) as a dimension of work-related stress has been examined to determine its effect on social work practice and to show its descriptive statistical outcome based on the questions deposed.

Table 3: Role conflict (role ambiguity) as a Dimension of Work-Related Stress

S/N	Question Items on Role conflict (role ambiguity)	N	\bar{X}	SD
1	I know exactly what I should be doing at any given time	332	3.658	1.392
2	My line manager/Head of Department (HOD) Sometimes designates tasks without adequate information on how they should be carried out	332	3.455	1.337
3	My job roles and responsibilities are very clear	332	4.143	0.933
4	Directives and instructions Given within the department are vague	332	3.199	1.304
5	No Information is provided on how I am being appraised for promotion	332	3.312	1.334

Source: Survey Data, 2025, and IBM SPSS Statistics 25 Window Output

Table 3 shows that five statement items represent a dimension in the 5-point scale. The data revealed that with the mean and standard deviation scores of 3.658 ± 1.392 , the respondents agreed they know exactly what they should be doing at any given time even as it is obvious that role conflicts is prevalent in social work practice and is a dimension of work-related stress. Also, with the mean and standard deviation scores of 3.455 ± 1.337 , the respondents agreed that their line managers/head of department (HODs) sometimes designates tasks without adequate information on how they should be carried out. The data also revealed that social workers' job roles and responsibilities are very clear with the mean and standard deviation scores of 4.143 ± 0.933 . With the mean and standard deviation scores of 3.199 ± 1.304 the respondents indicated that directives and instructions given within the department are vague. Finally, the data in Table 4.7 revealed that with the mean and standard deviation scores of 3.312 ± 1.334 , the respondents agreed that no information is provided on how social workers are being appraised for promotion.

Workload as a Dimension of Work-Related Stress

In order to ascertain the level of agreement on workload as a dimension or component of work-related stress, the study used 5 question items on the 5-point scale as shown in Table 4:

Table 4: Workload as a Dimension of Work-Related Stress

S/N	Question Items on Workload	N	\bar{X}	SD
1	My workload is manageable	332	3.810	1.468
2	I am able to carry out daily duties at work as expected	332	3.619	1.478
3	I consider changing my job	332	3.346	1.409
4	I do social workers advice and encourage people to join the organisation	332	3.602	1.229
5	I focus on the quality of work not quantity	332	4.134	1.101

Source: Survey Data, 2025, and IBM SPSS Statistics 25 Window Output

As shown in Table 4 above, the responses of the respondents have indicated the mean and standard deviation scores of 3.810 ± 1.468 , showing that the respondents collectively agreed that the social worker's workload is manageable. Also, with the mean and standard deviation scores of 3.619 ± 1.478 it is quite obvious that the

respondents indicated on the aggregate that social workers are able to carry out daily duties at work as expected. Social workers consider changing their job, the mean and standard deviation scores of 3.346 ± 1.409 indicate aggregate agreement. The data additionally revealed that the respondents agreed that social workers advice and encourage people to join the organisation; this is shown by mean and standard deviation scores of 3.602 ± 1.229 . Finally, the mean and standard deviation scores of 4.134 ± 1.101 indicate that the respondents agreed that social workers focus on the quality of work not quantity.

Table 5: Responses on Working Conditions as a Dimension of Work-Related Stress

	Question Items on Working conditions	Mean	SD
1	Working conditions enRole Conflicts changes in the organization's culture, structure, processes, administrative systems, and knowledge for employee job performance	4.062	0.571
2	Working conditions assists University Teaching Hospitals to grow and maintain their roles in changes as well as helping them to initiate cooperation of researchers that can bridge the gap in University Teaching Hospital business	3.981	0.757
3	The University Teaching Hospital organization has policies in place to ensure there is no racial discrimination of the personnel and this enhances and improves the state-of-the-art performance of University Teaching Hospitals	4.552	0.634
4	Complaints about discriminatory attitudes and behaviours targeted at specific groups are taken seriously	4.332	0.930
5	Fostering a cooperative spirit among this organisation's workforce is an important part of corporate strategy that sustains equity without exclusion	4.333	0.734
	Valid N listwise 332		

Source: Survey Data, 2025, and SPSS Window Output, Version 25.0 (*appendix c*)

Table 5 shows the rate at which working conditions as a dimension of work-induced stress relate with organization performance. The results from the five question items on the 5 points scale show a distribution that reflects affirmation to the inquiries. The 1st question item on the Table has the mean and standard deviation scores of 4.062 ± 0.571 , showing that the respondents generally agreed that working conditions enRole Conflicts changes in the organization's culture, structure, processes, administrative systems, and knowledge for employee job performance.

The 2nd question item on the Table sought to know whether working conditions assists University Teaching Hospitals to grow and maintain their roles in changes as well as helping them to initiate cooperation of researchers that can bridge the gap in University Teaching Hospital business, the results indicate that working conditions assists University Teaching Hospitals to grow and maintain their roles in changes as well as helping them to initiate cooperation of researchers that can bridge the gap in University Teaching Hospital business; this was shown by the mean and standard deviation scores of 3.981 ± 0.757 . For the 3rd question item, sought to ascertain if the University Teaching Hospital organization has policies in place to ensure there is no racial discrimination of the personnel and this enhances and improves the state-of-the-art performance of University Teaching Hospitals. The respondents were also more inclined to the agree range with the mean and standard deviation scores of 4.552 ± 0.634 . This descriptively revealed that the University Teaching Hospital organization has policies in place to ensure there is no racial discrimination of the personnel and this enhances and improves the state-of-the-art performance of University Teaching Hospitals.

In the case of the 4th question item, the mean and standard deviation scores of 4.332 ± 0.930 , implies that respondents were more favorable to the agree option that complaints about discriminatory attitudes and behaviours targeted at specific groups are taken seriously. The 5th question item on working conditions is to know how fostering a cooperative spirit among this organisation's workforce is an important part of corporate strategy that sustains equity without exclusion. The mean and standard deviation scores of 4.333 ± 0.734 , indicate that fostering a cooperative spirit among this organisation's workforce is an important part of corporate strategy that sustains equity without exclusion.

Employee burnout as a Measure of Social work practice

Table 6 shows the descriptive statistical results of employee burn out which is measured with five question items on the 5-point scale. The response distribution as shown by the results is indicative that employee burn out affects social work practice.

Table 6: Employee Burnout as a Measure of Social Work Practice

S/N	Question Items on Employee burn out	N	\bar{X}	SD
1	I have physical exhaustion at the end of the workday	332	3.870	1.299
2	I am characterized by cynicism and detachment from coworkers and customers in the workplace	332	4.468	0.664
3	I have extreme dissatisfaction with my work, and uncertainty about how to improve and progress in my career	332	3.437	1.372
4	I am giving a lot of my energy and time to work, my personal life suffers, which leads me to resent time at the office	332	3.784	1.267
5	I am over-engaged with my job and leads me to feel a constant need to overwork and be involved with projects	332	4.429	0.687

Source: Survey Data, 2025, and IBM SPSS Statistics 25 Window Output

Table 6 shows the mean and standard deviation scores of 3.870 ± 1.299 indicating that the consensus opinion of the respondents revealed an agreement that employee burn outrelates to having physical exhaustion at the end of the workday. Also, the mean and standard deviation scores of 4.468 ± 0.664 imply the respondents agreed that social workers are characterized by cynicism and detachment from coworkers and customers in the workplace. The statistical result of 3.437 ± 1.372 (mean and standard deviation scores) show that the respondents agreed that social workers have extreme dissatisfaction with their work, and uncertainty about how to improve and progress in their career. Table 5 also reveals the mean and standard deviation scores of 3.784 ± 1.103 implying that the respondents agreed that social workers give a lot of energy and time to work, their personal life suffers, which leads them to resent time at the office. Finally, the mean and standard deviation scores of 4.429 ± 0.687 show that the respondents agreed that social workers are over-engaged with their job and that leads them to feel a constant need to overwork and be involved with projects.

Employee job performance as a Measure of Social work practice

Table 7 shows how employee job performance as a measure of social work practice was examined and empirically expressed through the raising of descriptive statistical analysis of 5 question items.

Table 7: Employee job performance as a Measure of Social work practice

S/N	Question Items on Employee job performance	N	\bar{X}	SD
1	I am able to my duties effectively and efficiently for the achievement of my organisation’s objectives	332	3.792	1.150
2	I am satisfied with my job performance	332	3.407	1.370
3	My organization motivates workers for commitment and optimal performance	332	3.004	1.410
4	I find my working environment comfortable	332	2.870	1.424
5	There is organisational support in my job	332	3.048	1.424

Source: Survey Data, 2023, and IBM SPSS Statistics 25 Window Output

As shown in Table 7 above, the responses of the respondents have indicated the mean and standard deviation scores of 3.792 ± 1.150 showing that social workers are able to perform their duties effectively and efficiently for the achievement of their organisation’s objectives. Also, the mean and standard deviation scores of 3.407 ± 1.370 imply that the respondents agreed that social workers are satisfied with their job performance.

With the mean and standard deviation scores of 3.004 ± 1.370 , the respondents have indicated that hospitals motivate social workers for commitment and optimal job performance. Table 6 shows the mean and standard deviation scores of 2.870 ± 1.424 proving that the respondents indicated that social workers find their working environment comfortable. Finally, the data revealed the mean and standard deviation scores of 3.048 ± 1.424 indicating that there is organisational support in social work job.

Test of Hypotheses

Table 8: Test Result of Role Conflict (Role Ambiguity), Workload, Working Conditions and Employee Job Performance

Statistics	HO _{1c}	HO _{1b}	HO _{1c}
	RC/RA(EJP)	WL (EJP)	WC (EJP)
Pearson correlation	0.684**	0.712**	0.756**
Sig(2-tailed)	.000	.000	.000
N	332	332	332

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

Source: Survey Data, 2025, and SPSS Window Output, Version 25.0

Table 8 shows inferential results on the nature of relationship between the examined variables as contained in HO₂. The statistical outcomes are indicative of the nature of relationships. For role conflict (role ambiguity) and employee job performance in HO₂, the r -value of $0.684 @ P0.000 < 0.01$ indicates a positive and significant relationship between role conflict (role ambiguity) and employee job performance. Also, the relationship between workload and employee job performance showed a positive and significant relationship with r -value of $0.712 @ p0.000 < 0.01$ meaning that the examined relationship between workload and employee job performance has been accepted. For the third dimensional variable examination, which sought to find out the nature of relationship between working conditions and employee job performance, the result of r -value of $0.756 p0.000 < 0.01$ indicates a strong and significant relationship between the variables. It also means that the stated null hypothesis is rejected and alternate hypothesis 2 accepted.

From the inferential results, it can be stated as follows: There is significant relationship between role conflict (role ambiguity), workload, working conditions and employee job performance in social work practice of university teaching hospitals in South-South. From the results obtained with the help SPSS, the Pearson correlation co-efficient(s) of 0.684, 0.712 and of 0.756 revealed that role conflict, workload and working conditions have significant relationship with employee job performance in social work practice of university teaching hospitals in South-South on the aggregate.

Discussion of Findings

Relationship between Work-Induced Stress Caused by Role Conflict (Role Ambiguity), Workload, Working Conditions and Employee Job Performance

The study has sought to determine the nature of relationship between workload and employee burnout using the Pearson’s product moment correlation analysis. The findings of the study indicate that role conflict was significantly related to employee job performance ($r = 0.684$). Statistical evidence provides that the relationships between workload and employee job performance is strong, significant and positive, thus, leading to the rejection of the null hypotheses and the acceptance of the alternate hypotheses. Therefore, it is possible to argue that role conflict endangers information flow across the work-related stress domain and optimally leads to more burn out situation and hence, demotivated organizational social work practice. Yee (2018) found that this is evidence in line with limited resources, feeling of excessive levels of stress at work, inadequate compensation, unhealthy working relationships and high workload were perceived as high work pressures with reference to employee job performance, moderate work pressure and demands can result in positive outcomes.

Akkoç, Okun and Türe (2020) carried out a study with social workers working for the government in East London; they experienced stress at work because they were expected to do too much with few resources. The South African Welfare approach was changed from residual to developmental (Al-Kahtani & Allam, 2016).

Akar (2018). argued that there has to be more efficient use of limited resources to discourage dependency of the client. Lack of resources can impact on the service delivery and cause occupational stress. However, it should be noted that employees with passion and willingness to “go an extra mile” in an organisation gain great productivity. Celik (2013) argues that stress at work comes into being when there is inconsistency between an individual’s perceived demands and their perceived ability to cope.

The study found that a strong, positive, and significant relationship exist between workload and employee job performance as a measure of social work practice of University Teaching Hospitals in South-South, Nigeria with r -value of 0.712. This work’s finding aligns positively with the works of Nuri, Demirok & Direktör, (2017) who found that workload reinforces the importance of job satisfaction as an influencing factor against the deleterious effect of job workload and job performance among social workers. Bahari, Tan and Wider (2016) submit that the workload is the all-encompassing and wide-ranging activity that consumes employees’ time. This includes but is not limited to executing professional duties and responsibilities, as well as the direct/indirect pursuit of work-related interests. In the context of hospital activities, numerous counsellors used similar workload definitions when studying the social work staff cohort (Ahola, Toppinen-Tanner & Seppänen, 2017; CUPA-HR. 2020). Arshadi and Damiri (2013) revealed that social workers’ specific workload connotes the amount of time spent in performing a portfolio of counseling activities and social tasks, facilitating curricular activities, and being involved in meetings, among others. In the context of hospital organisations, the workloads of the social workers are grouped into at least five categories which are social and supervision, public relations, counselling and consultation, managerial work, and community services (Nuri, Demirok & Direktör, 2017).

A vivid examination of the finding discloses that a strong, positive, and significant relationship exist between working conditions and employee job performance as a measure of social work practice of University Teaching Hospitals in South-South, Nigeria with r -value of 0.756. The study also found that working conditions determine how strategies shape the approach to aims, methods and ways to enhance and improve the state-of-the-art potential of University Teaching Hospitals leading to increased employee job performance. The finding of this study agrees with Omoankhalen and Ohiria’s (2019) study that established a positive relationship between working conditions and customer attraction/high employee job satisfaction. Odhiambo, Gachoka, and Rambo (2018) determined the relationship between workload and employee job performance of public universities in Western Kenya and found positive relationship between workload and possession degree. The study observed that managers here have a track record of hiring and promoting employees objectively, regardless of their race, Role Conflict, sexual orientation, religion or age and this helps in increasing employee job satisfaction in University Teaching Hospitals. This is in line with the findings of Conley and Page (2017), Odita and Egbule, (2015). They submitted that workload plays a significant role in the level of performance of the organization more especially around employee job satisfaction. They noted that workload should be harnessed and leveraged for better performance.

Conclusion

The conclusions of this study provide holistic outcomes of the study. The values possessed by different work - induced stress complement each other in banks and it tends to achieve better social work practice. Conclusively, it is evident that: Role conflict and employee job performance. The statistical outcomes of $r = 0.684 @ P0.000 < 0.01$ shows positive and significant relationship between role conflict and employee burnout and the null hypothesis stated was rejected. The examined relationship between workload and employee job performance with mean of 0.712 also showed a positive and significant relationship. The study rejected the null hypothesis earlier stated. On working conditions and employee job performance, the results, $r = 0.756$ indicates a strong and significant relationship between the variables. It also means that the stated null hypothesis was rejected.

Recommendations

Based on the findings and conclusion of this study, the following recommendations have been made:

1. Managers of the University Teaching Hospitals should understand the social workers’ potential role and as well appreciate the factors within the hospital organization that significantly impact on their workload and ameliorate them accordingly for effective and efficient job performance of social workers.
2. Social workers are known for experiencing burnout, but when provided with an intentional support system, they can effectively provide long-term services. Understanding how the internal intricacies of an organization such as internal communication and supervision of employees can directly impact the clarity or ambiguity of one’s role is of great importance when preparing for the university teaching hospital social workers

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