



EXPLORING OCCUPATIONAL STRESS DETERMINANTS AND EMPLOYEE JOB PERFORMANCE IN SELECTED UNIVERSITIES IN NORTH CENTRAL NIGERIA

Caroline Aturu-Aghedo Ph.D.

*Department of Business Administration,
Faculty of Management Sciences,
National Open University of Nigeria (NOUN), Abuja, Nigeria
caturu-aghedo@noun.edu.ng 08033060214*

ABSTRACT

Occupational stress is a widespread problem that affects individuals across diverse industries, raising increasing concerns about its impact on the performance of employees. This study looked at the relationship between employee work performance and occupational stress variables in a few north central Nigerian universities. 1,471 academic staff members from three carefully chosen universities in north central Nigeria make up the study's population. Using the Taro Yamane approach, the study's sample size was calculated to be 314. A questionnaire instrument was used to administer surveys and gather responses as part of the study's descriptive research approach. Multiple linear regression analysis was performed on the gathered data. The results showed that there is a positive (.094) and significant (0.000 p-value < 0.05) relationship between work load balancing and employee job performance. Additionally, it was discovered that job ambiguity has a considerable and positive (.699) effect (0.000 p-value < 0.05) with employee job performance. The study concluded that occupational stress determinants can lead to a more conducive work environment, increased job satisfaction, and ultimately improved performance outcomes among academic staff members. The study recommended that universities should develop strategies to manage workloads effectively, ensuring that tasks are distributed equitably among academic staff members. It was also recommended that efforts should be made to clarify role expectations and responsibilities for academic staff members to reduce role ambiguity.

Keywords: Occupational stress, workload balance, role ambiguity, employee job performance, Universities

INTRODUCTION

In recent years, the effect of stress on workers' performance at work has garnered increasing attention due to its potential implications for organizational productivity and employee well-being. Occupational work-related stress is a prevalent issue affecting employees across various sectors worldwide, including the academic environment. Occupational stress determinants refer to the factors or circumstances that contribute to an individual experiencing stress. These variables can differ significantly between individuals and can be impacted by a confluence of internal and environmental variables. The physical, emotional, and psychological strain people endure as a result of their job tasks is referred to as occupational stress. (Al-Zawahreh & Al-Madi, 2012). In the academic sector, employees, including faculty members, administrators, and support staff, often face unique stressors such as heavy workloads, time pressures, role ambiguity and interpersonal conflicts, and the pressure to meet academic standards and deadlines. Additionally, factors like organizational culture, leadership style, and job insecurity can exacerbate stress levels among academic staff.

Citation:

Caroline Aturu-Aghedo, (2024), Exploring Occupational Stress Determinants and Employee Job Performance in Selected Universities in North Central Nigeria. *FUOYE Journal of Public Administration and Management* Vol. 2 (1), pg. 228-238. WWW.FJPAM.COM



Stress has emerged as a pressing concern for businesses, as it directly impacts the efficiency and effectiveness of employees in performing their tasks. Indeed, stress can contribute to an individual's life becoming imbalanced, potentially leading to conditions like depression and various conflicts, including those within the workplace such as role conflict, role ambiguity, and workload issues. Consequently, organizations often push their employees to exert greater effort, potentially leading to stress. Survival in today's competitive arena hinges on maintaining optimal employee performance. Yet, within this dynamic context, the expectation for heightened performance places significant strain on employees (Wang et al., 2020).

Stress, an inherent aspect of human endeavors, particularly within the corporate world has spread widely in the increasingly competitive commercial landscape. It is currently recognized as one of the most prevalent "occupational diseases," detrimentally impacting employees' mental, emotional, and physical health (Leka et al., 2015; Leiter & Maslach, 2014).

Workload balance refers to the equilibrium or distribution of tasks and responsibilities among individuals or within a team to ensure that no one is overloaded or underutilized. It involves managing work assignments, deadlines, and resources in a way that promotes productivity, efficiency, and well-being among employees. Achieving a balanced workload helps prevent burnout, enhances job satisfaction, and maintains overall team performance.

Role ambiguity occurs when employees face uncertainty regarding their roles and responsibilities, resulting in heightened levels of stress (Jackson & Rudolph, 2020). It describes a scenario where individuals encounter confusion, uncertainty, or an unclear understanding of the duties, obligations, and expectations associated with their role or position. In such instances, individuals may find it difficult to understand the specific demands and constraints of their position, thereby impeding their ability to effectively fulfill their job duties.

Employee job performance is a critical determinant of organizational success, encompassing various factors such as productivity, efficiency, and overall effectiveness in fulfilling job responsibilities. However, numerous factors, both internal and external to the workplace, can influence employee job performance.

Statement of the Problem

In the context of universities, where teaching, research, and administrative responsibilities are often demanding and multifaceted, understanding the determinants and prevalence of occupational stress among employees is crucial for addressing its adverse effects and promoting a healthy work environment. Studies have shown a clear link between work-related stress and various negative outcomes, including decreased job satisfaction, burnout, absenteeism, turnover intentions, and impaired job performance. Karel and Finka (2021) in their studies revealed that employee performance at PT XYZ was negatively and significantly impacted by role ambiguity and a lack of enthusiasm. However, Ronal et al. (2022) found that time pressure and workload have no significant relationship with employee performance in their research. Furthermore, their findings revealed that role conflict negatively and significantly impacted workers' performance at the Kerinci Regency Regional Secretariat's Governance Section. While research on occupational-related stress and its impact on job performance is abundant in global literature, there is a paucity of studies focusing specifically on the academic sector in Nigeria, particularly in the North Central region. Consequently, this research aims to close this gap by investigating occupational stress determinants among employees in selected universities in North Central Nigeria and examining its implications for job performance. By identifying the specific stressors prevalent in academic settings and their effects on job performance, in order to improve employee well-being, productivity, and organizational effectiveness, this research attempts to offer insightful information to university administrators, legislators, and other stakeholders.

Research Question

- i. To what extent does work load balance enhances employee job performance?
- ii. How role ambiguity does enhances employee's job performance?

Citation:

Caroline Aturu-Aghedo, (2024), Exploring Occupational Stress Determinants and Employee Job Performance in Selected Universities in North Central Nigeria. *FUOYE Journal of Public Administration and Management* Vol. 2 (1), pg. 228-238. WWW.FJPAM.COM



Objective of the Study

The main objective of this study is to explore occupational stress determinants and employee job performance in selected universities in north central Nigeria. To achieve this aim, the study pursued the following specific objectives:

- i. To examine the effect of work load balance on employee performance.
- ii. To determine the effect of role ambiguity on employee performance.

Formulation of Hypotheses

Ho Work load balance has no significant effect on employee's job performance.

Ho Role ambiguity has no significant effect on employee's job performance.

REVIEW OF RELATED LITERATURE

Concept of Occupational Stress Determinants

Occupational stress determinants refer to the factors or variables that contribute to the occurrence or intensity of stress in individuals or populations (Kahn et al., 1964). Occupational stress, arises from various factors within the work environment that can overwhelm an individual's capacity for managing effectively (Bakker & Demerouti, 2017). The pervasive nature of occupational stress, emphasizing that it is a common experience encountered by individuals across diverse backgrounds and professions. According to Agus (2017), occupational stress is characterized as a state of discomfort experienced by employees in their work environment. This stress manifests through various symptoms including emotional instability, restlessness, detachment, sleep disturbances, increased smoking, inability to unwind, anxiety, tension, elevated blood pressure, digestive issues, irritability, depression, heightened aggression, boredom, substance abuse, absenteeism due to restlessness, and elevated heart rate. Occupational stress determinants refer to the various elements in the workplace that contribute to the onset or exacerbation of stress experienced by employees. These determinants encompass a wide range of influences, including job demands, organizational culture, interpersonal relationships, and individual coping mechanisms (Häusser et al., 2010).

Workload Balance

Imbalance between workload and resources, like time, skills, and support, is a key determinant of work stress (Siegrist, 1996). When employees perceive an imbalance between their job's requirements and the resources at their disposal to accomplish those requirements, they may experience heightened stress. Robbins (2019) defines workload as the intensity of job assignments, which can lead to mental stress for employees. Additionally, workload refers to the volume of tasks an individual must complete within a given timeframe. Green et al. (2016) concurs, describing workload as the amount of work to be accomplished within a specified time period. Morris (2007) further clarifies that workload represents the total tasks that individuals are required to complete within a designated timeframe.

Work-life balance denotes the harmony maintained between time, energy, and focus dedicated to professional endeavors and those allocated to personal interests, health, and interpersonal connections (Greenhaus & Allen, 2011). An expanding corpus of literature indicates that attaining an adequate work-life balance yields favorable outcomes for employee performance. As individuals effectively navigate their professional obligations alongside fulfilling personal and familial responsibilities, they encounter diminished stress levels, heightened job contentment, and bolstered overall welfare (Kossek & Thompson, 2016).

Role Ambiguity

Unclear job roles, conflicting expectations, and ambiguity regarding responsibilities are significant determinants of work stress (Kahn et al., 1964). Role ambiguity is described by Robbins and Judge (2019) as a situation where the expected behaviors for employees are unclear. Mishra (2015) similarly defines role

Citation:

Caroline Aturu-Aghedo, (2024), Exploring Occupational Stress Determinants and Employee Job Performance in Selected Universities in North Central Nigeria. *FUOYE Journal of Public Administration and Management* Vol. 2 (1), pg. 228-238. WWW.FJPAM.COM



ambiguity as the lack of clarity and vagueness surrounding roles. Chiocchio et al. (2015) elaborate that role ambiguity pertains to the uncertainty regarding expected behaviors within a specific job role. Employees experiencing role ambiguity may struggle to prioritize tasks and may experience heightened stress as a result. Role ambiguity, a construct in organizational psychology, characterizes the uncertainty and absence of lucidity an individual confronts concerning their duties, obligations, and anticipations within a designated role or environment. It materializes when employees encounter ambiguity regarding their anticipated contributions, the demarcations of their roles, or the alignment of their tasks with the organization's overarching goals (Sebe, 2015). Lack of clarity can precipitate perplexity, disenchantment, and diminished job contentment, as employees grapple with the challenge of task prioritization or decision-making in the absence of definitive directives.

Employee Job Performance

Employee performance, as defined by Christian (2018), is the tangible accomplishment of an employee in relation to the anticipated level of performance. Sharma (2016) elaborates that performance denotes an individual's proficiency and capabilities in meeting the demands of their current job role. Daft (2014) further delineates performance as the ability of the organization to use its resources effectively and efficiently in order to accomplish its goals.

Performance is a multifaceted concept that revolves around distinguishing between procedural aspects and expected results. Task performance represents job-specific behaviors aligned with fundamental responsibilities specified in job descriptions. It holds significance in shaping overall employee performance, directly influencing productivity and contributions toward organizational objectives. Task performance involves efficiently fulfilling job-specific duties outlined in job descriptions, serving as a critical aspect of an employee's competency and significance within the organization.

Theoretical Review

Effort-Reward Imbalance Model

The effort-reward imbalance model serves as the foundational framework for this investigation. Siegrist created the effort-reward imbalance model in 1996. According to this model, stress and poor job performance might result from an imbalance between the amount of effort put in at work and the rewards obtained. Employees experiencing high effort with low rewards are more likely to suffer from stress and exhibit reduced performance. The ERI model suggests that individuals strive for a balance between their efforts invested at work and the benefits that are obtained in return. Siegrist introduced the Effort-Reward Imbalance (ERI) Model in 1996, based on the following assumptions: Individuals expend effort in their work, including physical and psychological effort, as well as time and commitment invested in their job roles. Rewards refer to the outcomes or returns that individuals receive in exchange for their efforts. These rewards may include financial compensation, career advancement opportunities, recognition, and job security. Imbalance occurs when the efforts expended by individuals at work are not adequately rewarded. This imbalance can manifest in different forms, such as high effort with low rewards, leading to feelings of injustice and dissatisfaction. According to the ERI model, people who believe that their efforts and rewards aren't matching up are more likely to feel psychologically stressed and experience demotivation, rage, and irritation.

Conservation of Resources (COR) Theory

Hobfoll introduced the conservation of resources (COR) theory in 1989. According to the theory, people work hard to acquire, hold onto, and safeguard important resources. These resources might be internal (such as knowledge and skills) or external (such as social support and a stable career). Stress results in decreased job performance when there is a possibility of or an actual loss of resources. According to the COR theory, people work hard to safeguard and expand their resources in order to manage stress and preserve wellbeing. Understanding the concept of this theory can provide insights into how individuals respond to stressors and how interventions can be designed to enhance resource management and resilience.

Citation:

Caroline Aturu-Aghedo, (2024), Exploring Occupational Stress Determinants and Employee Job Performance in Selected Universities in North Central Nigeria. *FUOYE Journal of Public Administration and Management* Vol. 2 (1), pg. 228-238. WWW.FJPAM.COM



The following fundamental presumptions form the basis of Hobfoll's 1989 Conservation of Resources (COR) theory: Humans make an effort to obtain and hold onto resources that are considered valuable, such as financial assets, personal assets, and social assets, such as connections and social support. Stress arises when there is a real or potential loss of resources for an individual. Resource loss can have a negative impact on wellbeing and happen in a variety of contexts, including employment, relationships, and health. People invest their money to earn more money and to hedge against future losses. These expenditures may go toward developing social networks, improving abilities, and preserving one's physical and mental well-being.

Empirical Review

Alfi et al. (2022) examined how employee performance is affected by workload, stress at work, and work-life balance. A quantitative descriptive research methodology was used. The population of this study consisted of an infinite number of startup employees in Jakarta. The sampling process used the nonprobability sampling approach. The study's conclusions indicate that workload greatly enhances employee performance among Jakarta's startup workforce. Work-life balance is significantly impacted by workload and work-related stress. Thus, when workers successfully manage their personal and professional life, there will be less workload and stress at work. Employee performance is significantly impacted by workload and work-life balance. This implies that workers will find it challenging to strike a balance between their personal and professional lives due to the demands of their jobs. Workload and job stress have a major impact on work-life balance. When workers can successfully manage their personal and professional lives, work-related stress will decrease and they will perform better. Performance is impacted by workload, stress at work, and work-life balance. This indicates that when workers are able to balance their personal and professional life, their workload and stress levels will reduce and their performance will increase.

Saputri et al. (2022) examined how work stress mediated the relationship between workload, work-life balance, and worker performance at the COVID-19 pandemic-affected Regional Development Planning Agency of Aceh Province (Bappeda Aceh). The census method was used to sample the whole population of 209 employees at Bappeda Aceh for the investigation. The suggested model was tested using the AMOS application's Structural Model. Data gathering took place during late 2021 and early 2022, during the COVID-19 pandemic. The results showed that while work-life balance had a negative effect on work stress during the pandemic, workload had a beneficial effect on work stress among Bappeda Aceh employees. Additionally, work-life balance had a favorable impact on employee performance whereas workload had a negative one. Employee performance showed a negative correlation with work-related stress. The study also discovered that the association between workload and employee performance, as well as the relationship between work-life balance and employee performance, was partially mediated by job stress. The study came to the conclusion that improving work-life balance and lowering workloads are key to improving employee performance during the COVID-19 epidemic and minimizing work-related stress. In the midst of the COVID-19 crisis, it specifically suggested lowering workload and enhancing work-life balance as ways to lessen workplace stress and boost employee performance.

Ika et al. (2022) examined the effects of workload, burnout, and work-life balance on the individual and collective performance of employees in transportation service enterprises in Bandung City. To assess the data, the research used quantitative, verification, and descriptive methodologies. Saturated sampling was used to choose 30 respondents for the research. Multiple linear regression was used in conjunction with SPSS processing to analyze the data. Work-life balance, burnout, workload, and employee performance were all assessed as fairly excellent, according to the descriptive study. The verification research showed that employee performance in transportation service companies in Bandung City was significantly impacted by work-life balance, burnout, and workload, both individually and collectively. These findings add to our knowledge of the variables affecting worker performance in the transportation industry and give businesses advice on how to boost productivity and well-being among their workforce.

Citation:

Caroline Aturu-Aghedo, (2024), Exploring Occupational Stress Determinants and Employee Job Performance in Selected Universities in North Central Nigeria. *FUOYE Journal of Public Administration and Management* Vol. 2 (1), pg. 228-238. WWW.FJPAM.COM



Syihabudhin et al. (2020) investigate the effects of workload on employee performance mediated by work-life balance at Ollino Garden Hotel Malang, East Java. Questionnaire was used to collect data from 43 employees, selected through Proportionate Random Sampling out of a total population of 48. Path analysis was employed for data analysis. The findings revealed that workload, work-life balance, and employee performance were rated positively. Workload had a positive and significant impact on work-life balance, suggesting that a greater workload resulted in a more harmonious combination of work and personal life. Employee performance was positively impacted by work-life balance, indicating that those with greater balance were more effective in their professions. On the other hand, workload significantly and negatively impacted performance, suggesting that a larger workload had a detrimental effect on performance. Moreover, workload indirectly influenced performance through work-life balance, suggesting that improving work-life balance could mitigate the negative impact of workload on performance.

Ronal et al. (2022) examined the effects of role ambiguity, role conflict, and job stress on government employees' performance at the Kerinci district local secretariat. The purpose of the study was to evaluate the impacts of role conflict, role ambiguity, and work stress on employee performance, both separately and in combination. Using complete sampling, the 35 workers of the Administration of the Regional Secretariat of Kerinci Regency were included in the study as both the population and the sample. After confirming that the tests for heteroscedasticity, multicollinearity, and normality met the classical assumption requirements, multiple regression analysis was used. The results showed that role conflict had a negative and significant impact on worker performance at the Kerinci Regency Regional Secretariat's Governance Section. In the same section, role ambiguity also significantly affected performance. It was also discovered that employee performance was significantly harmed by work stress. Additionally, the interaction of role ambiguity, role conflict, and job stress improved employee performance in the Kerinci District Secretariat's Governance Section.

Ana et al. (2020) examined, using the Job Demands-Resources (JD-R) theoretical framework, how performance recognition affects the moderating effect of role ambiguity on the motivating process. Prior studies mostly examined the negative impact of role ambiguity on worker motivation; however, more recent ideas propose that employment demands, including role ambiguity, may also be viewed as opportunities rather than obstacles. Nevertheless, little is known about the organizational elements that support this change in perspective. The purpose of the study was to investigate how team leaders' performance evaluations affect how employees perceive job ambiguity—whether as a challenge or an impediment. Seven06 workers of a multinational corporation in Almeria, Spain, provided data for the collection. The findings confirmed that performance recognition acted as a moderator, transforming the negative impact of role ambiguity into a positive one. Specifically, when performance recognition was present, employees perceived role ambiguity as a challenge rather than a hindrance, leading to increased engagement and reduced negative influence on extra-role behaviors. This study highlights the importance of organizational factors, such as performance recognition, in influencing how workers view the demands of their jobs and the motivational results that follow.

Karel and Finka (2021) looked on how PT XYZ employees performed in relation to time constraints, role ambiguity, workload, and lack of enthusiasm. The study's population consisted of all PT XYZ personnel, and 76 respondents were chosen by purposive sampling to represent the sample. A 26-item Likert scale survey that was disseminated over email was used to gather data. To examine the data, multiple regression analysis was utilized. The results showed that low motivation and job ambiguity had a detrimental and significant impact on workers' performance at PT XYZ. Workload and time constraints, however, were shown to have no discernible effects on worker performance. These findings offer insightful information about the elements influencing worker performance inside the company and point up possible areas for enhancements in employee assistance and management techniques.

Citation:

Caroline Aturu-Aghedo, (2024), Exploring Occupational Stress Determinants and Employee Job Performance in Selected Universities in North Central Nigeria. *FUOYE Journal of Public Administration and Management* Vol. 2 (1), pg. 228-238. WWW.FJPAM.COM



METHODOLOGY

In order to collect data for further analysis, this study used a descriptive research methodology that involved survey administration and the use of questionnaires to collect responses. The study's sample consists of 1,471 academic staff members from three specifically chosen universities in north central Nigeria: the federal University of Lokoja (414 staff members), the National Open University of Nigeria, Abuja (419 staff members), and Prince Abubakar Audu University, Anyigba, Kogi state. In 2023, this data was collected from the corresponding university registry units. By applying the Taro Yamane approach, the study's sample size was found to be 314. The following is the formula:

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

Where; n = Sample size desired, N = Total Population, 1 = Constant and e = Level of significance. n=Sample size, N= 314, 1 = Constant, e= 0.05. Substituting into the formula would have;

$$n = \frac{1471}{1 + 1471(0.05)^2}$$

$$n = \frac{1471}{4.6775}$$

Therefore, n= 314.

To select the sample, a stratified sampling technique was employed, purposively drawing 314 academic staff members. The questionnaire was distributed across into 3 categories of academic staff members ranging from professorial cadre, senior lecturer cadre and lecturer one below. The collected data were subsequently analyzed using multiple linear regression.

In trying to get the unit sample size of the population, the Bourley's proportional allocation technique formula was used as stated as follows:

$$nh = \frac{Nh}{N} \times n$$

Where;

n = Total sample size

Nh = Number of respondents in each unit

N = Population size

Therefore, the respondents were selected as follows:

Table 1: Sample Frame

S/N	Selected Universities in North Central Nigeria	Population of Academic staff of Selected Universities	Sample size Distribution using Bourley's Technique
1	Prince Abubakar Audu University, Anyigba, Kogi state.	638	$\frac{638}{1471} \times 314 = 136.1$
2	Federal University of Lokoja	414	$\frac{414}{1471} \times 314 = 88.3$
3	National Open University of Nigeria, Abuja.	419	$\frac{419}{1471} \times 314 = 89.4$
	Total	1471	314

Source: Authors Computation, 2024

Model Specification

The model in the study is given in the following general form:

The coefficient of the variables measured the marginal effects of the independent variable (occupational stress determinants) on employee job performance.

$$EJP = f(WLB + RAM) \dots \dots \dots i$$

Citation:

Caroline Aturu-Aghedo, (2024), Exploring Occupational Stress Determinants and Employee Job Performance in Selected Universities in North Central Nigeria. *FUOYE Journal of Public Administration and Management* Vol. 2 (1), pg. 228-238. WWW.FJPAM.COM



In specific form, equation (1) translates into equation 2 thus:

$$EJP = a + \beta_1 WLB + \beta_2 RAM + e \dots \dots \dots ii$$

Where,

a = Constant

EJB= Response variable representing employee job performance (dependent variable)

WLB = predictor variable representing work life balance (independent variable)

RAM= predictor variable representing role ambiguity (independent variable)

f = a function to be specified

i = cross sectional

β_1, β_2 , are regression coefficients which determine the contribution of the independent variables.

e = residual or stochastic term.

DATA ANALYSIS AND DISCUSSION OF FINDINGS

Out of the 314 distributed questionnaire, 304 questionnaire representing 97% were completely filled and returned.

Testing of Hypotheses

Ho Work load balance has no significant effect on employee's job performance.

Ho Role ambiguity has no significant effect on employee's job performance.

Table 2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923 ^a	.851	.850	.472

a. Predictors: (Constant), RAM, WLB

According to the model summary, over 85% of the variance in the dependent variable (outcome) can be explained by the predictors (independent variables) included in the analysis: work load balance and role ambiguity (RAM and WLB). According to the R-squared value of 0.851, the independent variables in the model account for 85.1% of the variability observed in the dependent variable. The adjusted R-squared value, which is 0.850, is a little less than the original R-squared value since it accounts for the number of predictors. All things considered, this indicates that the model containing job ambiguity and work load balance as predictors fits the data well when it comes to explaining the variability in the dependent variable.

Table 3

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	382.033	2	191.016	857.112	.000 ^b
	Residual	66.858	300	.223		
	Total	448.891	302			

a. Dependent Variable: EJP

b. Predictors: (Constant), RAM, WLB

The ANOVA table provides information about the sources of variability in the dependent variable (EJP) explained by the predictors (work load balance and role ambiguity).

The total variability (SS = 448.891) is partitioned into variability explained by the predictors (work load balance and role ambiguity) and variability unexplained by the predictors (error term).

The F-statistic is calculated from the mean squares, indicating whether the variability explained by the predictors is significantly different from the variability unexplained by the predictors.

Citation:

Caroline Aturu-Aghedo, (2024), Exploring Occupational Stress Determinants and Employee Job Performance in Selected Universities in North Central Nigeria. *FUOYE Journal of Public Administration and Management* Vol. 2 (1), pg. 228-238. WWW.FJPAM.COM



Overall, the ANOVA results suggest that the predictors (work load balance and role ambiguity) have a significant effect on the dependent variable (Employee job performance), as indicated by the F-statistic.

Table 4

Model		Coefficients ^a		Standardized Coefficients Beta	T	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	1.128	.071		15.901	.000
	WLB	.094	.026	.111	3.581	.000
	RAM	.699	.026	.842	27.257	.000

a. Dependent Variable: EJP

The coefficients table presents the estimated coefficients for each predictor variable (work load balance and role ambiguity) in the model, along with the constant term. The coefficients provide information on the strength and in which direction the predictor variables are related (work load balance and role ambiguity) and the dependent variable (Employee job performance) in the regression model.

From table 4, work load balance has positive and significant effect on employee's job performance. Work load balance is significant at (0.000 p-value < 0.05). The coefficients of (.094) for work load balance represent the estimated change in the dependent variable (Employee job performance) associated with a one-unit change in the predictor variable, holding other variables constant. This further indicates that improved work-load balance will boost academic staff members' job performance on a unit basis across the several universities under investigation. The results point to the rejection of the previously stated null hypothesis and the acceptance of the alternative hypothesis, which claims that work-load balance has a positive and significant impact on employees' job performance. This outcome is consistent with the research conducted by Syihabudhin et al. (2020) and Ika et al. (2022).

More also, Role ambiguity has positive and significant effect on employee's job performance. This is evident from the table 4 indicating that role ambiguity is significant at (0.000 p-value < 0.05). The coefficients of (.699) for role ambiguity also represents a positive relationship between the predictor variable and the response variable.

A one-unit change in the predictor variable, while keeping other variables constant, is estimated to cause a corresponding change in the dependent variable (Employee job performance). This result suggest the rejection of the null hypothesis which states that role ambiguity has no significant effect on employee's job performance. The alternate hypothesis which indicates a positive and significant effect between role ambiguity and employee job performance of academic staff of the various universities is hereby accepted. This conclusion agrees with Ronal et al.'s (2022) findings but differs from Karel and Finka's (2021) findings.

CONCLUSION AND RECOMMENDATIONS

Based on the findings, it is evident that both work load balance and role ambiguity have significant effects on employee job performance in selected universities in North Central Nigeria. The findings reveal that two important factors influence the degree of job performance among academic staff members. Overall, the coefficients suggest that improving work load balance and reducing role ambiguity are essential strategies for enhancing employee job performance in academic settings. Addressing these occupational stress determinants can lead to a more conducive work environment, increased job satisfaction, and ultimately improved performance outcomes among academic staff members.

The ensuing recommendations were provided:

Citation:

Caroline Aturu-Aghedo, (2024), Exploring Occupational Stress Determinants and Employee Job Performance in Selected Universities in North Central Nigeria. *FUOYE Journal of Public Administration and Management* Vol. 2 (1), pg. 228-238. WWW.FJPAM.COM



- i. Universities need to advance strategies to manage workloads effectively, ensuring that tasks are distributed equitably among academic staff members. This may involve revising workload allocation processes, providing additional support for staff members with heavy workloads, and implementing time management training programs.
- ii. Efforts should be made to clarify role expectations and responsibilities for academic staff members to reduce role ambiguity. This may include updating job descriptions, providing clear guidelines for job roles, and fostering open communication channels between staff and management.

REFERENCES

- Agus, A. (2017). Motivation and work stress effect on employees performance at Pt. International colliman mulia. *European Journal of Business and Management*, 9(31), 101-106.
- Alfi, M., Mufida, A., Ahmad, A., Agung, W., Handaru, H., & Usman, O. (2022). The effect of workload, work stress, and work-life balance on employee performance: Case study on startup employees in Jakarta. *Devotion. Advance online publication*. <https://doi.org/10.36418/dev.v3i14.336>.
- Al-Zawahreh, A., & Al-Madi, F. (2012). Job stress and job performance among employees in the Jordanian banking sector. *European Journal of Social Sciences*, 27(1), 94-105.
- Ana, M., Miguel, A., Mañas, R., Pedro, A. & Caroline, L. (2020). Positive influence of role ambiguity on JD-R Motivational Process: The Moderating Effect of Performance Recognition. *Frontiers in Psychology*, doi: 10.3389/FPSYG.2020.550219.
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285.
- Chiochio, F., Kelloway, K., & Hobbs, B. (2015). *The psychology and management of project teams*. New York: Oxford University Press.
- Christian, F. (2018). Leadership and motivation to performance employee in Papua Province. *International Journal of Economics, Management, and Social Sciences*, 2 (1).
- Daft, R. (2014). *New Era of Management*. Canada: South-Western Cengage Learning.
- Green, S., Lewis, R., Willerton, J., Cox, D., & Silber, K. (2016). *Oxford AQA Psychology A Level Year 2*. Glasgow: Oxford University Press.
- Greenhaus, J. H., & Allen, T. D. (2011). *Work–family balance: A review and extension of the literature*. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (2nd ed., pp. 165-183). American Psychological Association.
- Häusser, J. A., Mojzisch, A., Niesel, M., & Schulz-Hardt, S. (2010). Ten years on: A review of recent research on the Job Demand–Control (-Support) model and psychological well-being. *Work & Stress*, 24(1), 1–35.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American psychologist*, 44(3), 513-524. <https://doi.org/10.2224/sbp.2011.39.1.21S>.
- Ika, P., Umar, Y. S., Muhammad, D. A., Darianti, D., & Dwi, L. (2022). The role of burnout between workload, work stress, and employee performance: Mediation model. *KnE Social Sciences*. Advance online publication. <https://doi.org/10.18502/kss.v7i10.11210>.
- Jackson, M., & Rudolph, C. W. (2020). Work stress and performance: A review and theoretical integration. *Journal of Applied Psychology*, 105(9), 913-934.
- job satisfaction: *The roles of job Social Behavior and Personality*, 39(1), 21-32.
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). *Organizational stress: Studies in role conflict and ambiguity*. Wiley.

Citation:

Caroline Aturu-Aghedo, (2024), Exploring Occupational Stress Determinants and Employee Job Performance in Selected Universities in North Central Nigeria. *FUOYE Journal of Public Administration and Management* Vol. 2 (1), pg. 228-238. WWW.FJPAM.COM



- Karel, T., & Finka, P. C. (2021). The influence of time pressure, role ambiguity, workload, and lack of motivation on employee performance. *Management and Business*, 12(2). <https://doi.org/10.34208/MB.V12I2.920>.
- Kossek, E. E., & Thompson, R. J. (2016). Work–life initiatives and organizational change: Overcoming mixed messages to move from the margin to the mainstream. *Human Relations*, 69(1), 129-157.
- Leiter, M. P., & Maslach, C. (2014). *Interventions to prevent and alleviate burnout. In burnout at work: A Psychological Perspective*, (Eds.), (East Sussex: Psychology Press), 145-167.
- Leka, S., Van Wassenhove, W., & Jain, A. (2015). Is psychosocial risk prevention possible?
- Mishra, S. (2015). Discussion on conflict management with special emphasis on role conflict: Scope in future study. *International Journal of Advanced Research*, 3(10), 772–777. <https://doi.org/10.21474/IJAR01/1114>
- Morris, R., MacNeela, P., Scott, A., Treacy, P., & Hyde, A. (2007). Reconsidering the conceptualization of nursing workload: Literature review. *Journal of Advanced Nursing*, 57(5), 463–471. <https://doi.org/10.1111/j.1365-2648.2007.04115.x>
- Robbins, S. & Judge, T. A. (2020). *Organizational behavior* (18th ed.). New Jersey: Prentice Hall.
- Ronal, R., Evi, A., Addrian, R., Alfian, S., & Dedi, I. (2022). Effect of role conflict, role ambiguity, and work stress on performance of government employees: A case study of the local secretariat government in Kerinci district. *Education and Social Sciences Review*. Advance online publication. <https://doi.org/10.29210/07essr168700>.
- Saputri, D., Abd. Majid, M. S., & Halimatussakdiah. (2022). The role of work stress in mediating the influence of workload and work balance on employee performance of the Regional Development Planning Agency of Aceh Province during the Covid-19 pandemic. *International Journal of Strategic Management Research*, 9(1), 1-12. <https://doi.org/10.37502/IJSMR.2022.5613>.
- Sharma, F. C. & Anju, A. (2016). *Human resource management* (Latest Edition). SBPD
- Siegrist, J. (1996). Adverse health effects of high-effort/low-reward conditions. *Journal of Occupational Health Psychology*, 1(1), 27–41.
- Smith, R., Jones, A., & Williams, T. (2018). Work stress and employee performance: A cross-sectional study. *Journal of Occupational Health Psychology*, 23(4), 498-510.
- Syihabudhin, S., Elfia, N., Lohana, J., Afwan, H., & Ofan, D. (2020). Effect of workload on employee performance through work-life balance at Ollino Garden Hotel Malang East Java. *Advances in Economics, Business and Management Research*. <https://doi.org/10.2991/AEBMR.K.200812.025>.
- Wang, W., Wang, Y., Zhang, Y., & Ma, J. (2020). Spillover of workplace IT satisfaction onto deconstructing common presumptions. *Saf. Sci.* 71, 61-67.

Citation:

Caroline Aturu-Aghedo, (2024), Exploring Occupational Stress Determinants and Employee Job Performance in Selected Universities in North Central Nigeria. *FUOYE Journal of Public Administration and Management* Vol. 2 (1), pg. 228-238. WWW.FJPAM.COM