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EFFECT OF JOB STRESS ON PRODUCTIVITY OF EMPLOYEES; EVIDENCE FROM THE UNIVERSITY OF CROSS RIVER STATE.

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Abstract

This study examined the effect of Job stress on employee productivity in the University of Cross River State. Many organizations, especially banks in the world are witnessing an alarming increase in the negative effects of stress on employee productivity and this necessitated the need for this research work. The study reviewed relevant theoretical and empirical literature and is anchored on stress theories. The study adopted survey research method. The population of study constitutes University of Cross River. The study revealed that workload pressure has significant effect on employee productivity with significant p-value of .002 < α 0.05. Also revealed was that Role conflict effective productivity of the employees, p-value of .000< α 0.05. It was therefore recommended amongst others that remedial measures need to be taken by management to minimize the effect of job stress on employee's productivity.

Keywords: Job stress, workload pressure, Role conflict and employee productivity.

1.0 Introduction

1.1 Background of the Study

Management in the company in setting work standards, has certain criteria as a reference in setting these work standards such as work results, work knowledge, mental agility initiatives, attitude and discipline of time and attendance rate (Iskamto, Ghazali, and Afthanorhan 2020). The set work standards can only be achieved by employee performance. Employee performance is the result of work achieved by employees in carrying out the tasks assigned to them based on experience skills. Employee performance is very important in the organisation to achieve its goals, so various efforts are made to improve it (Ahmad, Hazlina, Yuliani, Pi-Shen, Pattanee, and Zaiben. 2018). An

employee is said to have achievements in work, if the workload set is achieved or if the realization of results is higher than that set by the organisation. This condition is called the best category employee achievement. Demands that are not able to be controlled by each employee will cause tension within the employee and if it cannot be overcome then the employee will experience stress (Binder and Coad 2016).

Stress is a global phenomenon encountered virtually by everyone from various lifestyles. It affects not just the life quality of workers physically and mentally but also those of companies, organizations, and government. The work life of a typical worker is mainly associated with long hours at work, which may hamper the general well-being and reduce the quality of life. Job stress has become a global occurrence, which transpires in numerous dimensions in every workplace. According to Irene (2005) job stress is a pattern of reactions that occurs when worker presented with work demands that are not matched to their knowledge, skills or abilities and which challenges their ability to cope. It is evident from this Irene's definition that job stress is mostly associated with under-employment. Job stress is a global phenomenon that affects every facet of human endeavor, and employees in diverse organizations must always encounter work stress at one point. Stress can be viewed in a general term as the pressure an individual feels due to external circumstances. It is needful to state that the effect of Job stress on employee performance is a huge challenge facing organizations, especially the academic environments.

Managing job stress, especially university job -related stress, has remained a global concern. (Hall & Bowles, 2016; McCarthy, Song &Jayasuria, 2017). Such stress which manifests from work pressure is linked to various interrelated factors, which may include the nature of the work environment, the nature of the job and the individual's personality. Stress can be derived from different factors including an unduly heavy work load, unsafe working conditions, unhappy clients, over-demanding colleagues and un-cooperative co-workers, Globally, the intensification of work is witnessed by the increasing number of students in the University system emphasizing research and publications (McCarthy et al., 2017).

Similar findings are noted in the United Kingdom and Canada is where job stress is estimated to be the largest occupational health problem (Donat, 2010). Effective people management good two-way communication between employers and employees, suitable working environment and effective work. Organizations are just some of the factors which can have an impact. However, there is the need to examine critically the nature and effect of job stress in University of Cross River State before suggesting, ways by which the management could deals with it. This is the main thrust of this study.

1.2 Statement of the Problem

For most people, work is significant and meaningful feature or life with the Majority of them spending around 25% of their adult lives working while work can provide people with structure, purpose, satisfaction, self-esteem and spending power the workplace. Can also be a setting of stress, while stresses can be triggered by sudden, unexpected pressure, it is often the result of a combination of stressful factors which accumulate overtime. Some people can become so used to the symptoms of excessive stress that goes unnoticed to their detriment. Most job stress and whether you feel you have power (Jungwea, 2007). Some people

are affected more than others so what is stressful for one person may not be stressful for another. Stress is a prevalent problem in society and the resultant effects are numerous, ranging from low performance to increased absenteeism, high rates of job turnover, depression, mental instability, cardiovascular illness as well as problems with the general wellbeing of an employee (Grobler, Warnich and Carrell, 2014). The issue of job stress has become a regular occurrence in the everyday work situation and employee in academia are no exception. It has been suggested by numerous studies that job stress within the education sector will continuously be on the rise due to factors such as employees' desire for career advancement; the increasing rate of workers turnover in Education sector; and the need for research directed at economic and societal development (Reddy, Menon and Thattil, 2018; Khamisa, Oldenburg, Peltzer, & Ilic, 2015). Furthermore, education sector undergo stress due to considerably heavy workloads, limited resources and inadequate organisational support; dealing with students and co-workers; poor career progression, as well as poor staffing, (Siakwa& Grace, 2014).

According to Barkhuizen and Rothmann (2013), the performance of an individual is also affected by other external stressors that may not be work related, including poor enivironmental status and lack of sleep caused by anxiety over what the future holds. The manner in which individuals handle the effects of stress will determine how efficiently the stressful situations are managed and resolved.

Despite several efforts made to reduce occupational stress, Organizational commitment has persistently continued to decline hence affecting the organizational performance. Besides stress that could be caused by family or personal problems stress at work has become even a greater problem because of job restructure, globalization and more demand on the task at hand. This might lead to higher job insecurity which would make employees feel stressed and depressed. The current turbulent Nigerian business environment requires workers and organization to reexamine their practice. Academic job is an inherently stressful profession with long working hours, slue competition, ethical dilemmas regulatory bottlenecks and difficult students. The issue of job stress among Nigerian bank workers could be better addressed if the factors responsible such stress were properly identified and evaluate. The question of how job stress (workload pressure, role conflict and job security) affect Productivity of Employees is a relevant one given to nature of today's industry and the challenges faced by Nigerian workers.

1.3 Objectives of the Study

The major objective of this study is to determine the effect of job stress on Productivity of Employees in the University of Cross River State.

The specific objectives of the study are to:

- Examine the effect of workload on Productivity of Employees in the University of Cross River State.
- Ascertain the effect of Role conflict on Productivity of Employees in the University of Cross River State.

1.4 Research Question.

The following research questions were formulated in line with the research objectives:

1. To what extent does workload affect Productivity of Employees in the University of Cross River State.
2. To what extent does role conflict affect Productivity of Employees in the University of Cross River State.

1.5 Hypotheses of the Study

The following research hypotheses were formulated in line with the research objectives:

- **Ho_1**.Workloadhas no significant effect on Productivity of Employees in the University of Cross River State.
.
- **Ho_2** Role conflict has no significant effect on Productivity of Employees in the University of Cross River State.

2.0 Literature Review

2.1. Job Stress

Stress is a universal element experienced by employees around the globe. Stress has become major problem for employer particularly in developing nation where the employer does not realize impart of stress on employee's performance which over stress, managerial role, stress management job performance Hanaysha(2016).

An individual in his or her job in Evans Nigeria Plc facestress asJam Shed et al (2011) suggested the work place is potentially an important source of stress for bankers because of the amount of time they spent in their respective banks and that stress often a decrease their performance. Therefore, occupation of individuals could be a major source of stress in the given circumstance. When individual faces stress due to various conditions of their occupation and fail to cope with stress, it results into burnout.

In the University of Cross River State particularly higher management does not realize the impact of stress on Productivity of Employees which ultimately result in critical managerial dilemmas as Subha and Shakeel (2009) described "higher level of stress existed which no managerial concern for solution consequently lowering the Productivity of Employees, staking organizational reputation and loss of skilled employees, effective stress managing practices to increase employee satisfaction and overall Productivity of Employees " work overload and the time pressure to complete too much work in short span of time is big source of stress which decreases the performance of employees as Baback at al (2010) studied " with excessive pressure, the job demand cannot be meet, relaxation turns to exhaustion and a sense of satisfaction replaces with the feeling of stress, motivation sheds away and the workers start losing interest in the work and hence performance chart shows a negative trend".

2.1.1 Dimensions of Job Stress

i. Workload

Workload is provisionally conceived of as a cognitive-energetic state of the person, producing the experience of strain or felt pressure, which is associated with the ongoing and anticipated execution of work tasks. At present it can best be understood as the subjective reflection of the person's psychological/ physiological state while carrying out work tasks. Obviously, this state can vary and work pressure can augment or decline, depending on the worker's expectation of the amount of work that remains to be done and his/her assessment of the chance to accomplish the work successfully. Although work pressure is

conceived as a dynamic phenomenon, one would expect it to change less quickly than work load. Work pressure seems to be a more enduring state which may extend into people's leisure time.

ii. Role Conflict

Role conflict can significantly impact an employee's productivity. Role conflict occurs when an individual is confronted with divergent role expectations from different sources, such as supervisors, colleagues, or even personal values. Here's how it affects productivity: *Divided Attention:* When employees are torn between conflicting roles, they struggle to prioritize tasks effectively. They may expend energy trying to meet contradictory demands, leading to divided attention and reduced focus on core responsibilities. *Stress and Anxiety:* Role conflict often generates stress and anxiety as employees grapple with conflicting demands. This can lead to decreased job satisfaction and morale, as well as higher levels of absenteeism and turnover. Stress also hampers cognitive function, making it harder for employees to perform at their best. *Decreased Job Performance:* Conflicting roles can undermine job performance as employees may feel unsure about which tasks to prioritize or how to allocate their time and resources effectively.

This uncertainty can result in lower-quality work, missed deadlines, and an overall decrease in productivity. *Strained Relationships:* Role conflict can strain relationships with supervisors, colleagues, and clients/customers. When individuals are unable to meet the expectations of multiple stakeholders, it can lead to misunderstandings, conflicts, and breakdowns in communication, further impeding productivity.

Burnout: Over time, the stress and strain of role conflict can contribute to burnout a state of emotional, mental, and physical exhaustion. Burnout not only diminishes productivity but also increases the risk of health problems and disengagement from work. To mitigate the negative effects of role conflict on productivity, organizations can: Clarify Role Expectations: Clearly define roles, responsibilities, and expectations for each employee to minimize ambiguity and reduce the likelihood of conflicting demands. Provide Training and Support: Offer training and support to help employees develop the skills and resources they need to navigate complex work environments and manage conflicting roles effectively. Address Organizational Issues: Address systemic issues within the organization that may contribute to role conflict, such as unclear policies, resource constraints, or competing priorities. By proactively addressing role conflict and creating a supportive work environment, organizations can help employees navigate complex role expectations and maintain high levels of productivity.

2.2 Employee Productivity

An improvement in productivity can be thought of in two days: Helping employees do their work faster or more efficiently or making it more enjoyable for them to do that work (leading to a higher-quality end product). So, any improvement that your team seeks to achieve should try to fulfill one of these key requirements. Without it, you may be losing the point entirely. An example of this is bringing work where it happens. For instance, with something like People

Workflow Automation with Personae, integrating absence requests with your team's preferred communication tools (Slack of MS Teams, for instance). That way, employees don't need to switch between tools to complete simple requests. They aren't delayed, your business doesn't miss out on opportunities to improve, and everyone is better for it. In this case, a productivity improvement can have a massive effect.

Employee productivity is one element of IT productivity, the relationship between an organization's technology investments and its corresponding efficiency gains, or return on investment. This is especially important as workforces are more physically distributed and many employees continue to work from home. Use of employee productivity monitoring and analysis software has become a major management tool for ensuring that employee productivity is achieving the required goals.

2.3 Relationship Between Job Stress and Employee Productivity

Job stress is a healthy stimulus that encourages employees to respond to challenges, eventually, the job stress reaches the University system that corresponds approximately with an employee's top day-to-day performance capability, and then at that point, any additional stress tends to produce no more improvement (Chathuni J. et al. 2017). Most studies have been able to confirm that job stress significantly decreases the performance of employees especially in the education sector (Ahmed & Ramzan, 2013). They added that there is a negative correlation between job stress and employee performance. Donald et al (2005) found that the impact of under-utilization of skills, low wages, and dissatisfied aspiration on an employee's profession sequences the entire sources of stress. Meneze (2005), added that work stress can have a higher impact on an individual's health that also directly affects his performance, and also the incidence of job stress is on an upward trend that has become a major problem of the employers as it reduces performance level in the job, increasing cases of employee absences. Mead (2000) concluded in his study the impact of stress on job performance, he pointed out that there is a negative impact of job stress on employee performance if the stress is not managed efficiently. Too much stress negatively impacts the work performance of both the employees and the organization. Imtiaz & Ahmad, (2009) described "Higher level of stress existed with no managerial concern for solution consequently lowering the employee performance, staking organizational reputation and loss of skilled employees".

It has long been acknowledged that job stress plays a role in employee productivity, this notion is on what is called attention theory, simply, attention theory explains that the experience of stress has the effect of reducing an individual's ability to concentrate on multiple tasks, Attention is thus focused on a few critical tasks and all of an individual's energies into the completion of those tasks (Hunter & Thatcher, 2007). Babak et al (2010) studied "With excessive pressures, the job demands cannot be met, relaxation turns to exhaustion and a sense of satisfaction replaces with the feelings of stress, motivation sheds 15 away and the workers start losing interest in the work and hence the performance chart shows a negative trend." Many people believe that stress leads to negative performance and as shown by Ali et al (2019) they stated that "most of the employees in organizations feel that their job is stressful and that in return decreases their performance". They went ahead to say that stress increases the turnover of employees and which can as well influence

organizational performance (Ali et al, 2019). Individuals get to experience stress differently due to the different conditions of their occupation and when faced with this stress and fail to handle it, it has an effect on their performance (Lavuri 2019, p 45). General in the University system, lack of administrative support from the management team, over workload, the riskiness of a job, poor relationship among workers and colleagues and unbalance between work and family results in stress which decreases the employee's performance (Lavuri, 2019, p 45). Jalagat (2017, pp 4) "proved in his study that there is a link between job stress and employee performance between management and staff", the variables job stress, performance, and organizational commitment are used and he found out that there is the negative impact between job stress and job performance.

2.4 Theoretical Framework

2.4.1 Model of Occupational Stress

This model was developed by researchers Cooper and Marschall in 1976 which eminent job stressors. Following the theory urbanized by them, stress at work can be caused by factors associated to work such as bad working conditions, overload, time pressure, factors related to a performed role, sense of responsibility for employees, role conflicts, bad relationships at work, conflicts with superiors, co-workers, factors associated with professional development (lack of job security, lack of promotion or climbing the career ladder too fast), factors linked with the organizational arrangement and atmosphere in the organization and non-organizational sources of stress (family and financial problems, life crises of an employee (Bańkowska, 2016). In the recent report done by Quick (2016) on the use of occupational stress model it is stated "that occupational stress is also known as health risk for a range of psychological, behavior and medical disorders and diseases.

The model provides a useful framework for understanding the weaknesses associated with occupational stress, it is important to recognize its limitations and consider the broader context in which stress occurs. This includes individual differences, cultural and organizational factors, the dynamic nature of stress, and the potential for positive outcomes. Additionally, interventions and coping strategies should be considered to help individuals and organizations effectively manage occupational stress.

Organizations and individuals can use this model to prevent stress and enhance wellbeing". In his report Cooper (1998) criticizes Cooper's model by relating it with a model of organizational stress rather than occupational stress. She argued that, it was indistinguishable in relation to exacting types of job linked stress. This is obvious from the sources of stress, with only those 'intrinsic to job' being occupational stresses and the rest being common to organizations rather than occupations (Pradhan, 2016). Another criticism with this model is its unsophisticated left to right description of the stress process. In his work Lazarus (1986) recommended that transactional model of stress is the extent to which a stressor in the environment fallout in sprain outcomes depending on the interaction between the individual and their environment. The model

also includes feedback loops, which are not accounted for in Cooper's model. Cooper's model has also been criticized because it fails to show how individual differences relate to other parts of the model. Cooper's model fails to clarify for organizational characteristics as moderators of the stressor sprain relationship and does not designate whether coping and personality have direct influences on stress outcomes or if they are joint to have an interactive influence. Although Cooper has incorporated individual differences in the model, further evidence is required to establish whether or not these differences have a direct effect or moderate strain outcomes (Quick, 2016).

This model highlights the role of subjective perceptions of the environment and it acknowledges the possible impact of different factors of stress. In their observations, Goodspeed and Delucia (2014) analyzed the model of occupational as a work-related stress that may affect individuals physiologically, psychologically and behaviorally and these outcomes may cause low levels of self-esteem, job satisfaction and motivation. Several studies have been done to assess the effects of employee stress on organizational performance. Some of the existing works includes a work by Quick, (2016) who found out that work stress had an impact on individuals' performance and organization efficiency. This is similar to the findings generated by ILO (2016) which reported that over 680000 workers in 250 organizations in the world showed that stress at work was linked to poor work performance.

2.2.2 Transactional Model

Transactional theory was developed by Lazarus in 1976. The theory suggests that, stress is the direct product of a transaction between an individual and their environment which may tax their resources and thus threaten their wellbeing (Pezaro, 2018). In this sense, any aspect of the work environment can be perceived as a stressor by the appraising individual. Yet the individual appraisal of demands and capabilities can be influenced by a number of factors, including personality, situational demands, coping skills, pervious experiences, time lapse, and any current stress state already experienced (Prem et al. 2017). One multidisciplinary review provides a broad consensus that stressors only exert their effects through how an individual perceives and evaluates them (Ganster and Rosen, 2013). Also in his work, Weis (2012) explained that the transactional model of stress developed by Lazarus assumes that the incidence of stress is concurrently prejudiced by two aspects, namely situational factors and individual characteristics of the person. Both social strains put on an individual and their aspiration as well as working situation and the health status of an employee donate to the incidence of a stressful condition. It is the interface between the mechanism that causes stress and leads to an emotional and behavioral reaction, and consequently also to physiological response.

The occurrence of such an interaction result in appearance of strong emotions, which can seriously disturb or even paralyze the person's bustle. Occasionally they also affect private lives of employees and cause problems also in the areas of life that are not linked to work. This theory has been criticized for being too simplistic and for not always considering an individuals' history, future, goals and identities by (Harris et al, 2004). Additionally, in his later works, Lazarus stressed that his transactional theories of stress failed to acknowledge the

outcomes associated with coping in specific social contexts and during interpersonal interactions. (Pezaro, 2018).

2.3 Empirical Framework

Plessis D. (2019), conducted a study on coping with occupational stress in an open distance learning university in South Africa. The researcher explored the occupational stressors experienced by academics employed by open distance learning (ODL) institutions and the coping strategies they use. The sample for the study comprised 305 academics of which 64.3% of this sample (196 respondents) were female academics employed in higher education institutions for more than 10 years. Using multiple regression analysis, the study found that the sampled academics' cognitive, social support, and vacation time as coping strategies. The study recommended the need for stress management practices to mitigate occupational stress and promote the adoption of adaptive coping strategies among academics.

Halawi and Haydar, (2018) examined the Influence of Career Development on Service Delivery in the Public Sector in Kenyan. The study sought to investigate the challenges faced by the trained personnel in advancing after being developed and the influence it has on service delivery. The target population was 1050 employees and the sample size were 105 employees. A qualitative research approach of data collection was adopted using questionnaires, observations and interviews. The findings show that failure to institute a clear retention plan would significantly affect service delivery in the ministry. The study shows that there exists a significant relationship between training and service delivery. The training preferred by respondents includes: in-service training, improved academic training, seminars and exhibitions. In the second objective, the study pledged to establish the influence of career advancement on service delivery. This study concludes that career advancement is a significant predictor of service delivery in the public service sector. The findings of the study show that promoting employees, changing their working environment and regular change of job definitions was linked to improved service delivery.

In another study by Meng and Wang (2018), the researchers tested the sources of university faculty occupational stress in a Chinese university. Though the sample for the study comprised both male and female academic staff, the findings of the study showed that academic occupational stress emerged from the structural constraints of the university and personal characteristics. The scholars alluded to stressors being the new public management principles, progress in social science and technology, increasing students' enrolment, as well as demand on academic performance. In addition, the academic job task of teaching, research, and administration were found to have a significant effect on occupational stress. Furthermore, the individual characteristics of the respondents which depicts demographic dimensions of age and position affected the sample's occupational stress. At the time of the study, respondents of 40 years of age and below were found to have high levels of stress than those who were older. In the same vein, academics at associate professor level suffer more occupational stress than those at professor level. This was attributed to the quest for promotion. These factors are

considered measuring parameters for evaluation and performance management at the sampled university. In essence, the quest to achieve objectives associated with these stressors influences the university management mechanism and poses stress to the academic staff. though, the current study indicating that a methodological gap as well as a contextual gap exists in the study.

The study of Hasibuan, (2017) sought to examine the influence of Job Stress on service delivery in the Public Sector in Kenyan. This present study will differ by investigating the effect of career development on employee productivity in educational institution in Benue State.

The study of Ikechukwu and Adighije, (2017) sought to determine the effects of job stress on Productivity of Employees in the public sector with reference to National Cereals and Produce Board. This present study will differ by focusing on career development on employee productivity in College of Education Owerri, Imo State which has hitherto not been studied in existing literature.

Kakui and Gachunga, (2016) sought to determine the effects of job stress on Productivity of Employees in the public sector with reference to National Cereals and Produce Board. The study adopted a descriptive survey. The population for this study were the employees of National Cereals & Produce Board head office in Nairobi. There was a total of 200 employees in National Cereals & Produce Board head office in Nairobi. Sampling frame was the list of employees working in all levels of management. Stratified random sampling was applied to select 100 respondents as the sample size. Data was collected using structured questionnaires. Data collected was tabulated and analysed using SPSS version 20 software. The study revealed that on job training influences the performance of an employee by expansion of key competencies, job specification, leads to motivation, reduces intimidation, provides additional skills knowledge and capabilities and employees are able to network. The study revealed that career mentoring affects Productivity of Employees by: counseling and supports learners and helps them to develop their own approach and solutions to problems.

Ramesh (2015) researched the effects of coaching and mentoring of Job Stress on Productivity of Employees in the United Kingdom to analyze the extent of Productivity of Employees concerning coaching and mentoring. The survey design (Cross-Sectional) method and quantitative approach were adopted for the research. The results from the correlation and regression analysis of the data gathered for the study revealed that there is a high level of Productivity of Employees concerning coaching and mentoring. Also, coaching shows a significant effect on overall organizational performance, but mentoring does not.

Barkhuizen, Rothmann, and van de Vijver (2014) investigated the relationships between dispositional optimism, job demands and resources, burnout, work engagement, ill health and organizational commitment of South African academic staff. The researchers adopted a cross-sectional survey design and a stratified random sample of 595 taken from academics in the South African higher education institutions. The findings of the study revealed that job demands and a lack of job resources contributed to burnout whereas job resources contributed to work engagement. However, the variables of focus in the study were significantly different with the current study which indicate that a

methodological gap as well as a contextual gap exists in the study.

Desa T (2014) of Indonesia, examined the relationship and influence of personality on job stress among academics in a university. The findings of the study show personality dimensions as a predictor of stress. The personality of an academic constitutes various traits; physical, emotional, social, mental and spiritual amongst others that makes the individual unique. These traits are confined to behaviour which plays out in relationship with oneself and towards others in a work environment. Desa (2014) opined that individuals are happier when there is a fit between their job and their personality, as well as with coworkers. Furthermore, these scholars noted that academic career development is another important source of work stress. As academics struggle with keeping various job requirements for professional growth, the anticipated overload then becomes the stressor. This study focuses on the academic career development and working environment, beyond that are the student's turnover rate and economic development which this study wishes to address. However, the variables of focus in the study were significantly different from those of the current study indicating that a methodological gap as well as a contextual gap exists in the study.

In 2010, Robert Karasela found that workers whose jobs rated high in job demands yet low in employee control has measured by latitude over decision reported significantly more exhaustion after work trouble awaking in the morning, depression, nervousness, anxiety and in Sonia or disturbed sleep than other workers. When workers facing high demands had more control, their stress was lower. This major insight into how occupational stressors affect health and well-being has led to ongoing improvements in the workplace. For example, many organizations have implemented programs designed to enhance employee control.

Significance: Kerrasek's findings revealed to employers that they could improve job related mental health without sacrificing productivity. That is organization could reduce job strain by increasing employee control or decision latitude, without reducing actual work load employers could time tune their administrative structure in order to reduce employee stress and protect workers mental health without cutting productivity. What's more, the hack man and old man research show how to control influence feeling about work more broadly. And in fact, a 2002 survey of 604 employees by the society for human resource management and USA today revealed that some 94 percent of those pointed consider autonomy and independence "very important" or Important" to job satisfaction Kakui and Gachunga (2016).

Practical Application: Many organizations have increase employee control to make job better for employees often redesigning their processes or plopping around the chain of command for example ford motor company has shifted vertically all of its manufacturing operations to a team based approach in which employees have fair greater control over their work, rather than simply follow directions from supervisors, employees can for example, talk directly to suppliers about parts quality, research better ways to run equipment, and take independent action to eliminate product defects, he pilot program, which began at ford's Romeo, Mich. Engine

plant in early 1990s, raised productivity and quality along with job satisfaction so successfully that ford expounded the approach, giving virtually all employees. Targets' and allowing, there to find ways to reach them.

In another study by Zhang (2010) Chinese, investigation into the job-related stress amongst women academics in a research university, the author found role conflict as one of the sources of stress in the sampled university. The stressor was found to be attributed to social-cultural practices. The women academics in the sampled university were found to pay detailed attention to the children's development unlike their counterparts. This is so because of the belief system that a woman who cannot educate and train her child is more or less a failure in society. These women held strong traditional belief system of women's role in supporting family, taking any tasks that comes their way, some of which poses difficult priorities and well as holding strong ethical views against marriage separations. These findings contribute to stress amongst female academics in the sampled university leaving the male. The study concentrated stress and performance of Universities in Nigeria indicating presence conceptual and contextual gaps.

Barkhuizen and Rothmann (2008), examined the indicators of occupational stress for academic staff in South African education institutions. Furthermore, the researchers investigated occupational stress of different demographic groups and the possibility that occupational stressors predict ill health among academic staff. The researchers employed a cross-sectional survey design and with an Organizational Stress Screening Tool (ASSET) questionnaire, data was collected from 595 academics at South African higher education institutions. The findings revealed differences between the levels of occupational stress and ill health of demographic groups. Furthermore, academics reported higher levels of stress relating to pay and benefits, overload and work-life balance. The findings specifically pointed to four occupational stressors that affect academics which are overload, job control, resources and communication, and job characteristics while this study further consider the career advancement and rate of student's turnover.

3.0 Methodology

3.1 Research Design

A research design is the comprehensive blueprint used to guide a study towards the objectives. A survey design was adopted for the present study. This design is considered appropriate because it was used to collect relevant data from the respondents on the research variables. Data collected were used for data analysis.

3.2 Population of the Study

The Population for this study consists of 104 employees of First bank plc Makurdi Benue State. The study population is summarized in the tabular form below for easy assessment.

- The researcher uses 90 respondents returned from the total employees of the University of Cross River State.

Table4.1: Gender of the Respondents

S/N	Gender	Frequency	Percent	Valid Percent	Cumulative
1.	Male	38	42.2	42.2	42.2
2.	Female	52	57.8	57.8	100.0
	Total	90	100.0	100.0	

Source: Field Survey, 2024

Data Presentation, Analysis and Discussion of Findings

Analysis of Variance (ANOVA)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	57.108	4	14.277	74.247	.000[b]
Residual	45.188	235	.192		
Total	102.296	239			

a. Dependent Variable: Organization Performance
b. Predictors (Constant), workload pressure support and Role conflict.
Source: Researcher's Computation using SPSS Output, 2024.

- The result from the ANOVA statistics indicates that the processed data, which is the population parameters, had a significance (p-value) level of .000 which is less than 5%. This implies that workload pressure and stress hinder significantly affect Organization Performance of the University of Cross River State.

. The significance value was less than 0.05 which indicates that the model was statistically significant (F =74.247, P = .000 < 0.05).

Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.285	.229		1.249	.000
Workload pressure	.402	.065	.475	4.086	.002
Role conflict	.546	.065	.545	8.565	.000

a. Dependent Variable: organization Performance
Source: Researcher's Computation using SPSS Output, 2024.

The result indicated that a unit change in workload pressure will increase organization Performance by 28.5 %, a unit change in Role conflict will affect organization Performance by 40.2 %

3.3 Test of Hypotheses

3.3.1 Test of hypothesis one

- **HO_1:** Workload pressure has no significant impact on organization Performance of the University of Cross River State.

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- To test this hypothesis, the strength of the effect of workload pressure on organization Performance the University of Cross River State was measured by the calculated p-value = .002 at a significance level (α) of 0.05. Since the computed p-value is less than the significance level (α) of 0.05 (*p-value* .002 < α 0.05), the null hypothesis was rejected. The result implies that workload pressure has significant impact on organization Performance of the University of Cross River State.

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3.3.2 Test of hypothesis two

- **HO_2:** Role conflict has no significant impact on organization Performance of the University of Cross River State.
- To test this hypothesis, the strength of the effect of Role conflict on organization Performance of the University of Cross River State.
- was measured by the calculated p-value = .000 at a significance level (α) of 0.05. Since the computed p-value is less than the significance level (α) of 0.05 (*p-value* .000 < α 0.05), the null hypothesis was rejected. The result implies that Role conflict has positive significant impact on organization Performance of the University of Cross River State.

4.0 Discussion of Findings

- The analysis of the data collected from the respondents revealed that workload pressure has significant impact on organization Performance of the University of Cross River State.

  Regression analysis was used to test the hypothesis at 5 % level of significance and the p-value (0.002) was lower than the significance level. This can be statistically given as P-value $0.002 < \alpha = 0.05$.
- The result of test of hypothesis two indicated that Role conflict has positive significant impact on organization Performance of the University of Cross River State.

  Regression analysis was used to test the hypothesis at 5 % level of significance and the p-value (0.000) was lower than the significance level. This can be statistically given as P-value $0.000 < \alpha = 0.05$.

5.0 Conclusion

- The study was carried out to examine the effect of job stress on organization Performance of the University of Cross River State, Nigeria. The study concluded that job stress significantly affects the rate of organization Performance of the University of Cross River State in Nigeria.

Recommendations

Based on findings of the study, the following recommendations are made:

- Management of the University of Cross River State should be enlightened on the importance of job stress practices and organization Performance to enhance the level of workload pressure to the practice and

consequently achieve better organizational performance.

- Management of the University of Cross River State should improve their Role conflict practices with specific reference to conducting frequent customer feedback surveys on quality issues and ensuring that their staff provides personalized attention to their customers to better understand their tastes and preferences. This will enable them to continuously address the ever-changing customer tastes and preferences and improve on their performance and gain more market share.

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