

## WORK STRESS AND EMPLOYEE PERFORMANCE AT PRINCE ABUBAKAR AUDU UNIVERSITY, ANYIGBA, KOGI STATE

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### ABSTRACT

*This study examined Work Stress and Employee Performance at Prince Abubakar Audu University, Anyigba, Kogi State. The specific objectives were to ascertain the impact of job ambiguity on employees' task performance in the university and investigate the effects of work overload on employee task performance. Seven hundred and eleven academic and non-academic staff members from the bursary unit make up the study population. The Taro Yamane formula was used to choose a sample size of 255. Primary data were used in the investigation. A questionnaire was employed as the primary data source to collect information from the participants. The study employed multiple regression analysis to test the hypotheses. The finding from the study revealed that, work overload and role ambiguity can both have detrimental effects on employee performance, leading to decreased productivity, increased errors, decreased job satisfaction and ultimately, burnout. The study concluded that, work stress has effect on employee performance of the University; high levels of work stress are associated with decreased employee performance, including reduced productivity, job satisfaction and overall well-being. Employee stress levels are raised by a number of factors, including a severe workload, a lack of autonomy, a poor work-life balance, and insufficient support from supervisors. The study recommended that, tertiary institutions ought to create and execute stress management initiatives to assist staff members in managing stress associated with their jobs. Workshops on stress awareness, relaxation methods, and counseling services are a few examples of these programs.*

**Keywords:** Work Stress, Work overload, Role Ambiguity, Tasks Performance Employees, Academic Staff, Non-Academic Staff, Tertiary Institution.

### INTRODUCTION

Work stress is a prevalent issue affecting individuals across various professions and industries. It is described as the mental and physical pressure that results from a perceived mismatch between the demands of one's job and one's capacity to meet those obligations. Employees frequently deal with a variety of stressors in today's fast-paced and competitive work environment, such as high workloads, tense deadlines, extended working hours, interpersonal problems, and job instability. Inadequate management of work-related stress can have negative consequences for workers and employers alike,

resulting in lower output, discontent with the job, exhaustion, and a range of medical and psychological issues. (Oboreh et al., 2016). The ramifications of work stress are felt by both the individual and the organization in the form of high turnover rates and decrease in the overall productivity of the individual and the organization. Also, individuals experience stress at psychological, emotional, and behavioral levels, impacting not only their leisure and family time but also their interaction with the organization.

Employees' performance is the extent to which employees successfully fulfill the responsibilities and expectations associated with their roles within an organization. It encompasses various factors, including the quality and quantity of work produced, adherence to organizational policies and procedures, ability to meet deadlines and overall contribution to the achievement of organizational objectives. In the institutions, employee job performance directly impacts the quality of education and research outcomes, student satisfaction and the overall reputation and competitiveness of the institution (Okuyibo et al., 2023).

In many workplace environments, employees encounter challenges that significantly impact their performance and well-being. Among these challenges are work overload and role ambiguity, both of which can detrimentally affect employee performance; work overload is a situation where employees are assigned more tasks or responsibilities than they can feasibly handle within the given time frame or with the available resources, this often leads to feelings of stress, burnout and a decreased ability to effectively complete tasks, ultimately resulting in reduced productivity and job satisfaction. Role ambiguity, on the other hand, arises when employees are unclear about their roles, responsibilities, and expectations within the organization (Ajayi, 2018). This lack of clarity can cause confusion, frustration and anxiety among employees, as they struggle to understand what is anticipated of them and how their efforts relate to the overall objectives of the organization (Oboreh et al., 2016).

The following questions were raised.

- i. How does work overload affect tasks performance of employee at Prince Abubakar Audu University, Anyigba?
- ii. What is the effect of role ambiguity on tasks performance of employee at Prince Abubakar Audu University, Anyigba?

The broad objective of this study was to look into the effects of work stress on employee performance at Prince Abubakar Audu University, Anyigba. The specific objectives were to;

- i. Ascertain the effect of work overload on tasks performance of employee at Prince Abubakar Audu University, Anyigba.
- ii. Investigate the effect of role ambiguity on tasks performance of employee at Prince Abubakar Audu University, Anyigba.

The following hypotheses were tested.

Ho<sub>1</sub>: Work overload does not have effect on tasks performance of employee at Prince Abubakar Audu University, Anyigba.

Ho<sub>2</sub>: Role ambiguity does not have effect on the tasks performance of employee at Prince Abubakar Audu University, Anyigba.

## REVIEW OF RELATED LITERATURE

### Concept of Work Stress

Stress at work can show up in behavioral symptoms like absenteeism, turnover, or decreased productivity. Stressed-out employees may be less engaged, motivated and capable of doing their jobs well, which can have a detrimental effect on the organization as a whole as well as the individual (Oboreh et al., 2016). Another way to look at job stress is from an organizational perspective, which emphasizes how workplace culture, rules, and conditions affect how stressed out individuals are. Workplace stress can be caused by a variety of factors, including insufficient resources, a lack of social support, ambiguous job objectives, and subpar leadership. Stress at work is a result of interactions between employees and their workplace (Aderibigbe & Mjoli, 2018). This perspective emphasizes the subjective appraisal of stressors, suggesting that how individuals perceive and interpret their work experiences influences the degree of stress they experience. When it comes to how someone reacts to work-related stressors, factors including perceived control, predictability and the availability of coping resources are important considerations (Etebu, 2016).

Muhammad and Kishwar (2019) claimed that pressure is equated with stress, they see work stress as feeling constant pressure and refusing to come to work. Thus, the mental and physical response that an individual has to a discrepancy between job needs, capabilities and resources is known as work stress. In the same vein, work stress is seen as a damaging emotional and physical response that happens when there is a mismatch between the requirements of the job and the workers' abilities, resources, or needs; in this case, the workers acknowledged that workplace stress can have a negative impact on their health or even cause an injury (Hanson et al., 2017). Employees experiencing work-related stress exhibit a variety of symptoms, including erratic emotions, a sense of calmness or aloofness, trouble sleeping, excessive smoking, difficulty relaxing, anxiety, tension, and anxiety, as well as blood pressure elevation, indigestion, anger, depression, aggression, frustration, use of alcohol and drugs, fidgeting, increased heart rate, and other symptoms (Orji & Yakubu, 2020).

### Causes of Work Stress in an Organization

Stress at work is a common problem in contemporary organization, stemming from various factors within the organizational environment. Understanding these causes is essential for identifying strategies to mitigate reduce stress and make the workplace healthier for staff members (Iyayi & Kadiri, 2020)

**Overwork and tense deadlines:** when staff members are expected to accomplish too much in too little time, they may feel overwhelmed, leading to stress, anxiety, and a constant feeling of being under pressure.

**Role Ambiguity and Conflict:** unclear work requirements, incompatible duties, or ambiguous reporting relationships can lead to role ambiguity and role conflict; when employees are unsure about what is expected of them or face conflicting demands, it can create stress and confusion.

**Lack of Control and Autonomy:** employees who have little control over their work processes, schedules, or decision-making may experience increased stress levels. A lack of autonomy can make individuals feel powerless and disengaged, as they have limited ability to influence their work environment or outcomes.

**Poor Work-Life Balance:** when work demands encroach upon personal time, employees may experience stress and burnout; this can happen due to long working hours, inflexible schedules, or expectations to be constantly available outside of work hours.

### **Effect of Work Stress on Employees performance in an organization**

Stress at work can have serious effects on both workers and organizations. The effects of work stress extend beyond individual well-being, impacting job performance, job satisfaction, and overall organizational dynamics (Ajayi, 2018).

**Physical Health Effects:** Work stress can have significant implications for physical health. Employees experiencing chronic stress may suffer from a range of health concerns such as headaches, intestinal troubles, decreased immunity, high blood pressure, and cardiovascular ailments, and even musculoskeletal disorders due to prolonged tension and strain.

**Mental Health Effects:** Perhaps one of the most pronounced impacts of work stress is on mental health. It can lead to anxiety disorders, depression, burnout, and other psychological issues. The constant pressure, workload, and expectations can overwhelm employees, leading to feelings of helplessness, fatigue, and emotional exhaustion.

**Decreased Job Satisfaction and Morale:** When employees are under stress, they are less likely to feel satisfied with their jobs. Constant stressors can erode morale, leading to a negative work environment. Reduced job satisfaction can, in turn, affect employee retention rates, as individuals may seek opportunities elsewhere to escape the stressful environment.

**Impaired Cognitive Functioning:** Stress has been shown to impair cognitive functioning. Employees under stress may experience difficulties with concentration, memory recall, decision-making and problem-solving abilities. This can hinder productivity and lead to errors or inefficiencies in job performance.

### **Work Overloads and Tasks Performance of Employee in an Organization**

Workload is known as task volume that an individual or a team is expected to complete within a specific period. It includes all tasks, responsibilities, and projects assigned to an employee, often measured in terms of the time and effort required to complete them. When employees are overwhelmed with tasks, they may rush through assignments or neglect important details, leading to a decline in the quality of their work (Worotikan et al., 2023). In a tertiary institution setting, where precision and accuracy are often paramount, this decline can be particularly detrimental; work overload can result in decreased productivity as employees struggle to manage their tasks efficiently, when individuals are overwhelmed by a heavy workload, they may find it challenging to prioritize tasks effectively or allocate sufficient time to each task. This can lead to delays in project completion, missed deadlines, and a backlog of unfinished work, ultimately hindering the institution's progress. Work overload stifles creativity and innovation among employees, when individuals are inundated with tasks and deadlines, they may not have the time or mental space to explore new ideas or approaches. In a tertiary institution environment, where innovation is often valued and encouraged, this can hinder progress and limit the institution's ability to adapt to changing needs and challenges (Odoh & Moluno, 2023).

## **Role Ambiguity and Task Performance of Employee in an Organization**

Role ambiguity is a concept in organizational psychology that refers to the uncertainty and lack of clarity an individual experiences regarding their roles, responsibilities, and expectations within a specific position or context. It emerges when employees are unsure about what is expected of them, the boundaries of their roles, or how their tasks contribute to the broader objectives of the organization (Sebe, 2015). When there is a lack of clarity or doubt regarding the duties, responsibilities, and limitations of a specific position or role within an organization, it is known as role ambiguity.

Employees experiencing role ambiguity may be unsure about what is expected of them, who they report to, or how their role fits into the broader goals of the organization. This lack of clarity can lead to confusion, stress and decreased job satisfaction, ultimately affecting employee performance and organizational effectiveness. Role ambiguity can arise due to unclear job descriptions, inadequate communication, or changes within the organization. When employees are uncertain about their roles, it becomes challenging for them to align their efforts with the broader goals of the university, this lack of alignment can lead to disjointed efforts across departments, hindering the university's ability to achieve its strategic objectives (Unegbu, et al., 2023).

### **Task Performance**

The ability of employees to effectively execute their assigned tasks directly impacts their overall productivity and contribution to organizational goals. Task performance encompasses the successful completion of job-specific responsibilities and activities outlined in job descriptions, serving as a key indicator of an employee's competence and value within the organization. Efficient task performance not only contributes to individual job satisfaction but also contributes to the collective success of the team and the organization as a whole. Salau *et al.* (2022) expressed performance to be the result of work accomplished by employee in implementing a task given based on their ability and experience in work.

Dhankar (2015) posits that Performance can only be measured if a performance expectation has been established. Performance is the completion of a series of time-sensitive assigned tasks, with a result indicator that would measure the accomplishment level of the task assigned. In line with this, Manjunatha and Renukamunthi (2017) see employee performance as an explanation of how a job is done from observable behaviors and actions. Thus employee performance is the job task performed in line with prescribed description of how it should be done.

### **Measurement of Employees' Task Performance**

**Employee Promotion:** The advancement of an employee to a higher position is referred to as employee promotion. Increases in pay, status, responsibilities, status, and benefits are all part of it. This part of the job is what motivates employees the most because it offers the best return for commitment and allegiance to the organization. Theoretically, a promotion calls for more work and effort in the workplace. These decisions about promotions are made based on several organizational policies. These include things like performance, seniority, experience, and duration of service. A promotion is when a worker moves up to a better position, one that offers more responsibility, prestige or status, skill, and most importantly, a higher rate of compensation or wage (Ojogbo et al., 2018).

**Employee Effectiveness:** "Doing the right things or occupying oneself with the right things" is referred to as employee's effectiveness. Improving results depends on effectiveness, and effectiveness requires clarity in order to function. Employees run the risk of working yet doing poorly if they are unaware of the expectations placed on them. Their contributions to the success of your organization are insufficient because they are not acting appropriately. The idea of "effectiveness" is associated with the presumption that organizations have goals (Malam, 2019).

**Employees Loyalty:** When a person stays with an organization for an extended period of time because they feel that the company is valued, appreciated, and that their purpose is important, they are being loyal to their employer. Loyal workers probably care more about the business's success and put more effort into achieving the organization's objectives. Additionally, if a worker is happy in their current position, they could be less inclined to look for other employment alternatives. The everyday operations of the company might be enhanced by having devoted workers. It can also lower employee turnover rates and draw in fresh talent (Unaam et al., 2018).

### **Theoretical Framework**

#### **Model of Work Demand-Control (Karasek's Model)**

The Karasek Model, or Job Demand-Control Model: This concept, which was put forth by Robert Karasek, contends that the relationship between job demands and job control affects stress at work. The workload, time constraints, and mental or emotional demands of a job are referred to as job demands. The degree of autonomy and decision-making power a person has over their work is referred to as job control. High control can mitigate the negative consequences of high demands, while high demands paired with inadequate control are thought to result in high levels of stress.

This is consistent with the review conducted by Belkic et al. (2017), which discovered that individuals with limited job control are more negatively impacted by job demands. They also found that other characteristics, including gender, age, and personality traits, decreased the correlations between job demands, job control, and social support at work and health outcomes. The job demand-control model highlights the significance of both job demands and job control in predicting work-related outcomes, making it especially pertinent for research on work stress and employee performance in postsecondary institutions. Since the Job Demand-Control Model may predict employee outcomes including job satisfaction, job strain, burnout, and performance, it is regarded as a theoretical framework that should be implemented. In addition to assisting in identifying stressors, the model offers potential interventions to lessen the detrimental effects of high job demands and little control. These interventions could take the form of organizational adjustments to enhance job design, employee resources and support, opportunities for training and development, and encouragement of autonomy in decision-making. In tertiary institutions, putting such interventions into practice can improve staff performance and well-being.

#### **Empirical Review**

Sobia and Yasir (2023) conducted a study with the broad goal of determining the impact of work stress on employee performance in Kenya's public sector. The research design used in the study was descriptive. The study's target population consisted of 1270 individuals who were selected from several directorates at the National Treasury Headquarters. To gather primary data, an open-ended, structured

questionnaire was employed. Frequencies and percentages were employed in the descriptive and inferential statistics that were utilized to analyze the data. The data was also analyzed using SPSS. R value (0.866) indicated that there was a significant positive correlation between the independent and dependent variables in one of the findings. It was concluded that worker performance in Kenya's public sector was impacted by job overload. Therefore, it was advised that managers identify and address workplace conflicts and their effects on workers' output. The employee performance indicators that would be utilized to gauge employee performance, however, have not been able to be demonstrated by this study. Furthermore, the report made no mention of how stress in Kenya's public sector may impact employee performance. Furthermore, the study lacks an empirical review and fails to identify the primary sources of stress experienced by Kenyan public sector workers. Above all, depending only on geographic location, the results of this study cannot be broadly applied.

Velankani and Clayton (2022) examined the effects of worker stress on job performance in a major Hosur, Tamil Nadu, India, manufacturing facility. The primary goal of the study was to look into employee stress management as a performance management tool. Data were gathered for the study using a questionnaire and a descriptive research methodology. Z test statistical analyses were used to examine the data using SPSS version 20 software. According to one of the study's findings, 69% of the respondents had poor lives, which affected their ability to perform well at work. It was determined that efficient stress management contributes to resilience—the ability to withstand setbacks and face challenges head-on—by reducing stress in our lives related to work, relationships, leisure, and enjoyment. Thus, among other things, it was recommended that employees be given a favorable work environment and motivation, as well as specific welfare advantages. However, as the investigation conducted went beyond Nigeria's borders, the results of this paper cannot be broadly applied based only on geography. Furthermore, this study was unable to conceptualize stress and performance and identify its dimensions, nor was it supported by any theories on stress.

Agu (2021) carried out an investigation of the impact of stress on employees' job performance: a case study of Imo State's Isu Local Government Area. The study was specifically to determine ways stress affect staff job performance and to find out the strategies for managing staff stress. The study used a descriptive survey research approach, collecting data using a questionnaire constructed on a four-point rating scale. The mean rating was used for data analysis. The findings showed that staff in Isu LGA of Imo State suffer stress in the cause of performing their jobs and that this stress influence their job performances in many ways. The researcher concludes that stress is bound to arise when employees are carrying out their tasks within the company. Therefore, among other things, it was recommended that managers look for strategies to lessen the impact of this stress on employees' ability to perform their jobs. The results of this investigation cannot be applied to other contexts.

Itoya and Igbokwe (2020) studied how job stress affected workers' performance in postsecondary education, with Delta State University, Abraka Campus serving as the study site. The survey design used in the study was descriptive. Chi-square ( $\chi^2$ ) test of independence and summary statistics of percentages were used as statistical instruments of analysis. Every test was run with significance levels of 0.05. The results show that role conflict and work overload pressure are major drivers of job stress that have a

detrimental impact on tertiary institution employee performance. The study comes to the conclusion that placing excessive pressure and stress on workers frequently has detrimental effects that can lower their performance. The study suggests, among other things, that in order to prevent circumstances that result in work-related stress, employers should make an effort to provide duties that their staff members can handle. Unfortunately, the university's teaching staff was not able to participate in the survey as respondents. Because of the unique characteristics of the study site, the results of the investigation cannot be fully generalized.

Naomi (2020) in her work on impacts of occupational stress on employees' performance: a case of Kilimanjaro international airport in Tanzania. The primary goal of the article was to investigate how employee performance at Kilimanjaro International Airport is affected by occupational stress. While to identify the factors causing stress among employees in Kilimanjaro international airport and examined the relationship between job stress and employees' performance are some of the specific objectives of the study. The study is descriptive in nature and used questionnaire and interview as the main instrument for data collection. Pearson correlation method with the aid of SPSS programme (Version 20) was used in data analyzes. Research result reveals that role ambiguity can affect performance in the organization in such a way that even relatively mild stress distracts an employee; major source of stress is the monotonous and disinteresting jobs being performed by employees in the organization. The study comes to the conclusion that family issues and job stress brought on by extended workdays have a big impact on workers' productivity. It was advised that every attempt be made to enhance the procedures of their work-related stress management programs. The results of this investigation, however, cannot be applied to a broad geographic area. Furthermore, the survey was unable to identify the identities of the public and private organizations whose employees operate at Kilimanjaro International Airport, contributing to the study's total population of 250.

### **Research Gap**

While some research has looked at the general connection between employee performance in tertiary institutions and job stress, there is a need for research that delves deeper into the specific stressors that employees face in these settings. For example, studies could explore the unique stressors experienced by faculty members, administrative staff, and support personnel, and how these stressors differentially affect their performance.

There is a need to identify the mediating and moderating factors that influence the connection between employee performance and work stress in tertiary institutions. For instance, studies could investigate the role of coping strategies, social support, job satisfaction, organizational culture, and leadership styles in mitigating or exacerbating the effect of stress at work on output.

Most studies rely on subjective measures of employee performance, such as self-assessments or supervisor ratings. There is a need for research that incorporates more objective performance measures, such as productivity metrics, student outcomes, research output, and job-related errors, to provide a more accurate assessment of the relationship between work stress and performance.

**METHODOLOGY**

The study used primary data and an approach known as survey research design. 711 employees—both academic and non-academic—from the university's bursary section make up the study population. Using Taro Yamane's formula, the sample size drawn from the population for this study is shown in the computation below.

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

Where n = Sample size  
 N = Actual population  
 e = Level of significance (0.05)  
 1 = constant

$$n = \frac{711}{1 + 711(0.0025)}$$

$$n = \frac{711}{1 + 1.7775}$$

$$n = \frac{711}{2.7775}$$

$$n = 256$$

Therefore, the sample size for this study is 256

The sample is Two Hundred and Fifty six (256) which suggest that 256 Participants were given copies of the questionnaire as can be seeing in the table below.

<b>Faculties</b>	<b>No. of Questionnaire Distributed</b>	<b>No. of Questionnaire Returned.</b>	<b>No. of Questionnaire not Returned.</b>
Management Sciences	50	48	2
Social Sciences	60	58	2
Arts and Humanities	42	42	-
Education	45	44	1
Student Accounts Unit, Accounts Payable Unit, Payroll Unit and Budgeting and Financial Planning Unit	59	56	3
<b>TOTAL</b>	<b>256</b>	<b>248</b>	<b>8</b>

**Source: Field Survey, 2024**

For the analysis, a significance level of p = 0.05 was used. This degree of relevance serves as the foundation for each hypothesis' rejection or acceptance. Multiple regression analysis was used to evaluate the hypotheses with the assistance of the statistical package for social sciences (SPSS v 20).

**DATA ANALYSIS AND DISCUSSION OF FINDINGS**

Two Hundred and Fifty-Six (256) copies of questionnaires were distributed to the respondents and Two Hundred and Forty-Eight (248) copies were returned which form the basis of analysis.

**Testing of Hypotheses**

In other to achieve this, the researcher used multiple regression analysis method.

Ho<sub>1</sub>: Work overload does not have effect on tasks performance of employee at Prince Abubakar Audu University, Anyigba.

Ho<sub>2</sub>: Role ambiguity does not have effect on the tasks performance of employee at Prince Abubakar Audu University, Anyigba.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855 <sup>a</sup>	.731	.728	.49141

a. Predictors: (Constant), Workload, Role Ambiguity

According to the model summary displayed in the above table, R square is 0.731. This suggests that the constant factors (workload and role ambiguity) accounted for 73.1% of the variation in the dependent variable (employee performance), with other variables not included in the model accounting for the remaining 26.9%. Given that the value of R<sup>2</sup> is near to 1, this indicates that the regression (model) is helpful for making predictions.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	160.458	2	80.229	332.232	.000 <sup>a</sup>
	Residual	59.164	245	.241		
	Total	219.622	247			

a. Dependent Variable: Employees' Performance

b. Predictors: (Constant), Workload, Role Ambiguity

The preceding table's estimated F-value (332.232) with a significance value of .000 indicates that the explanatory variable element can increase changes in the dependent variable (employee performance), which is less than the P-value 0.05 (p<0.05). This test implied that specific explanatory variables have a considerable impact on the employees' performance at the university, even in the presence of several variables.

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.102	.094		1.087	.278
	Work overload	.463	.055	.461	8.407	.000
	Role Ambiguity	.436	.054	.441	8.045	.000

a. Dependent Variable: Employees' Performance

As can be seen in the above table, employee performance is the dependent variable. This served as an indicator to look at staff performance at the university and work stress. As the table illustrates, the factors are role ambiguity and workload. The correlation between the independent and dependent variables is clearly evident. The t-test coefficients for workload and role ambiguity are 8.407 and 8.045, respectively, based on the results shown in the table above. Due to the fact that the P-value is 0.000, or less than 0.05 ( $P < 0.05$ ). This indicates that, at a significance level of 5%, these variables are statistically significant. Consequently, the null hypotheses are disproved.

### **Discussion of Findings**

The two hypotheses and necessary decisions were analyzed using multiple regression analysis. To summarize, the following are our findings:

The result of the test in research hypothesis one, using regression analysis at 5% level of significance resulted in our rejecting the null hypothesis ( $H_0$ ) the researcher opined that; High workload often leads to increased stress levels among employees. Employee burnout can occur from having too many responsibilities, and this can lower motivation, output, and job satisfaction. Their capacity to carry out tasks efficiently may suffer as a result. This result supported the opinion of (Akinyele, et al., 2014). Who expressed the opinion that, high workloads can stifle creativity and innovation among employees, when individuals are constantly focused on completing tasks, they may not have the mental bandwidth to think critically or come up with new ideas. This can hinder the university's ability to innovate and adapt to changing circumstances.

The researcher in research hypothesis two gathered that, role ambiguity can lead to increased levels of stress and anxiety among employees, without clear guidelines or expectations, employees may constantly worry about whether they are meeting the requirements of their role, which can negatively impact their ability to focus and perform tasks effectively. The finding also agreed with the view of Adebisi and Amos (2020) who posits that, role ambiguity can contribute to higher turnover rates within the university. Employees who are unclear about their role may feel unsupported and undervalued, leading them to seek employment elsewhere. High turnover can have significant negative effects on the university, including decreased productivity and increased recruitment costs.

### **CONCLUSION AND RECOMMENDATIONS**

The relationship between work stress and employee performance in a business is evident and noteworthy, according to the findings. Elevated levels of work-related stress can negatively impact employee performance, resulting in reduced output, elevated absenteeism, and elevated rates of employee turnover. Therefore, in order to enhance overall employee performance and well-being, firms must put methods into place to manage and reduce work-related stress. To lessen the detrimental impacts of job stress on employee performance, strategies including encouraging work-life balance, delivering stress management programs, offering support networks, and cultivating a good work atmosphere can all be implemented.

The study recommends that organization should;

- i. To give employees greater choice over their work schedules and assist them in managing their workload, consider providing flexible work arrangements like telecommuting or flexible hours.

Tasks should be assigned appropriately, taking into account individuals' talents and burden capability. Delegating tasks can help distribute the workload evenly and prevent individuals from becoming overwhelmed.

- ii. To eliminate confusion regarding job duties and responsibilities, give employees explicit job descriptions and expectations. Employees are better able to comprehend expectations and how their job fits into the overall objectives of the company when there is clarity. Offer training and development programs to help employees develop the skills and knowledge necessary to fulfill their roles effectively. This can increase confidence and reduce ambiguity about job expectations.

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