



## Work-Induced Stress and Employee Job Satisfaction of Selected University Teaching Hospitals in South-South, Nigeria

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### ABSTRACT

This study examines the relationship between work-induced stress and employee job satisfaction of selected University Teaching Hospitals in South-South, Nigeria. Person-environment fit theory and job characteristics theory were examined as the theories backing the study. Cross-sectional/survey design was used for the study. Data for the study were obtained by using primary and secondary sources and a structured survey questionnaire was used as the research instrument to elicit data from the respondents. The target population of the study consisted of all the University Teaching Hospitals in South-South, Nigeria whose staff population is given as 5713 employees. With the help of Taro Yamane Sample Formula, the sample size of the study was determined at three hundred and seventy-four (374) staff, and 359 copies of questionnaire were retrieved from the respondents and 332 of them were found useful and valid for the study analysis. The study used descriptive and inferential statistical tools to analyse the data. Specifically, Pearson Products Moment Correlation Coefficient ( $r$ ) was used to test the hypotheses with the aid of SPSS 25.0. The reliability of the research instrument was tested using the Cronbach Alpha. The study discovers that social workers are over-engaged with their job and that leads them to overwork and be involved with projects. The study finds that there is organisational support in social work job. Conclusively, role conflict has a positive and significant relationship with employee job satisfaction; workload has a positive and significant relationship with employee job satisfaction; working conditions have positive and significant relationship with employee job satisfaction. The study recommends that managers of the university teaching hospitals should have an understanding of the health sector social workers' potential role and as well appreciate the factors within the hospital organization that significantly impact on their workload and ameliorate them accordingly for effective and efficient job performance. Also, to reduce the negative effect of work-induced stress, and to ensure that employees work with reduced burnout, hospitals should expand out-patients' reception halls to avoid excessive workload and overcrowding.

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

### INTRODUCTION

Social work can be a purpose-driven, fulfilling profession of helping others, creating change, and fighting against injustice (Yunarti, 2020). It can also include regular exposure to the pain and suffering of others, extensive documentation requirements, and crisis management. Often when social workers are feeling overly stressed, supervisors play a critical role in addressing their health and wellness (Mbata & Wori, 2023). Supervisors use a variety of approaches to raise supervisees' awareness about the signs and symptoms of stress and burnout. They can make a positive difference in the lives of their supervisees by creating opportunities to discuss work-related challenges (Badji & Déogratias, 2022). There are both proactive and responsive options for supervisors to consider when cultivating resiliency with social workers.

Work-induced stress is the response of people that exists when work stressors are unmatched with their knowledge, skills, or abilities which challenges their coping mechanisms. Hospital workers faced with severe illness and the death of patients that makes nursing as highly stressful profession (Anigbogu & Ilo, 2022) It promotes organizational incompetency, high staff turnover, sickness, absenteeism, decrease quality of care, increased costs of health care, and reduced job satisfaction (Zaidan & Juariyah, 2020).

Work-induced stress among hospital workers is a global problem (Mbata & Wori, 2023). The study done in the USA revealed that 93% of the hospital workers had high levels of stress. A study conducted in China indicated that 68.3% of the nurse had high occupational stress. A study in Iran showed that most of the hospital workers (63.47%) experienced stress. In Saudi-Arabia, 34.7% of hospital workers suffer from work-induced stress (Su et al., 2020). A study conducted in Slovenia showed that prevalence of occupational stress was 56.5%.<sup>8</sup> A study that was carried out in Botswana revealed that a higher percentage (74%) of hospital workers have ever experienced occupational stress (Zaidan & Juariyah, 2020). The condition of workload among hospital workers in Ethiopia was high because of shortage of hospital workers. Studies in different parts of Ethiopia revealed that the magnitude of work-induced stress among hospital workers was ranged from 37.8% to 66.2% (Yunarti, 2020).

Work-induced stress had negative impacts on individuals and organizations. Job dissatisfaction, lower motivation, insomnia, psychological distress, depression, anxiousness, aggressiveness, loss of self-confidence, loss of concentration, cardiovascular diseases, high cholesterol, and high blood glucose level are consequences at individuals whereas increasing organizational cost and failure to meet organizational goals were reported at the organization level (Adeniyi et al., 2022). Furthermore, stress enhances the cost for health care and reduces job satisfaction. Additionally, absenteeism and turnover among the staffs reduces the quality of health care and client satisfaction (Ayandiran et al., 2022)

In Nigeria, the studies showed that work-induced stress was the major problem. As far as the investigators dig out previous studies in Ethiopia were done by a single cross-sectional study design and focused only public hospitals (Agyemang et al., 2022). Thus, this study aimed to address the gap by examining the relationship between work-induced stress and employee job satisfaction of selected university teaching hospitals in South-South, Nigeria.

### **Objective of the Study**

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

### **Research Questions**

The study answered this research question:

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

#### **i. Hypothesis**

The study tested this research hypothesis:

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

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## **LITERATURE REVIEW**

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

### **Theoretical Framework**

This study has its underpinning theories as Person-Environment Fit Theory and job characteristics theory.

#### **Person-Environment Fit Theory**

Fit theory is rooted in Lewin's (1951) notion that behavior (B) is a function of the person (P) and the environment (E), expressed as  $B = f(P,E)$ . Fit theory proposes that the fit between the person and the environment rather than the person and the environment separately predicts human behavior. This proposition reflects the first and most essential assumption of fit theory. At its core, fit theory postulates that individuals differ in personal attributes and seek environments that best match their unique levels of personal attributes. According to fit theory, individuals who have, for example, a high need for structure will prefer jobs that offer a large amount of structure, whereas individuals who have a medium or low need for structure will prefer jobs with a medium or low level of structure, respectively. Each of these individuals will be optimally satisfied if the job meets their high, medium, or low levels of personal attributes. Thus, a second basic assumption of fit theory is that outcomes are most optimal when there is fit, regardless of whether this fit concerns high, medium, or low levels of personal attributes.

In addition, fit theory proposes that individual outcomes are most optimal if the person and the environment are congruent and that outcomes decrease as the discrepancy between the person and the environment increases (Harrison 2007). Moreover, larger discrepancies are more detrimental for individual outcomes than smaller ones, and the direction of the discrepancy, whether it is positive or negative, does not matter. Because larger discrepancies between individual and environmental attributes (misfits) are more detrimental than smaller ones, extreme levels of personal attributes and opposite levels of environmental attributes will cause the most negative outcomes. For example, individuals rating extremely high on a specific attribute (high need for structure) in an environment that lacks this attribute (low-structured job), or the reverse, individuals rating extremely low on a specific attribute working in an environment that favors this attribute, will suffer similarly from these misfits.

The person-environment (P-E) fit approach to stress has become widely accepted among organizational stress researchers (French, Jr., Rogers & Cobb, 1974). The person-environment fit approach characterizes stress as a lack of correspondence between characteristics of the person (for example, abilities, values) and the environment (for example, demands, supplies). This lack of correspondence is hypothesized to generate deleterious psychological, physiological, and behavioral outcomes, which eventually result in increased morbidity and mortality. This basic framework forms the core of many current theories of organizational stress, such as those presented by French and his colleagues (French, Rogers & Cobb, 1974; Harrison, 2007), and others.

The most comprehensive treatment of the person-environment fit approach is provided by French and his colleagues (French et al., 1974). Their treatment involves two distinct versions of P- E fit. One version focuses on the correspondence between environmental supplies and personal motives, goals, and values. The other version focuses on the correspondence between environmental demands and personal skills and abilities (i.e. D- A fit). French et al. (1974) further indicate that P and E can be described both objectively and subjectively. That is, objective P and E refers to these variables as they exist

independently of the individual's perceptions, whereas subjective P and E refers to these variables as they are perceived by the individual. The central thesis of the French et al. (194) approach is that subjective S- V or D- A misfit will produce negative psychological, physiological, and behavioral outcomes, collectively labeled 'strain'. Though French et al. (1974), provide the most explicit treatment of the P- E fit approach to stress, numerous other discussions of stress implicitly incorporate concepts of P- E fit.

It has been theorized that if there is not an accurate fit between the person and the environment, strain will occur (Frone, 2016). More specifically, a person environment fit suggests that individual fit certain occupations based on the interaction of a multitude of variables. The study has applied the person environment fit to predict the magnitude of strain/stress experienced by an individual is proportional to the degree of misfit between the worker and his/her job performance.

### **Job Characteristics Theory**

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

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

Jobs that are high in motivating potential must be also high on at least one of the three factors that lead to experienced meaningfulness and also must be high on both autonomy and feedback. If a job has a high MPS, the JCM predicts that motivation, performance and job satisfaction will be positively affected and the likelihood of negative outcomes, such as absenteeism and turnover, will be reduced. According to the Job Characteristics Theory, certain core features of jobs, as seen by the worker, impact psychological reactions to the job and the outcomes that follow from those reactions. In other words, the Job Characteristics Theory posits that perceived core job characteristics impact work outcomes through their effects on psychological reactions to the job (i.e. critical psychological states). In the use of Job Characteristics Theory, critical psychological states are expected to explain variability in five specific work outcomes: General job satisfaction; perceived job performance; internal work motivation (i.e. the extent to which the worker is motivated by doing good work): (1) Satisfaction with growth (i.e. the extent to which the worker is satisfied with the opportunity to learn new things on the job); and (ii) thoughts of quitting as a result of employee burnout. These three critical psychological states, in turn, are determined by five job characteristics – skill variety, task identity, task significance, autonomy and feedback (Hackman & Oldham, 2007).

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

### **Conceptual Review**

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

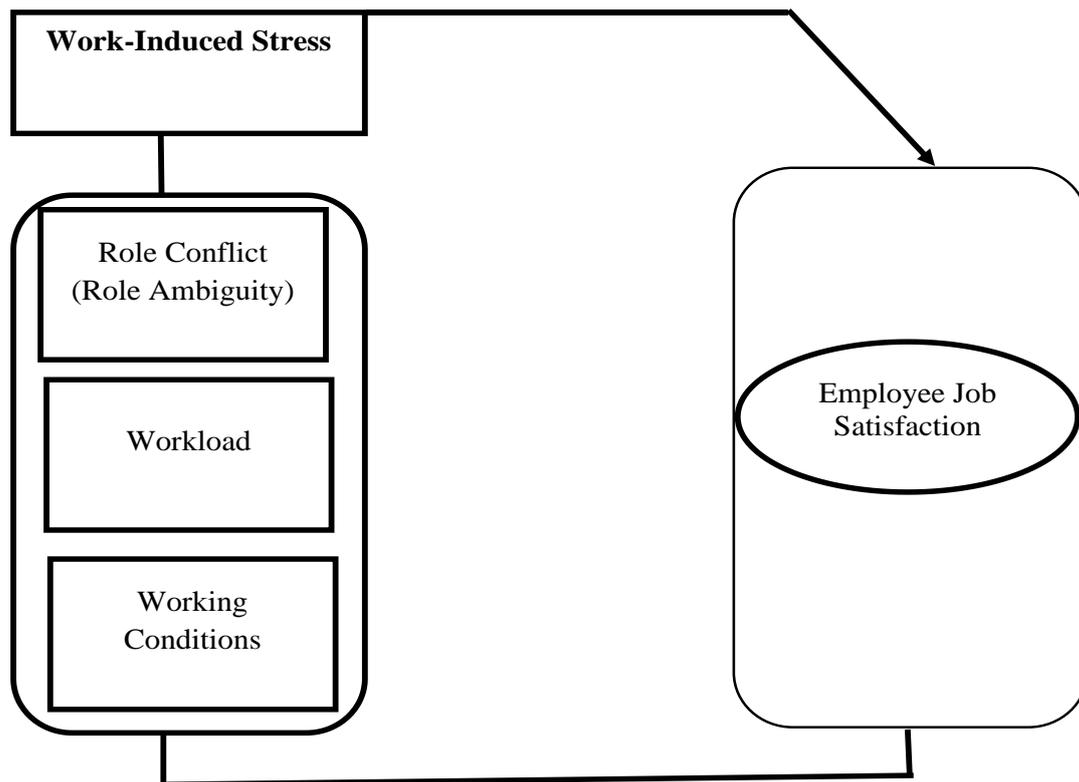


Figure 1: Conceptual Framework of the Relationship between Work-Induced Stress and Employee Job Satisfaction of Selected University Teaching Hospitals in South-South, Nigeria

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

#### Concept of Work-Induced Stress

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

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

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

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

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

The ability to manage workplace stress is essential to employees’ overall health and well-being. Chronic work stress can lead to several physical ailments, such as high blood pressure, increased cholesterol, diabetes, ulcers, substance abuse, depression, and headaches (Colligan & Higgins, 2006). A study by Ebberts and Winjberg (Ebberts & Wijnberg, 2017) reveals that individuals exposed to chronic workplace stress are at a 10% to 40% increased risk of developing cardiovascular disease. In a study on the relationship between workplace stress and alcohol consumption, Frone (2016) reports that chronic

stress significantly correlates with heavy alcohol consumption among men and women. In addition to its physical effects on the body, chronic workplace stress has psychological consequences, including anxiety, irritability, and anger (Jameel & Ahmad, 2020).

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

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

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

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

Yaacob and Long (2015) defined work-induced stress as a disparity between the external and internal job demands and the external and internal job resources. World Health Organization. (2019) defined job demands as "those physical, social, or organizational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs (e.g., exhaustion). Workload is an example of job demands. Job resources referred to "those physical, psychological, social, or organizational aspects of the job that may do the following: a) be functional in achieving work goals; b) reduce job demands at the associated physiological and psychological costs; c) stimulate personal growth and development" (Yousefi, & Abdullah, 2019). Resources were characterized by Zaidan and Juariyah (2020) into two categories, external resources (e.g. organizational and social) and internal resources (e.g., cognitive features and action patterns). Examples of organizational resources were salary, professional development opportunities, or job security, while examples of social aspects included support from administrators, colleagues, or school culture (Zaidan & Juariyah, 2020).

### **Concept of Role Conflict (Role Ambiguity)**

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

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

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

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

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

### Concept of Workload

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

Workload is the amount of work or of working time expected or assigned students with a heavy *workload* (Adeniyi & Agoreyo, 2020). **Workload is** the amount of work performed or capable of being performed (as by a mechanical device) usually within a specific period (Sana & Aslam, 2018). Workload, in the most general sense, is the amount of time and computing resources a system or network takes to complete a task or generate a particular output. It refers to the total system demand of all users and processes at a given moment (Vijayan, 2018).

Workloads can range from simple tasks, like running a single app or computation, to complex operations, like processing large-scale data analytics or running a suite of interconnected apps. Managing workloads is a critical aspect of information technology resource optimization, directly impacting system performance, cost, stability and ultimately, the success of business operations (Patton, 2019). With the proliferation of cloud computing and virtualization, workload management has become increasingly complex<sup>1</sup>. The use of hybrid cloud, multi-cloud and public cloud resources means that workloads can span platforms and locations, each with unique characteristics and management requirements (Awosika & Adeniyi, 2022).

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

### Concept of Working Conditions

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

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

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

### Concept of Employee job satisfaction

In theory there are many definitions and explanations of job satisfaction. While some definitions focus on job satisfaction as a central feeling and do not share it to the individual components, others take into consideration each of the factors that affect overall job satisfaction. So, Hackman and Oldham (2007) define job satisfaction as a pleasurable or positive emotional state that is related to the work that individual performs. Kwak *et al.* (2018) define job satisfaction as the attitude of worker toward his job, rewards which he gets, social, organizational and physical characteristics of the environment in which he performs his working activities. Furthermore, job satisfaction is a pleasant or positive response to the individual's work (Hassard *et al.* 2018). Job satisfaction stems from the perception that an employee has about his job and what he receives related with the work that he performs and the working environment (Kosalai & Maheswari, 2018). Certainly, job satisfaction is an interesting problem both from the standpoint of employees and from the standpoint of managers and scientists.

On the one hand, employees have their own expectations and attitudes, and they want to be treated in a fair and respectful manner, and as a result they will be satisfied at their work. On the other hand, managers want satisfied workers, who will have a positive attitude to the job, who will be committed, and emotionally involved with their job. The growing interest in job satisfaction is undoubtedly justified by the fact that under today's business conditions employees and their knowledge are becoming a key factor in achieving competitive advantage. Scientists suggest that job satisfaction has implications for various aspects of organizational behaviour (Liu & Liu, 2017). These implications can produce both positive and negative behavior and each of the organization tries to avoid negative behavior because it will have a negative impact on the overall achievement of organizational effectiveness and organizational performance. This leads to the simple conclusion that the job satisfaction is one of the key variables that affect organizational success, and it is necessary to pay a close attention to it in order to avoid negative impacts on organizational performance. Job satisfaction is influenced by various factors such as the nature of work, salary, stress, working conditions, colleagues, superiors, working hours etc (Oyeleye *et al.* 2013).

There are many studies on employee job satisfaction including absenteeism (Xu, 2019), intention to leave (Widajati, 2018), and studies associated with performance (Wu *et al.*, 2019). Many organisations measure business satisfaction to improve human resources and leadership capabilities. However, job satisfaction can vary according to the personality characteristics of employees as defined about the working conditions within the organisation and the reflection of the attitudes and behaviours of employees to the work they do (Merida-Lopez *et al.*, 2017). In employee job satisfaction, having to combat the complex business structures that employees face makes them feel vulnerable (Duli, 2016).

At the same time, if work-related-stress comes into play in factors such as communication and leadership style established within the organisation, there may be changes in the productivity of employees. Mainly, leadership is considered to have a substantial effect on the relationship between employee job satisfaction and performance (Mendoza, Jr. 2019). Also, Sabagh *et al.* (2018) stated that working conditions positively affect both employee job satisfaction and organisational commitment. Therefore, the effects of working condition and participative leadership style on business satisfaction are analysed together with the findings obtained within the scope of the research model.

### Empirical Review

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

Goh, Pfeffer and Zenios (2016), studied the relationship between stressors and health status among 308 students at University of Maryland, Maryland USA using survey research design. The instruments used in the data collection process were College Student Recent Experience (CSRE) Questionnaire and the Health Index (HI) Questionnaire. The results showed that more than half (50.9%) the number of students reported being stressed, and the Health Index Mean Score (HIMS) was 4.92 with the following breakdown in means by category of illness or disease: injured and accident (  $X = 1.40$ ) bacterial and viral infections (  $X = .48$ ), respiratory infections (  $X = .98$ ), gastro-intestinal infections  $X = .76$ ), neurological and emotional illness (  $X = .42$ ). The results also showed that all correlations were statistically significant ( $p > .001$ ) indicating a strong positive relationship between the stress scores and illness or disease and general health status as measured by Health Index Questionnaire (HIQ).

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

### Relationship Between Work-Induced Stress Caused by Working Conditions and Employee Job Satisfaction

Empirical research shows that there is significant relationship between working conditions and social work practice (Beaton, 2017). Sana and Aslam (2018) developed a model on job satisfaction by integrating economic variables and work environment variables to study the reaction of employees in hazardous work environment with high monetary benefits and non-hazardous work environment and low monetary benefits. The study showed that different psychosocial and work environment variables like workplace, social support has direct impact on job satisfaction and that increase in rewards does not improve the dissatisfaction level among employees. The supervisors' availability at time of need, ability to interlink employees, stimulate creative

thinking and knowledge of worth of open mindedness in view of workers, and ability to communicate with employees, are the basic supervision traits. Results revealed that with good and effective supervision, employees' satisfaction level was high whereas with poorer communication ability, dissatisfaction level among employees was high (Mbata & Wori, 2023). Another study by Priya (2016) on the job satisfaction level among faculty members of colleges showed that if proper attention is given towards interpersonal relationships, recognition and supervision, the level of job satisfaction would rise.

Ebbers and Wijnberg (2017) found that for the workers who work under difficult working conditions, working condition is an important factor for job satisfaction, so workers under difficult working conditions are dissatisfied through this factor. To improve satisfaction of employees working under difficult working conditions, it is necessary for the management to improve the working conditions. This will make them equally satisfied with those who work under normal working condition and in return overall performance will increase. A study in telecom sector by Falola *et al.* (2019) revealed that there are different variables like workload, salary, stress at workplace and conflicts with family due to job leads an employee towards dissatisfaction that further results in turnover. At final stage these independent factors impact negatively on organizational performance which is negatively influenced by these factors.

Diamantidis and Chatzoglou (2019) argue that an organization needs to pay attention to create a work environment that enhances the ability of employees to become more productive in order to increase profits for organization. He also argued that Human to human interactions and relations are playing more dominant role in the overall job satisfaction rather than money whereas management skills, time and energy, all are needed for improving the overall performance of the organization in current era.

Based on the above literature, the operationalized model dissertation the hypothesized thus:  $H_{03}$ : There is no significant relationship between role conflict (role ambiguity), workload, working conditions and employee job satisfaction in social work practice of university teaching hospitals in South-South

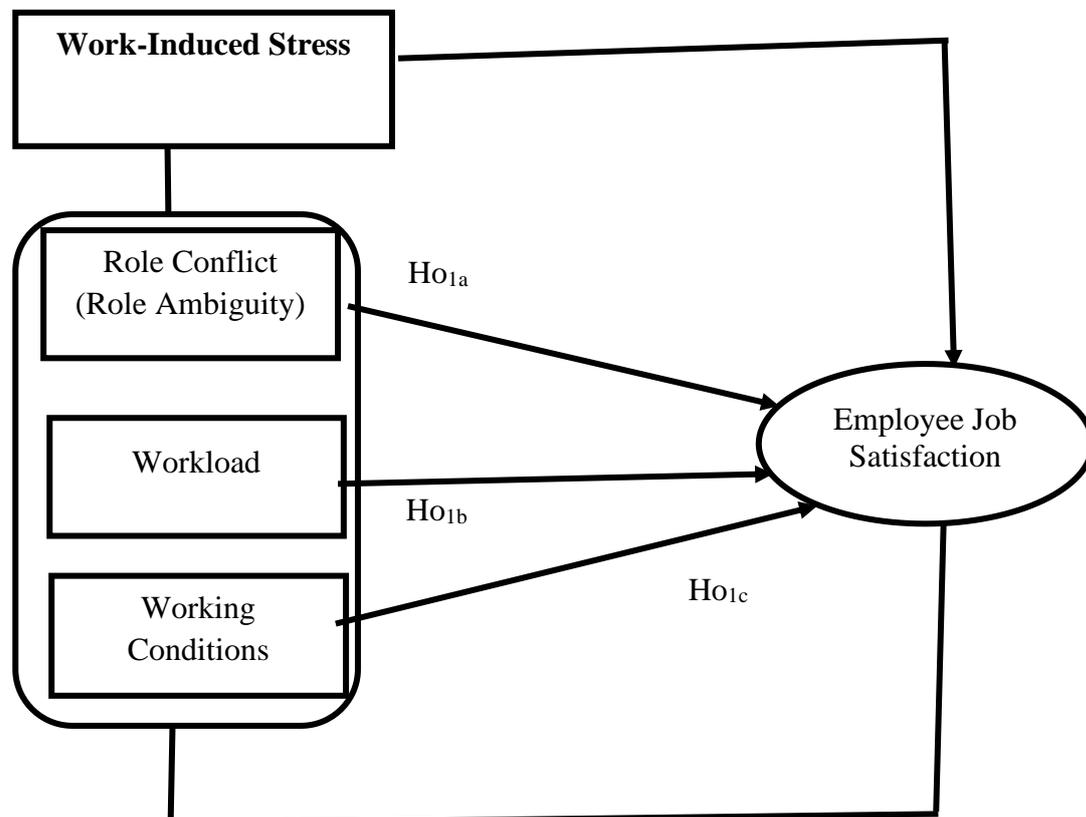


Figure.2: Operationalized Framework of the Relationship between Work-Induced Stress and Employee Job Satisfaction of University Teaching Hospitals in South-South, Nigeria

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

## METHODOLOGY

The research design adopted in this study was the cross-sectional survey design. Cross-sectional study is a type of observational study design in which the investigator measures the outcomes and exposures in the study participant at the same time.

Population is complete group of entities sharing some common characteristics. The population of a study consisted of the staff of all the university teaching hospitals in the South-South Geopolitical Zone which is given as 5,713 staff (Nigerian University System Statistical Digest, 2021). The population of the staff of each of the university teaching hospitals is distributed as follows (Table 1):

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

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

Source: Nigerian University System Statistical Digest (2021)

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

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

Where:

n = Sample Size

N = Population of the Study

e = Level of Significance selected at 5%

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

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

Sample Size = 374 staff

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

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

Hospitals	Number of Staff	Sample Size
University of Benin Teaching Hospital (Akwa Ibom State)	695	46
Niger Delta University Teaching Hospital, (Bayelsa State)	416	27
University of Calabar Teaching Hospital (Cross River State)	863	56
, Delta State University Teaching Hospital (Delta State)	728	48

University of Benin Teaching Hospital (Edo State)	879	58
Igbinedion University Teaching Hospital (Edo State)	397	26
Teaching Hospital, University of Port Harcourt (Rivers State)	921	60
Rivers State University Teaching Hospital (Rivers State)	814	53
<b>Total</b>	<b>5713</b>	<b>374</b>

Source: Source: Nigerian University System Statistical Digest (2021)

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

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

## RESULTS AND ANALYSIS

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

Table 3 gives the detailed analysis on how role conflict (role ambiguity) as a dimension of work-related stress has been examined to determine its effect on social work practice and to show its descriptive statistical outcome based on the questions deposited.

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

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

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

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

### *Workload as a Dimension of Work-Related Stress*

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

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

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

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

As shown in Table 4 above, the responses of the respondents have indicated the mean and standard deviation scores of  $3.810 \pm 1.468$ , showing that the respondents collectively agreed that the social worker's workload is manageable. Also, with the mean and standard deviation scores of  $3.619 \pm 1.478$  it is quite obvious that the respondents indicated on the aggregate that social workers are able to carry out daily duties at work as expected. Social workers consider changing their job, the mean and standard deviation scores of  $3.346 \pm 1.409$  indicate aggregate agreement. The data additionally revealed that the respondents agreed that social workers advice and encourage people to join the organisation; this is shown by mean and standard deviation scores of  $3.602 \pm 1.229$ . Finally, the mean and standard deviation scores of  $4.134 \pm 1.101$  indicate that the respondents agreed that social workers focus on the quality of work not quantity.

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

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

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

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

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

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

### *Employee job satisfaction as a Measure of Social work practice*

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

**Table 6: Employee job satisfaction as a Measure of Social work practice**

S/N	Question Items on Employee job satisfaction	N	$\bar{X}$	SD
1	I have job satisfaction at the end of the workday	332	3.850	1.287
2	I am characterized by hope and optimism based on the attitude of coworkers and customers in the workplace	332	4.422	1.414
3	I have satisfaction with my work, and certainty about how to improve and progress in my career	332	3.318	1.232
4	My work environment is conducive and motivating for optimum work input	332	3.541	1.177
5	I am satisfactorily engaging in work fulfilling assignment that pays maximally	332	4.623	0.975

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

Table 6 shows the mean and standard deviation scores of  $3.850 \pm 1.287$  indicating that the consensus opinion of the respondents revealed an agreement that employee job satisfaction relates to having job satisfaction at the end of the workday. Also, the mean and standard deviation scores of  $4.422 \pm 1.414$  imply the respondents agreed that social workers are characterized by hope and optimism based on the attitude of coworkers and customers in the workplace. The statistical result of  $3.318 \pm 1.232$  (mean and standard deviation scores) show that the respondents agreed that social workers have **satisfaction with my work, and certainty** about how to improve and progress in their career. Table 6 also reveals the mean and standard deviation scores of  $3.541 \pm 1.177$  implying that the respondents agreed that their work environment is conducive and motivating for optimum work input. Finally, the mean and standard deviation scores of  $4.623 \pm 0.975$  show that the respondents agreed that they are satisfactorily engaging in work fulfilling assignment that pays maximally.

### *Test of Hypotheses*

**Table 7: Test Result of Role Conflict (Work Ambiguity), Workload, Working**

Conditions and Employee Job Satisfaction

Statistics	HO <sub>1a</sub>	HO <sub>1b</sub>	HO <sub>1c</sub>
	RC/RA (EJS)	WL (EJS)	WC (EJS)
Pearson correlation	0.643**	0.660**	0.689**
Sig(2-tailed)	.000	.000	.000
N	332	332	332

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

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

Table 7 shows the inferential test results on the relationships between role conflict (work ambiguity), workload, working conditions and employee job satisfaction. This is also expressed in the research hypothesis H<sub>03</sub>. In the case of role conflict (work ambiguity) and employee job satisfaction, the r-value of 0.643 @  $p < 0.000 < 0.01$  shows that a strong positive and significant relationship exists between role conflict (work ambiguity) and employee job satisfaction. In the case of the relationship between workload, and employee job satisfaction, it shows a moderate positive and significant relationship. This is indicated with the r-value of  $r = 0.660 @ p < 0.000 < 0.01$ . For working conditions and employee job satisfaction, the r-value of 0.689 @  $p < 0.000 < 0.01$

shows a moderate and significant relationship between working conditions and employee job satisfaction. The null hypothesis stated is also rejected. The inferential result is indicative of the nature of the relationship, thus: There is significant relationship between role conflict (work ambiguity), workload, working conditions and employee job satisfaction of University Teaching Hospitals in South-South, Nigeria.

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## Discussion of Findings

### Relationship between Work-Induced Stress Caused by Role Conflict (Role Ambiguity), Workload, Working Conditions and Employee Job Satisfaction in Social Work Practice

The study revealed that there is significant relationship between the role conflict and employee job satisfaction in social work practice of the University Teaching Hospitals in South-South, Nigeria ( $r = 0.643$ ). Garton (2017) discovered that in the case of workers who work under difficult working conditions, the working conditions are important factor of their overall job satisfaction. So, working conditions as a factor of job satisfaction, do not considerably determine overall job satisfaction to make significantly difference between workers who work in normal working conditions and workers who work in difficult conditions.

Oyeleye et al. (2013) investigated the professional working conditions of social and pedagogical professionals in the context of burnout. The research was innovative at the same time because in addition to the mainstream work and organisational factors, it examined the substantive elements of professional work, such as conflicts of interaction and cooperation with clients, management of cultural distance and differences, and challenges of fieldwork as contributing factors in the occurrence of burnout.

The study found that there is significant relationship between the workload and employee job satisfaction in social work practice of the University Teaching Hospitals in South-South, Nigeria ( $r = 0.660$ ). The results are in consonance with works of Tariq et al. (2013) as they found that strong, positive and significant relationship between working conditions and employee's performance. It implies that the good determination of working condition, having a strong motivation and improving the employee's ability lead to higher employee's performance in the organisation. Thus, the explanatory power of the tested model in the employee's performance is satisfactory. Sabagh et al. (2018) argue that working condition, as the most important predictor in the employee's performance must be maintained well. The management should be able to prove a good working condition, for instance by giving a good supervision, by dividing the workload in an appropriate way among the employees.

It was revealed from the study that there is significant relationship between the working conditions and employee job satisfaction in social work practice of the University Teaching Hospitals in South-South, Nigeria ( $r = 0.689$ ). Hamid et al. (2015) maintained that job satisfaction appears to be one of the most influential variables in work and organizational psychology. It is considered as an important indicator of working life quality and exerts enormous influence on employee well-being. Ren et al. (2017) explored on resilience and its influencing factors among hospital nurses in Guangzhou and observed that job satisfaction significantly protected consultants' mental health from the effects of job stress. Job demands and job control have various effects on employee well-being and health, especially when high performance and a high level of control are demanded. This corresponds to this study's findings. Traummuller et al. (2019) posited that job satisfaction as a multidimensional construct and a product of the global evaluation of one's workplace and context. On the one hand, job satisfaction is viewed as a dependent variable that varies with the quality of working conditions and with other stressors. On the other hand, it is presumed to be an independent variable that determines a variety of consequences such as irregular work attendance and performance.

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## Conclusion

The conclusions of this study provide holistic outcomes of the study. The values possessed by different work - induced stress complement each other in banks and it tends to achieve better social work practice. Conclusively, it is evident that: The relationships between role conflict and employee job satisfaction. The  $r = 0.643 @ p0.000 < 0.01$  shows a moderate positive and significant relationship between role conflict and employee job satisfaction. This means that the null hypothesis stated earlier was rejected. In the case of workload and employee job satisfaction the  $r = 0.660$  shows a moderate positive and significant relationship. The  $r = 0.689 @ p0.000 < 0.01$  shows a moderate but significant relationship between working conditions and employee job satisfaction.

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## Recommendations

Based on the findings of the study, the study proffers the following recommendations:

1. Managers of the University Teaching Hospitals should understand the social workers' potential role and as well appreciate the factors within the hospital organization that significantly impact on their workload and ameliorate them accordingly for effective and efficient job performance of social workers.
2. To reduce the negative effect of work-induced stress, and to ensure that employees work without burnout, university teaching hospitals should expand out-patients reception halls to avoid excessive workload and overcrowding. This is necessary because a conducive physical environment affects job performance and employee job satisfaction of social workers.

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