

The Impact of Work Stress on Employee Performance: Empirical Evidence from Private Universities in Iraq

Okab Mohammed abdufatah al-janabi¹, Ahmed Turki²

¹Ph.D. student, Faculty of Economics and Management of Sfax, PRISME Laboratory, University of Sfax, Tunisia. assistant lecturer department of finance and banking ,college of business and finance sciences, university of AL_Kitab , Iraq.

Okab.m.abdufatah@uoalkitab.edu.iq

²Associate Professor Department of Management, IHEC Sfax, PRISME Laboratory, University of Sfax, Tunisia. E-mail: ahmed.turki@ihecsf.u-sfax.tn

Abstract

The aim of this study is to investigate the impact of work stress dimensions (workload, role ambiguity, and role conflict) on employee performance collecting data via an electronic questionnaire distributed to a sample of employees working at private universities in Iraq. The total number of questionnaires received and analyzed by SmartPLS 3.0 was 267 questionnaires. The results showed that workload and role conflict had insignificant impact on employee performance while role ambiguity had exerted a significant impact on employee performance. Based on these results, it was concluded that role ambiguity is the most critical predictor of employee performance, hence, universities were recommended to lessen work stress through reducing role ambiguity by developing a clear job description for each job, and providing employees with information that is useful in completing work tasks according to instructions and performance standards. Further studies are required to be conducted using samples from other sectors using different dimensions of work stress such as job insecurity and work relationships as well as wages.

Key words: Work stress, employee performance, private universities, Iraq.

I. Introduction

Organizations face ever-changing work environments in addition to global competition, and this calls organizations to constantly review their capabilities to adapt to these changes. Human resources are among the most important factors that organizations take to face changes and maintain excellent organizational performance, and thus long-term ability to continue in the labor market and provide distinguished services to their customers. Among the important topics that organizations focus on are those related to the performance of workers and the factors affecting it.

An example of a topic that has attracted researchers' attention is the relationship between work stress and employee performance (Igbokwe

et al., 2020). The results of previous studies showed that there are a number of negative effects of work stress, such as the decline in the performance of workers, high rates of error in the implementation of tasks by employees, absence from work, high rates of leaving work, workers being exposed to frustration, and some health problems such as anxiety, imbalance of the employee's private life with The nature of his work (Pandey, 2020). Researchers addressed work stress as an independent variable by measuring it with a number of dimensions such as workload, role conflict, role ambiguity, lack of job security, weak organizational communication within the organization, low level of wages, competition, cultural disparity between workers and other indicators (Joy, 2020; Prasad & Vaidya 2020;

Igbokwe et al. 2020; Premalatha & Subramanian, 2020).

Although there are a number of studies that have shown a negative impact of work stress on employee performance (Pahi, Ab Hamid & Khalid, 2016; Joy, 2020; Hanafi & Zunaidah, 2018; Prasad & Vaidya, 2020; Premalatha & Subramanian, 2020; Premalatha & Subramanian, 2020; Riana et al., 2018; Soomro et al., 2020), but these studies were conducted outside the Iraqi academic environment. When reviewing some studies that dealt with the Iraqi environment, such as the study (Hussain, 2013; Douai and Aber, 2010; Al-Tai, 2014), it is noted that they were conducted using samples from outside the workers in Iraqi universities. Moreover, the results found by previous studies were mixed in terms of the effects of work stress dimensions on employee performance.

As a result, this study was carried out to investigate the impact of work stress dimensions (workload, role ambiguity, and role conflict) on employee performance using a sample of employees working at private Iraqi universities. This study contributes to the literature being one of the first studies to examine the impact of work stress on the performance of workers in private Iraqi universities.

2. Literature review and hypotheses development

2.1 Work stress

Numerous definitions of work stress are reported in the literature. It has been defined as a condition associated with a large number of work tasks to be

performed within a limited time (Zhao & Rashid, 2010) and a situation resulting from uncomfortable working environment which includes irregular working hours (Demerouti & Bakker, 2011), and work demands by which job burdens are increased to cause stress for workers in light of their inability to adapt to such a stress (Naruse et al., 2012). Other definitions of work stress described it as a mismatch between the tasks to be completed and the time required to finish these tasks (Ramón-Llorens et al., 2016), the end result of time pressure and workload (Ghasemi et al., 2018), the degree to which the employee feels pressured by the work tasks that he must complete within the available time and resources (Smith et al., 2019) as well as the gap between the work tasks that need to be done and the lack of resources available to carry out those tasks (Prasad & Vaidya, 2020). In the light of the above-mentioned studies, work pressure is a feeling of discomfort that the worker feels due to internal and external factors represented in the lack of sufficient capabilities to perform the tasks of the job role, or the lack of resources necessary for this, the lack of clarity of the job description, and the worker's involvement in the implementation of more than functional role; which leads to him feeling a lot of job burdens, and a conflict of job roles that he performs in light of ambiguity.

2.2 Dimensions of work stress

Researchers used a number of dimensions to measure the work stress variable, which revolved around the work or job role that the worker performs, such as job role ambiguity, job role conflict, workload, wages, and job insecurity. Table 1 contains examples of work stress dimensions in the literature.

Table 1. Dimensions of work stress in the literature

Work stress dimensions	Authors
Time pressure, workload, lack of motivation, role ambiguity.	Muraale et al. (2017)
Workload, role conflict, role ambiguity	Joy (2020)
Workload, role ambiguity, role conflict, social support, job control	Prasad & Vaidya (2020)

Work type, job insecurity, poor communication, work overload, salary.	Pandey (2020)
Role conflict, cultural variance, competition, target completion, pay.	Premalatha & Subramanian (2020)

For the present study, three dimensions of work stress are used, which are workload, role ambiguity, and role conflict.

2.2.1 Workload

Workload is defined as the amount of work that a worker has to do within a specified period of time (Raza, et al., 2017). It also represents the number of work tasks the employee has to perform. Increasing these tasks leads to the feeling of the working individual being unable to carry out those tasks and duties due to insufficient time or lack of resources to carry out work tasks, or the inadequacy of the employee's capabilities to perform those tasks; This leads to the worker feeling what is known as work pressure (Joy, 2020). Workload is one of the factors affecting many workers' outcomes in a negative way, such as the decline in the performance of workers (Premalatha & Subramanian, 2020).

2.2.2 Role ambiguity

Role ambiguity is defined as the degree of uncertainty associated with the expectations of the job role of the working individual, and it appears if the worker being unaware of what is expected of him, how to achieve the things expected of him, and what others expect of him when implementing the job role (Mpili, 2018). The ambiguity of the role is usually attributed to the lack of information the worker has about the job role, as this information explains to him the nature of the role and how to perform it (Soltani et al., 2013). It is embodied in the lack of clarity of the job description, whether for the manager or supervisor or for the working individual (Premalatha & Subramanian, 2020). In terms of its effects, the ambiguity of the job role has negative effects on workers as it increases work pressures (Soltani et al., 2013), a negative impact on employee performance (Premalatha & Subramanian, 2020).

2.2.3 Role conflict

Work stress can be classified into two main types: organizational stress and managerial pressure. While pressures of an organizational source include work flow components, the need to develop human resources, employee participation, supervisory style, and organizational structure, pressures of an administrative source include workload, job sensitivity, promotion, and job role conflict, and time pressures, and accountability for performance (Soltani et al., 2013). It is clear from this classification that the job role conflict falls under the pressures of administrative work. Role conflict means that the worker receives different requirements from more than one person, such as receiving instructions from the supervisor or co-workers. Role conflict usually appears in jobs that lack a job description (Joy, 2020).

2.3 Employee performance

It is clear that the dominant feature of the definitions of employee performance is the individual's ability to complete his/her work duties according to agreed standards (Nuhu, 2010). Definitions employee performance described such a term as quantity and quality of work expected from employees (Masood, 2010), employee completion of work tasks agreed upon with the employer in a timely, efficient and effective manner (Tinofirei, 2011), the ability of the employee to achieve the organizational goals efficiently and effectively (Stephen & Stephen, 2016). Consequently, it can be noted that the definitions of employee performance focus primarily on the ability of the employee to carry out work tasks, noting certain features in this regard, such as the amount of work that the individual accomplishes, the amount of time it takes to complete that amount of work, and the quality of work done.

In terms of its dimensions, employee performance is generally divided into two types: task performance and contextual performance. Task performance refers to performing basic work

duties (Pulakos et al., 2000). It is related to the ability of the employee to carry out work tasks as stated in the job description or as agreed upon with the employer (Sverke et al., 2019). It has been also defined as a set of activities undertaken by an individual worker to transform raw materials into goods and services (Peleșă, 2018). On the other side, contextual performance has been described as organizational citizenship behavior, it is a voluntary behavior that is not included in the behaviors that are rewarded by the employee as stipulated by the reward system in the organization (Sverke et al., 2019; Peleșă, 2018).

2.4 Work stress and employee performance

The impact of work stress as measured by workload, role ambiguity, and role conflict on employee performance is well documented in the literature. The following subsections highlight the relationships between the dimensions of work stress (i.e., workload, role ambiguity, and role conflict) and employee performance.

2.4.1 Workload and employee performance

Workload as a key dimension of work stress plays a significant role in employee performance. Some studies reported a statistically significant relationship between the two variables, while other studies determined the nature of this relationship, whether it was positive or negative. Collecting data from the members of the Technical Education Authority and the Technical Medical Institute in Iraq to investigate the impact of work stress on employee performance, Hussein (2013) found a significant effect of workload on employee performance. Another study (Muhammad, 2017) conducted using a sample of teachers at the Institute of Technical Administration in Iraq established a positive impact of workload on job performance. Work stress represents a negative state that arises due to the inability to conform to the requirements of a stimulus. For example, working long hours is one of the causes of stress in the work environment (Dewe, O'Driscoll & Cooper, 2010). On the basis of these studies, it was expected that workload is significantly related to employee performance, hence, the following hypothesis was introduced:

H1: Workload exerts a significant negative impact on employee performance

2.4.2 Role ambiguity and employee performance

Some studies on the effect of role ambiguity on employee performance found showed negative effects of role ambiguity on employee performance (Muhammad, 2017; Muraale et al., 2017; Joy, 2020; Wassila & Bilal, 2016). Other studies found insignificant effects of role ambiguity on employee performance (Hussein, 2013; Douai & Aber, 2010). In order to investigate the impact of role ambiguity on employee performance using data gathered for the purpose of the current study, it was assumed that:

H2: Role ambiguity exerts a significant negative impact on employee performance

2.4.3 Role conflict and employee performance

For some studies, role conflict is a significant predictor of employee performance. For example, role conflict resulted in higher levels of employee performance (Muhammad, 2017). In an Iraqi study (Douai & Aber, 2010) used a sample consisted of employees for the public sector, it was found that role conflict is significantly associated to employee performance. On the other hand, some studies indicated that role conflict had insignificant effect on employee performance (Hussein, 2013; Wassila & Bilal, 2016; Al-Shaibani, Jarjar, and Al-Maryami, 2020). Consequently, the following hypothesis was postulated:

H3: Role conflict exerts a significant negative impact on employee performance

3. Research methodology

3.1 Research sample

The population of this study comprises all employees working at private universities in Iraq. A convenience sampling technique was used to gather data required for the purpose of the study via an electronic questionnaire. A total of 267 questionnaires were collected. All these

questionnaires were used to conduct data analysis by SmartPLS 3.0.

3.2 Research model

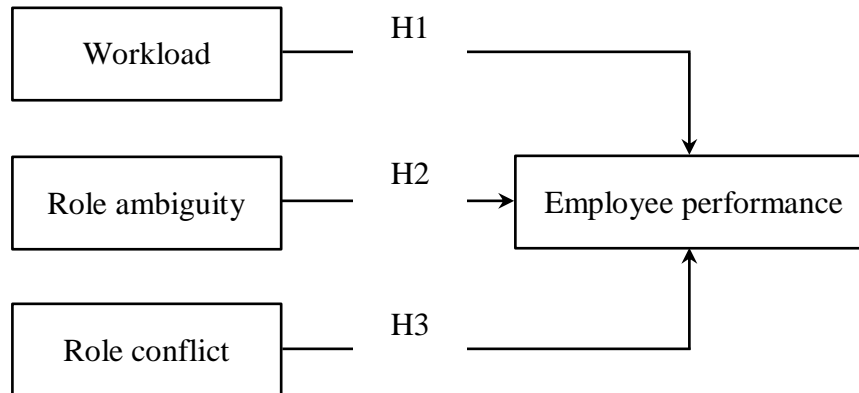


Figure 1. Research conceptual model

3.3 Research measures

A questionnaire was developed to measure research variables based on prior related works, based on Likert's 5-point design in which five agreement degrees were anchored as follows: 1 (strongly disagree), 2 (agree), 3 (neutral), 4 (agree), and 5 (strongly agree). Workload was measured using 10 items following previous studies (e.g., Yildirim & Dinc, 2019; Fields, 2013). Role ambiguity was assessed using 7 items based on some previous studies (Yildirim & Dinc, 2019; Fields, 2013; Mansor & Tayib, 2010), while role conflict was evaluated using 8 items on the basis of some studies (e.g., Fields, 2013). Employee performance was measured by 20 items following some previous studies (e.g., Aşkun, Çizel & Ajanovic, 2021; Cesário & Chambel, 2017; Sambung, 2019; Dâderman, Ingelgård & Koopmans, 2020; Podsakoff et al., 1990; Peleaşă, 2018; Sverke et al., 2019; Ling, Singh & Arumugam, 2020; Collen, 2019).

Figure 1 shows the conceptual model in which three hypotheses were assumed to investigate the impact of work stress dimensions (i.e., workload, role ambiguity, and role conflict) on employee performance.

4. Results

4.1 Reliability and validity

The results of construct reliability and validity as shown in Table 2 indicate that both reliability and validity were assured. Reliability was assessed by composite reliability and Cronbach's alpha coefficient (α), which be greater than 0.70 while validity was checked using factor loadings and the average variance extracted (AVE) with a threshold values of 0.60. The results in Table 2 show that the factor loadings of workload were between 0.722 and 0.858, the factor loadings of role ambiguity were from 0.858 to 0.922, the factor loadings of role conflict were between 0.815 and 0.874, and factor loadings of employee performance were greater than 0.773. moreover, AVE values for all variables were higher than 0.60. In terms of collinearity statistics as measured by the variance inflation factor (VIF), the results show that multicollinearity is not an issue as VIF values for the independent variables is less than 5.

Table 2. Results of reliability and validity

Variables	Factor Loadings	AVE	CR	α	VIF
Workload	0.722-0.854	0.663	0.952	0.945	1.202
Role ambiguity	0.858-0.922	0.786	0.963	0.962	1.938
Role conflict	0.815-0.874	0.711	0.952	0.951	1.819
Employee performance	0.773-0.989	0.857	0.982	0.981	-

4.2 Correlation matrix

The correlation matrix of the relationships between the independent variables (workload, role ambiguity, and role conflict) and the dependent one (employee performance) shows that the independent variables are significantly correlated as workload is significantly correlated to role ambiguity ($r = 0.41$, $P < 0.01$), and to role conflict ($r = 0.305$, $P < 0.01$), as well as role ambiguity is significantly correlated to role conflict ($r = 0.590$,

$P < 0.01$). For the relationships between the independent variables and employee performance, the results reveal that both workload and role ambiguity are significantly associated to employee performance ($r = -0.165$, $r = -0.235$, $P < 0.01$) respectively, while role conflict is not linked to employee performance ($r = -0.10$, $P > 0.01$). It was assumed that there are potential effects of workload and role ambiguity on employee performance.

Table 3. Correlation matrix

Variables	Mean	SD	(1)	(2)	(3)	(4)
(1) workload	3.70	0.67	-			
(2) Role ambiguity	3.64	0.78	0.410**	-		
(3) Role conflict	3.74	0.73	0.305**	0.590**	-	-
(4) Employee performance	3.89	0.64	-0.165**	-0.235**	-0.100	-
** Correlation significant at 0.01 level						

4.3 Hypotheses testing

Figure 2 portrays the structural research model. It can be noted that workload and role ambiguity have negative effects on employee performance ($\beta = -0.155$, $\beta = -0.215$) separately while the effect of

role conflict on employee performance is very small ($\beta = 0.027$). However, the results in Table 3 signify one significant impact of role ambiguity on employee performance ($\beta = -0.215$, $t = 2.42$, $P = 0.016$), which means that H2 is accepted where H1 and H3 are rejected.

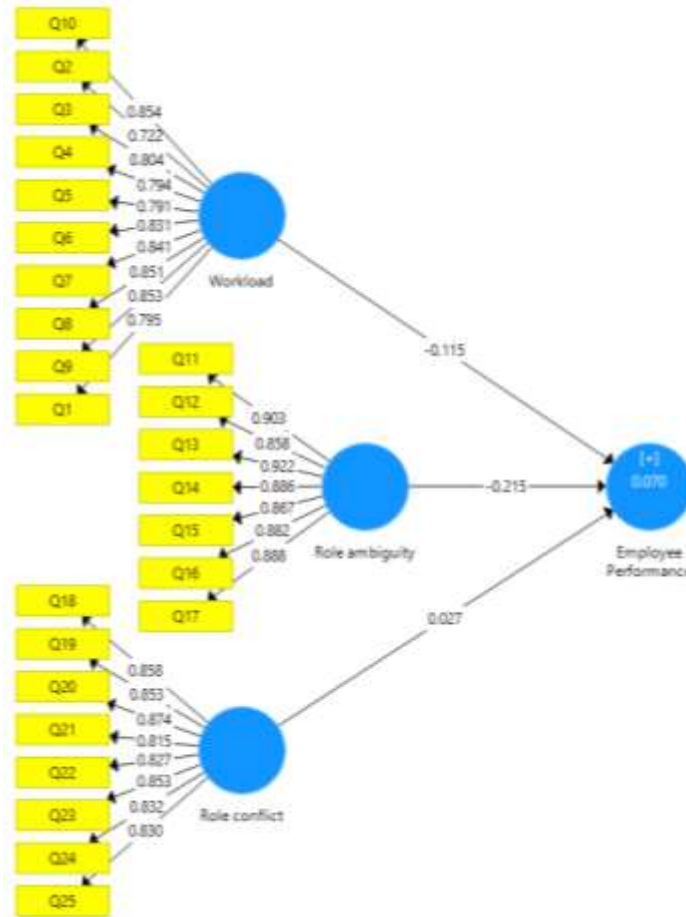


Figure 2. Research structural model

Table 4. Results of research hypotheses testing

Variables and Paths			β	T value	P values
Workload	→	Employee performance	-0.115	1.79	0.073
Role ambiguity	→	Employee performance	-0.215	2.42	0.016
Role conflict	→	Employee performance	0.027	0.283	0.777

5. Discussion and conclusion

The aim of this study is to investigate the impact of the dimensions of work stress (workload, role ambiguity, and role conflict) on employee performance through three hypotheses. The results pointed out that role ambiguity had a significant

negative impact on employee performance while workload and role conflict had insignificant impact on employee performance. In fact, similar results were echoed in the literature. Some studies found that the impact of role conflict on employee performance is insignificant (Hussein, 2013;

Wassila & Bilal, 2016; Al-Shaibani, Jarjar, and Al-Maryami, 2020). Furthermore, the significant negative impact of role ambiguity on employee performance was established in some previous studies (Muhammad, 2017; Muraale et al., 2017; Joy, 2020; Wassila & Bilal, 2016). In contrast to the current results, some previous studies showed that workload had a significant effect on employee performance (Hussein, 2013; Jedin & Abidin, 2013; Raza, et al., 2017; Mohammed, Suleyman & Taylan, 2020).

The absence of an effect of role conflict on employee performance can be explained by the fact that employees in the universities under study do not face multiple conflicting tasks, as the most common cause of job role conflict is multiple conflicting tasks (Odor, 2020). The absence of an impact of the workload on the employee's performance can also be explained by the fact that the conditions that must exist to achieve the workload are not available, including insufficient time or lack of resources to carry out work tasks, and on the other hand, the employees' abilities to perform work tasks are appropriate and therefore they do not feel the workload (Joy, 2020). As for the explanation of the impact of the ambiguity of the role on the employee's performance, it lies in the fact that the employee is not sure of the supervisors' expectations regarding work outputs (Mpili, 2018) and the reason may be the lack of job description for each employee, or the employee's lack of knowledge of the way to be followed to implement the work, or the employee's lack of knowledge of the standards acceptable performance. Subsequently, it was concluded that the most critical factor of work stress is role ambiguity. The main reason behind the ambiguity of the role is the lack of information and instructions that explain to the employee how to carry out work tasks in the manner expected by the supervisor and in line with the job performance standards adopted in the organization. Accordingly, universities are required to relieve work pressures by focusing on the ambiguity of the job role that can be dealt with by developing a clear job description for each job, and providing employees with information that is useful in completing work tasks according to instructions and performance standards.

6. Limitation and future work directions

The limitations of the study are that it was conducted using a sample of employees in private universities and using three dimensions of work pressure: workload, role ambiguity, and role conflict, which means that future studies are required to use samples from other organizations and use other dimensions of work pressure such as job security, and work relations, administrative and social support, and wages.

References

- [1] Al-Shaibani, A. M., Jarjar, I. A. and Al-Marimi, S. H. (2020). Work stress and its impact on the performance of employees in commercial banks. *Libya, Journal of the College of Arts*, 29(2), 469-495.
- [2] Aşkun, V., Çizel, R. and Ajanovic, E. (2021). Comparative analysis of factors affecting employee performance according to job performance measurement method: The case of performing artists. *Ege Academic Review*, 21(1), 29-45.
- [3] Cesário, F. and Chambel, M.J. (2017). Linking organizational commitment and work engagement to employee performance. *Knowledge and Process Management*, 24(2), 152-158.
- [4] Collen, H. Ö. (2019). The relationships of contextual performance with person-organization fit, perceived organizational prestige and organizational identity strength: The mediating role of organizational commitment. *European Journal of Multidisciplinary Studies*, 4(2), 28-37.
- [5] Dåderman, A. M., Ingelgård, A. and Koopmans, L. (2020). Cross-cultural adaptation, from Dutch to Swedish language, of the Individual Work Performance Questionnaire. *Work*, 65(1), 97-109.
- [6] Demerouti, E. and Bakker, A. B. (2011). The job demands-resources model: Challenges for future research. *SA Journal of Industrial Psychology*, 37(2), 01-09.
- [7] Dewe, P. J., O'Driscoll, M. P. and Cooper, C. K. (2010). *Coping with work stress: A review and critique*. UK: John Wiley & Sons Ltd.

- [8] Douai, J. M. and Aber, S. A. (2010). Sources of work stress that workers in the government sector are exposed to in Iraq. *The Iraqi Journal of Administrative Sciences*, 27, 1-43.
- [9] Fields, D. L. (2013). *Taking the measure of work: A guide to validated measures for organizational research and diagnosis*. USA: Information Age Publishing Inc.
- [10] Ghasemi, F., Kalatpour, O., Moghimbeigi, A. and Mohamadfam, I. (2018). A path analysis model for explaining unsafe behavior in workplaces: the effect of perceived work pressure. *International Journal of Occupational Safety and Ergonomics*, 24(2), 303-310.
- [11] Hussein, S. A. (2013). Measuring the impact of work stress on the level of job performance: An exploratory analytical study of the opinions of a sample of workers in the Technical Education Authority. *Journal of Baghdad College of Economic Sciences*, 36, 207-227.
- [12] Jedin, M. and Abidin, N. I. Z. (2013). Work stress among expatriate managers in Malaysia's government-linked companies, In *The International Conference on Social Science Research, Malaysia: Penang*, 665-682
- [13] Joy, H. (2020). Stress management and employee performance. *European Journal of Human Resource Management Studies*, 4(1), 57-71.
- [14] Ling, F. C., Singh, J. S. K. and Arumugam, T. (2020). Employee Contextual Performance, Social Intelligence, Spiritual Intelligence: A quantitative study in Malaysia. *International Journal of Psychosocial Rehabilitation*, 24(2), 968-981.
- [15] Mansor, M. and Tayib, D. (2010). An empirical examination of organisational culture, job stress and job satisfaction within the indirect tax administration in Malaysia. *International Journal of Business and Social Science*, 1(1), 81-95.
- [16] Masood, T. (2010). Impact of human resource management (HRM) practices on organizational performance: A mediating role of employee performance. Mohammad Ali Jinnah University, Department of Management Sciences, Islamabad.
- [17] Mohammed, S. S., Suleyman, C. and Taylan, B. (2020). Burnout determinants and consequences among university lecturers. *Amazonia Investiga*, 9(27), 13-24.
- [18] Mpili, N. N. (2018). *Management support, role conflict and role ambiguity among professional nurses at National Health Insurance pilot site in North West*. University of KwaZulu-Natal (Doctoral dissertation).
- [19] Muhammad, I. A. (2017). The impact of work stress on job performance: An exploratory analytical study of the opinions of a sample of faculty members at the Technical Administration Institute, Zafaraniya. *Technical Journal*, 30(4), 138-165.
- [20] Muraale, S., Basit, A. and Hassan, Z. (2017). Impact of job stress on employee performance. *International Journal of Accounting and Business Management*, 5(2), 13-33.
- [21] Naruse, T., Taguchi, A., Kuwahara, Y., Nagata, S., Watai, I. and Murashima, S. (2012). Relationship between perceived time pressure during visits and burnout among home visiting nurses in Japan. *Japan Journal of Nursing Science*, 9(2), 185-194.
- [22] Nuhu, K. (2010). *Effect of leadership styles on employee performance in Kampala district council*. Makerere University, Uganda (Masters Thesis).
- [23] Odor, H. O. (2020). Work related stress and employee commitment at Delta State Polytechnic, Ogwashi UKU. *Business and Management*, 12(3), 150-162.
- [24] Pandey, D. L. (2020). Work stress and employee performance: An assessment of impact of work stress. *International Research Journal of Human Resource and Social Sciences*, 7(5), 124-135.
- [25] Peleașă, S. (2018). Grit utility in explaining job and contextual performance. *Studia Doctoralia*, 9(1), 54-64.
- [26] Podsakoff, P. M., MacKenzie, S. B., Paine, J. B. and Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for

- future research. *Journal of Management*, 26(3), 513-563.
- [27] Prasad, K. D. V. and Vaidya, R. W. (2020). Association among Covid-19 parameters, occupational stress and employee performance: An empirical study with reference to Agricultural Research Sector in Hyderabad Metro. *Sustainable Humanosphere*, 16(2), 235-253.
- [28] Premalatha, D. S. and Subramanian, S. (2020). An empirical relationship between stress and job performance: A study with private school teachers. *Indian Journal of Public Health Research & Development*, 11(1), 57-60.
- [29] Pulakos, E. D., Arad, S., Donovan, M. A., & Plamondon, K. E. (2000). Adaptability in the workplace: development of a taxonomy of adaptive performance. *Journal of Applied Psychology*, 85(4), 612-624.
- [30] Ramón-Llorens, M. C., Olmedo-Cifuentes, I. and Madrid-Guijarro, A. (2016). Well-being and work-life balance: Differences between entrepreneurs and non-entrepreneurs. In *Contemporary Entrepreneurship* (pp. 173-186). Springer, Cham.
- [31] Raza, S., Hussain, M. S., Azeem, M. and Aziz, K. (2017). Workload, work stress, role conflict, and workplace deviant behaviour in banks: an Empirical Analysis. *European Online Journal of Natural and Social Sciences*, 6(4), 701-707.
- [32] Sambung, R. (2019). Job satisfaction on employee performance: Counterproductive work behavior and organizational citizenship behavior as mediations. *International Journal of Economic Behavior and Organization*, 7(3), 50-56.
- [33] Smith, T. D., DeJoy, D. M., Dyal, M. A. and Huang, G. (2019). Impact of work pressure, work stress and work-family conflict on firefighter burnout. *Archives of Environmental & Occupational Health*, 74(4), 215-222.
- [34] Soltani, I., Hajatpour, S., Khorram, J. and Nejati, M. (2013). Investigating the effect of role conflict and role ambiguity on employees' job stress: Articulating the role of work-family conflict. *Management Science Letters*, 3(7), 1927-1936.
- [35] Stephen, E.N. and Stephen, E.A. (2016). Organizational culture and its impact on employee performance and job satisfaction: A case study of Niger Delta University, Amassoma. *Higher Education of Social Science*, 11(5), 36-45.
- [36] Sverke, M., Låstad, L., Hellgren, J., Richter, A. and Näswall, K. (2019). A meta-analysis of job insecurity and employee performance: Testing temporal aspects, rating source, welfare regime, and union density as moderators. *International Journal of Environmental Research and Public Health*, 16(14), 2536.
- [37] Tinofirei, C. (2011). The unique factors affecting employee performance in nonprofit organisations. University of South Africa (Master's Thesis).
- [38] Wassila, H. and Bilal, M. (2016). The impact of work stress on the job performance of the administrators of the Faculty of Economics, Commercial and Management Sciences at the University 8 May, 1945 - Guelma. *Annals of the University of Guelma for Social Sciences and Humanities*, 18, 301-331.
- [39] Yildirim, F. and Dinc, M. S. (2019). Factors influencing burnout of the principals: a pilot study in Flemish schools of Belgium. *Economic research-Ekonomiska Istraživanja*, 32(1), 3538-3553.
- [40] Zhao, L. and Rashid, H. (2010). The mediating role of work-leisure conflict on job stress and retention of IT professionals. *Academy of Information & Management Sciences Journal*, 13(2), 25-40.