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Occupational stress and its effect on employees performance the case of CAMPOST Bamenda

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Abstract

Occupational Stress plays a crucial role on the employee performance of Cameroon Postal Services (CAMPOST) in Bamenda. The aim of this research is to examine the effect of Occupational Stress on the employee performance of Cameroon Postal Services (CAMPOST) in Bamenda. The independent variable Occupational Stress (Workload, Role conflict, Role ambiguity) was used to measure the dependent variable employee performance of Cameroon Postal Services (CAMPOST) in Bamenda. A simple random sample size of management staff was used to represent the targeted population and A descriptive research design was used in this study and Regression and correlation analysis was included to represent inferential statistics. The null hypotheses were based on B Coefficient and P Values. If B coefficient is not equal to zero ($B \neq 0$) and $p > 0.01$ then the null hypothesis is rejected. The findings showed workload coefficient of -0.032, however, is statistically significant ($p = 0.005$) with a negative relationship. Also the coefficient for role conflict is 0.160, indicating a positive relationship, and it is statistically significant ($p = 0.000$). And lastly, the coefficient for role ambiguity is -0.054, indicating a negative relationship, and it is statistically significant ($p = 0.001$). It is recommended to address role ambiguity by implementing clear communication strategies, and fostering a supportive work environment. Also, it is recommended to implement communication improvement initiatives, and foster an inclusive environment that encourages understanding and constructive dialogue. Again, it is recommended to implement clear communication strategies, provide transparent job expectations. In conclusion, these results highlight the nuanced interplay of workload, role conflict, and role ambiguity in shaping employee performance, providing valuable guidance for targeted interventions to optimize work conditions and enhance productivity at CAMPOST in Bamenda.

Keywords: Occupational stress, workload, role conflict, role ambiguity, employee performance

Introduction

Occupational stress is a pervasive issue with significant implications for employee performance on a global scale. It is a psychological stress related to one's job. Occupational stress refers to a chronic condition.

Cameroon Postal Services (CAMPOST) plays a critical role in facilitating communication and delivering essential services in Bamenda, a major city in the Northwest Region of Cameroon. However, there is a growing concern regarding the well-being and performance of CAMPOST employees, as the postal sector is no exception to the pervasive issue of occupational stress. While there is a limited body of research addressing the specific challenges faced by CAMPOST employees, the broader context of occupational stress and its consequences on employee performance in Cameroon suggests that this issue is worthy of investigation. The study aims to identify the stressors that impact CAMPOST employees in Bamenda, their coping mechanisms, and how such stressors affect their overall job performance. By understanding the unique challenges faced by employees in the postal sector in Bamenda, targeted interventions can be designed to enhance their well-being and, consequently, improve the efficiency and effectiveness of postal services in the region.

To provide a foundation for this research, prior studies examining occupational stress and its impact on employee performance in the Cameroonian context can be consulted. While these studies may not be specific to CAMPOST or Bamenda, they can serve as a reference point for understanding the broader trends and implications of workplace stress in the country. Additionally, it is important to consider the unique dynamics of the postal sector in Cameroon, including the nature of the work, customer expectations, and organizational

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structures, as these factors may contribute to distinct stressors and coping mechanisms for CAMPOST employees in Bamenda. Therefore, a comprehensive examination of this issue is crucial for addressing the specific challenges within CAMPOST and for the broader goal of enhancing postal services in the region. The main research question addressed was; what is the effect of Occupational Stress on employee performance of Cameroon Postal Services (CAMPOST) in Bamenda? The specific related questions to solve the research problem included the following:

- i) What is the effects of Workload on employee performance of Cameroon Postal Services (CAMPOST) in Bamenda?
- ii) How does Role conflict impact on employee performance of Cameroon Postal Services (CAMPOST) in Bamenda?
- iii) What is the effects of Role ambiguity on employee performance of Cameroon Postal Services (CAMPOST) in Bamenda?

Literature Review

Brown and Lee (2019) ^[8] conducted research to assess the impact of role conflict on employee performance in the context of the retail industry. Their objective was to understand how role conflict, which is prevalent in retail due to varied customer demands, affects employee performance and job satisfaction. The research involved surveys and performance evaluations. The study's findings revealed that employees experiencing higher levels of role conflict reported lower job satisfaction and demonstrated decreased performance. The research concluded that role conflict negatively affects employee performance and well-being in the retail sector. A limitation of the study was its exclusive focus on a specific industry, which may limit the generalizability of the findings. The study recommends that retail organizations emphasize employee training and support to help employees effectively manage role conflict and enhance performance.

Conducted research to establish the effects of role ambiguity on employee performance. Their objective was to investigate how the perception of unclear job roles impacts employee performance within the organization. They used a longitudinal research design, collecting data over an extended period and employing statistical analysis to determine correlations. The findings indicated that higher levels of role ambiguity were associated with lower employee performance, with a gradual decline in productivity over time as role ambiguity persisted. The study concluded that role ambiguity can have lasting, adverse effects on employee performance. A limitation of this study was its focus on a single organization, which might limit the generalizability of the findings. The research recommends that organizations regularly assess and communicate job roles and expectations to reduce ambiguity and enhance employee performance.

Martinez (2019) ^[17] conducted a study with the objective of establishing the effects of role ambiguity on employee performance. They utilized a cross-sectional research design, administering surveys and conducting interviews to collect data. The findings of their study demonstrated a significant negative relationship between role ambiguity and employee performance, particularly in tasks that require clear role delineation. The study concluded that role ambiguity can hinder employee performance and create

uncertainty in the workplace, affecting productivity and job satisfaction. A limitation of this research was its reliance on self-reported data, which could be subject to response bias. The study recommends that organizations invest in comprehensive training, communication, and role clarification to mitigate the negative effects of role ambiguity and improve overall employee performance.

Literature Gaps

The study of occupational stress and its impact on employee performance in specific organizations, such as Cameroon Postal Services (CAMPOST) in Bamenda, offers a valuable opportunity for exploring the nuanced relationships between stress factors and performance outcomes in a unique context. While research on occupational stress is a well-established field, there is a notable gap in the literature concerning the detailed examination of this issue within the specific setting of CAMPOST in Bamenda. Thus, there is a need for localized studies that consider the distinct cultural, social, and economic factors that influence stress and performance within this particular organization.

Methodology of the study

A mix of tools was used since the data collected was both qualitative and quantitative. For the qualitative data which was measured using the Likert Scale, Content Analysis was carried out to understand the relationship of each of the independent variable with the dependent variable. The study utilized correlation and multiple regression analysis to determine relationship between Occupational Stress and employee performance of Cameroon Postal Services (CAMPOST) in Bamenda. The study used F-Statistics to test dependence of employee performance of Cameroon Postal Services (CAMPOST) in Bamenda on compromising Workload, Role conflict; Role ambiguity; Occupational Stress. The study employed multiple linear regressions as shown below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

$\beta_0, \beta_1, \beta_2, \beta_3$ are coefficients;

X_1 - Workload;

X_2 - Role conflict; X_3 - Role ambiguity

Y - employee performance and

ϵ - Error term

The population for this study consists of management staff at various levels of Cameroon Postal Services (CAMPOST) in Bamenda. A stratified sampling method was adopted so as to ensure that the selected managers, supervisors, and staffs of Cameroon Postal Services (CAMPOST) in Bamenda in the North West Region of Cameroon.

The sample size for the study was determined using Yammane's Formula. This was used because of the large population of the study. It is stated thus;

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

Where;

n = Corrected sample size

N = Population size e = Margin of error,

e = 0.05 based on research conditions.

staff respondents of Cameroon
Postal Services (CAMPOST) in Bamenda

$$n = \frac{32}{1+32(0.05)^2} = 30$$

Data presentation, analysis and discussion of results
Presentation of Respondent identification information.

Therefore, the sample size for the study is (30) management

Table 1: Showing Statistics of Presentation of Respondent identification information

	Sex	Age category	Marital Status	Job position at CAMPOST	Level of Education	How many people live in your home
N	Valid	30	30	30	30	30
	Missing	0	0	0	0	0

Source (2024)

The table presents the survey statistics, with 30 valid responses for each category, detailing respondent identification information including sex, age category,

marital status, job position at CAMPOST, level of education, and the number of people living in their homes, with no missing data.

Table 2: Showing Sex respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	11	36.7	36.7	36.7
	female	19	63.3	63.3	100.0
	Total	30	100.0	100.0	

Source (2024)

The table illustrates the distribution of survey respondents based on gender, revealing that 36.7% were male and 63.3%

were female, with a total sample size of 30 participants.

Table 3: Showing Age category of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-19	7	23.3	23.3	23.3
	20-25	10	33.3	33.3	56.7
	25-29	5	16.7	16.7	73.3
	30-34	1	3.3	3.3	76.7
	35-39	2	6.7	6.7	83.3
	40-45	2	6.7	6.7	90.0
	45-49	1	3.3	3.3	93.3
	above 50	2	6.7	6.7	100.0
	Total	30	100.0	100.0	

Source (2024)

The table presents the demographic distribution of survey respondents based on their age categories. The data indicates that the majority of participants fall within the age range of 20-25, constituting 33.3% of the total sample, followed by the 15-19 age group with 23.3%. The distribution gradually decreases across older age categories, with 16.7% in the 25-29 range, and a smaller proportion in

the subsequent groups. Notably, respondents aged 30-34 constitute 3.3% of the sample, and the percentages further decline for age categories above 34. The cumulative percentages provide an insightful perspective on the overall age distribution, showing that approximately 56.7% of respondents are aged 25 and below, and as the age increases, the cumulative percentage approaches 100%.

Table 4: Showing Marital Status of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	21	70.0	70.0	70.0
	Single	4	13.3	13.3	83.3
	Divorce	3	10.0	10.0	93.3
	Widow	2	6.7	6.7	100.0
	Total	30	100.0	100.0	

Source (2024)

The table presents the demographic distribution of respondents based on their marital status in the survey. The majority of participants are married, constituting 70% of the total sample, indicating a significant presence of individuals

in committed relationships. Singles make up 13.3%, divorced individuals represent 10%, and widows constitute 6.7% of the surveyed population.

Table 5: Showing Job position at CAMPOST of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	8	26.7	26.7	26.7
	Director	8	26.7	26.7	53.3
	Secretary	6	20.0	20.0	73.3
	chief administration	5	16.7	16.7	90.0
	Councilor	2	6.7	6.7	96.7
	Others	1	3.3	3.3	100.0
	Total	30	100.0	100.0	

Source (2024)

The table presents the distribution of job positions among the respondents in the CAMPOST survey. The majority of participants hold managerial roles, with both Managers and Directors each constituting 26.7% of the total responses. Secretaries account for 20.0%, while Chief Administration positions represent 16.7% of the respondents. Councilors

make up 6.7%, and the remaining 3.3% fall under the category of "Others." This breakdown illustrates the diversity of job positions within CAMPOST and provides valuable insights into the hierarchical composition of the organization.

Table 6: Showing Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary level	2	6.7	6.7	6.7
	Ordinary level	3	10.0	10.0	16.7
	Advanced level	7	23.3	23.3	40.0
	University level	15	50.0	50.0	90.0
	No formal education	3	10.0	10.0	100.0
	Total	30	100.0	100.0	

Source (2024)

The table presents the distribution of survey respondents based on their level of education. The majority of participants hold a university-level education, constituting 50% of the sample, highlighting a significant proportion of individuals with higher academic qualifications. Advanced

level education follows, representing 23.3% of respondents, while those with an ordinary level of education account for 10%. A smaller percentage of participants, 6.7%, have completed primary level education. Notably, 10% of the respondents reported having no formal education.

Table 7: Showing How many people live in your home

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	7	23.3	23.3	23.3
	1-3	11	36.7	36.7	60.0
	4-6	10	33.3	33.3	93.3
	above 10	2	6.7	6.7	100.0
	Total	30	100.0	100.0	

Source (2024)

The table illustrates the survey responses regarding the number of people living in participants' homes. A total of 30 respondents were included in the survey. The majority of respondents, comprising 36.7%, reported having 1 to 3 individuals in their households. Meanwhile, 33.3% indicated that their homes accommodated 4 to 6 people. A smaller

proportion, 23.3%, stated that there were no other individuals living in their homes, and 6.7% reported having more than 10 people in their households.

**Data Presentation per Objectives
Workload on employee performance**

Table 8: Showing the magnitude of workload and responsibility

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	8	26.7	26.7	26.7
	Medium	11	36.7	36.7	63.3
	High	11	36.7	36.7	100.0
	Total	30	100.0	100.0	

Source (2024)

The survey table illustrates the distribution of responses regarding the magnitude of workload and responsibility employees can effectively withstand in Cameroon Postal

Services (CAMPOST) in Bamenda, revealing that 26.7% of respondents perceive the workload as low, 36.7% as medium, and another 36.7% as high.

Table 9: Showing work load as per respondents

	Never		Occasionally		Frequently	
	Count	Table N %	Count	Table N %	Count	Table N %
Has your workload caused you stress and anxiety over the last year	5	16.7%	17	56.7%	8	26.7%
Has stress affected your productivity at CAMPOST	8	26.7%	14	46.7%	8	26.7%
Would you prefer working under stress	7	23.3%	18	60.0%	5	16.7%

Source (2024)

The table indicates that a significant portion of employees in the Cameroon Postal Services (CAMPOST) in Bamenda experiences stress and anxiety due to their workload. The data shows that 56.7% of respondents reported experiencing stress occasionally, while 26.7% reported frequent stress. This suggests that a substantial number of employees are grappling with workload-related stress. The survey also sheds light on the relationship between

workload-induced stress and productivity at CAMPOST. Notably, 46.7% of respondents indicated that stress has occasionally affected their productivity, while 26.7% reported frequent productivity issues due to stress. The survey inquires about employee preferences regarding working under stress. Interestingly, 60.0% of respondents indicated that they occasionally prefer working under stress, while 23.3% reported frequent preference for stress.

Table 10: Showing how has your workload changed over the last year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Decreased	7	23.3	23.3	23.3
	The same	15	50.0	50.0	73.3
	Increased	8	26.7	26.7	100.0
	Total	30	100.0	100.0	

Source (2024)

A notable portion of the respondents, comprising 23.3%, reported a decrease in their workload during this period. This suggests a potential positive impact on employee well-being, as a reduction in workload may alleviate stress and enhance job satisfaction. On the other hand, half of the

respondents (50.0%) indicated that their workload remained the same, implying stability in their job demands. However, it is crucial to note that 26.7% of the participants reported an increase in their workload.

Table 11: Showing how workload caused a decline

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	5	16.7	16.7	16.7
	Slightly	17	56.7	56.7	73.3
	Greatly	8	26.7	26.7	100.0
	Total	30	100.0	100.0	

Source (2024)

Among the 30 participants surveyed, 16.7% indicated that their workload did not cause a decline in their mental health. A majority, comprising 56.7%, reported experiencing a slight decline in mental health due to their workload. Additionally, 26.7% of respondents stated that their mental

health had greatly declined over the past year as a result of their workload.

Role conflict on employee performance of Cameroon Postal Services (CAMPOST) in Bamenda

Table 12: showing frequency of role conflict in CAMPOST

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	20	66.7	66.7	66.7
	No	10	33.3	33.3	100.0
	Total	30	100.0	100.0	

Source (2024)

The majority of respondents, constituting 66.7%, acknowledged facing role conflict in their roles within CAMPOST. This indicates a significant portion of employees experiencing challenges related to conflicting

expectations or demands within their job responsibilities. On the other hand, 33.3% of respondents reported not experiencing role conflict.

Table 13: Showing How do you approach conflicts in the workplace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	By accusing the individuals	3	10.0	10.0	10.0
	Understanding the perspectives of all parties involved	12	40.0	40.0	50.0
	Opening a respectful communication	10	33.3	33.3	83.3
	find common ground and mutually beneficial solutions	5	16.7	16.7	100.0
	Total	30	100.0	100.0	

Source (2024)

The data reveals a spectrum of approaches, each bearing distinct implications for role conflict and, consequently, employee performance. Notably, a significant portion, constituting 40%, endorse the approach of 'Understanding the perspectives of all parties involved.' This suggests a recognition of the importance of empathy and perspective-taking in managing conflicts, potentially fostering a more harmonious work environment. Moreover, 33.3% of respondents opt for 'Opening a respectful communication.' This highlights a commitment to open dialogue and suggests a belief that effective communication can alleviate role conflict. The emphasis on respectful communication underscores a positive approach to conflict resolution, which can contribute to improved employee relations and performance.

Conversely, a noteworthy 16.7% of participants indicate a preference for 'finding common ground and mutually beneficial solutions.' This approach aligns with collaborative problem-solving, emphasizing the potential for win-win outcomes. Such an attitude can be conducive to minimizing role conflict, promoting cooperation, and enhancing overall job performance. However, a concerning 10% admit to 'By accusing the individuals' as their chosen conflict resolution strategy. This confrontational approach may escalate role conflict, potentially leading to negative repercussions on employee performance. The presence of such responses underscores the need for targeted interventions and conflict resolution training within the workplace.

Table 14: Showing example of a conflict you have faced recently in CAMPOST

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Interpersonal Issues	8	26.7	26.7	26.7
	Communication Issues	18	60.0	60.0	86.7
	Role Ambiguity and Responsibilities	4	13.3	13.3	100.0
	Total	30	100.0	100.0	

Source (2024)

The table presents survey responses on the types of conflicts faced by employees in Cameroon Postal Services (CAMPOST) in Bamenda. Among the participants, 26.7% reported experiencing interpersonal issues as a Source of conflict, highlighting challenges arising from personal interactions. Communication issues were the most

prevalent, with 60.0% of respondents indicating difficulties in this area. This suggests a significant impact on employee interactions and information flow within the organization. Role ambiguity and responsibilities were identified by 13.3% of participants, indicating a level of uncertainty and confusion regarding job roles.

Table 15: Showing how did you resolved the conflict

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Open Dialogue	4	13.3	13.3	13.3
	Conflict Resolution Training	8	26.7	26.7	40.0
	Feedback Mechanisms	5	16.7	16.7	56.7
	Inclusive Environment	6	20.0	20.0	76.7
	Conflict Resolution Policies	7	23.3	23.3	100.0
	Total	30	100.0	100.0	

Source (2024)

The table presents survey responses regarding how employees of Cameroon Postal Services (CAMPOST) in Bamenda resolved role conflicts. The respondents were given multiple options, and the frequencies are displayed in the table. Among the various strategies, Conflict Resolution Training emerged as the most frequently chosen method, with 26.7% of respondents opting for this approach. This suggests that a significant portion of employees believes in

the efficacy of specialized training programs to equip them with the skills needed to navigate and resolve role conflicts. Other notable strategies include Open Dialogue (13.3%), Feedback Mechanisms (16.7%), Inclusive Environment (20.0%), and Conflict Resolution Policies (23.3%).

Role ambiguity on employee performance

Table 16: Showing ambiguity on employee performance

	Strongly disagree		Disagree		Agree		Strongly agree	
	Count	Table N %	Count	Table N %	Count	Table N %	Count	Table N %
Role ambiguity is caused by lack of clarity, certainty and/or predictability an employee might have expected with regards to behavior in a job	4	13.3%	6	20.0%	11	36.7%	9	30.0%
Employees who work hard on what they think is an important project only to find it shelved or placed on the back burner	2	6.7%	3	10.0%	11	36.7%	14	46.7%
The irreconcilable demands on employees to providing good service while striving to reduce costs is a not affecting employees' performance	0	0.0%	3	10.0%	9	30.0%	18	60.0%
Ambiguous job description and/or uncertain organizational objectives often affect employees' performances	3	10.0%	4	13.3%	13	43.3%	10	33.3%
Competing and incompatible demands placed on an employee results in employee's ineffectiveness	2	6.7%	5	16.7%	5	16.7%	18	60.0%
Where role conflict and role ambiguity are high, high levels of burnout are also found on employees which affects employees' performances	1	3.3%	2	6.7%	13	43.3%	14	46.7%

Source (2024)

Employees expressed varying levels of agreement with the statement that role ambiguity is caused by a lack of clarity, certainty, and/or predictability in job behavior. 36.7% agreed, and 30.0% strongly agreed, indicating a substantial proportion of employees perceiving ambiguity in their roles. A significant number of respondents (36.7% agreed, and 46.7% strongly agreed) reported working hard on what they considered important projects, only to find them shelved or placed on the back burner.

Regarding the conflicting demands of providing good service while striving to reduce costs, 30.0% agreed, and 60.0% strongly agreed that this does not affect employees' performance. This indicates a perception among employees that they can navigate these demands without a negative impact on their performance.

The survey revealed that 43.3% strongly agreed, and 33.3% agreed that ambiguous job descriptions and uncertain organizational objectives often affect employee

performance. This highlights the importance of clarity in job expectations and organizational goals.

Respondents acknowledged that competing and incompatible demands placed on employees could result in ineffectiveness. 16.7% agreed, and 60.0% strongly agreed, emphasizing the potential negative impact of conflicting demands on employee performance.

The survey found that where role conflict and role ambiguity are high, a significant percentage of respondents (43.3% strongly agreed, and 46.7% agreed) reported high levels of burnout. This suggests a correlation between role ambiguity, role conflict, and employee burnout, ultimately affecting performance.

Analysis of Results of occupational stress on employee performance

Regression Analysis of occupational stress on employee performance

Table 17: Showing Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658 ^a	.432	.367	.382

a. Predictors: (Constant), Effects of Role ambiguity on employee performance of Cameroon Postal Services (CAMPOST) in Bamenda, Effect Role conflict on employee performance of Cameroon Postal Services (CAMPOST) in Bamenda, Effects of Workload on employee performance of Cameroon Postal Services (CAMPOST) in Bamenda

Source (2024)

The model summary table indicates that the regression model, including the predictors of the effects of role ambiguity, role conflict, and workload on employee performance at Cameroon Postal Services (CAMPOST) in Bamenda, demonstrates a moderate overall fit with an R-

square of .432, suggesting that approximately 43.2% of the variability in employee performance can be explained by these predictors, while the adjusted R-square accounts for the complexity of the model by considering the number of predictors.

Table 18: Showing ANOVA^{a+}

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	2.882	3	.961	6.600	.002 ^b
	Residual	3.785	26	.146		
	Total	6.667	29			

a. Dependent Variable: Employees performance

b. Predictors: (Constant), Effects of Role ambiguity on employee performance of Cameroon Postal Services (CAMPOST) in Bamenda, Effect Role conflict on employee performance of Cameroon Postal Services (CAMPOST) in Bamenda, Effects of Workload on employee performance of Cameroon Postal Services (CAMPOST) in Bamenda

Source (2024)

The table presents the results of an analysis of variance (ANOVA) for a regression model assessing the effects of Role Ambiguity, Role Conflict, and Workload on Employee Performance at Cameroon Postal Services (CAMPOST) in

Bamenda, indicating a significant overall model (F = 6.600, p = .002), with these predictors collectively explaining a notable portion of the variance in Employee Performance.

Table 19: Showing Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)					
	Effects of Workload on employee performance of Cameroon Postal Services (CAMPOST) in Bamenda	1.348	.721		1.870	.073
	Effect Role conflict on employee performance of Cameroon Postal Services (CAMPOST) in Bamenda	-.032	.051	-.103	-.629	.005
	Effects of Role ambiguity on employee performance of Cameroon Postal Services (CAMPOST) in Bamenda	.160	.038	.659	4.224	.000
		-.054	.033	-.261	-1.651	.001

a. Dependent Variable: Employees performance

Source (2024)

The table presents the coefficients for a regression model assessing the effects of workload, role conflict, and role ambiguity on employee performance at Cameroon Postal Services (CAMPOST) in Bamenda. The constant coefficient

of 1.348 with a t-value of 1.870 suggests a baseline impact on employee performance, although it does not reach statistical significance (p = 0.073).

The workload coefficient of -0.032, however, is statistically

significant ($p = 0.005$) with a negative relationship, indicating that an increase in workload is associated with a decrease in employee performance.

Notably, the coefficient for role conflict is 0.160, indicating a positive relationship, and it is statistically significant ($p = 0.000$), suggesting that higher levels of role conflict are linked to increased employee performance.

Conversely, the coefficient for role ambiguity is -0.054, indicating a negative relationship, and it is statistically significant ($p = 0.001$), highlighting that higher levels of role ambiguity are associated with decreased employee performance.

The multiple regression equation used to estimate the effect occupational stress on employee performance of Cameroon Postal Services (CAMPOST) in Bamenda is stated as follows:

$$(Y) = 1.348 + -.032X_1 + .160X_2 -.054X_3 \dots\dots\text{Equation 4.1}$$

Where

X_1 = Workload

X_2 = Role conflict

X_3 = Role ambiguity

Testing Null Hypotheses

The null hypotheses were based on B Coefficient and P Values. If B coefficient is not equal to zero ($B \neq 0$) and $p > 0.01$ then the null hypothesis is rejected (Uriel, 2013).

Workload (X_1)

H₀₁: Workload have no effect on employee performance of Cameroon Postal Services (CAMPOST) in Bamenda.

HA₁: Workload have effect on the employee performance of Cameroon Postal Services (CAMPOST) in Bamenda

B Coefficient results: ($B = -.032 \neq 0$; $p = .005 < 0.01$)

Verdict: The null hypothesis H₀₁ was rejected.

Results interpretation: HA₁: Workload have significant effect on the employee performance of Cameroon Postal Services (CAMPOST) in Bamenda

4.2.2 Role conflict (X_2)

H₀₂: Role conflict have no effect on the employee performance of Cameroon Postal Services (CAMPOST) in Bamenda

HA₂: Role conflict have effect on the employee performance of Cameroon Postal Services (CAMPOST) in Bamenda.

B Coefficients results: ($B = .160 \neq 0$; $p = .000 < 0.01$)

Verdict: The null hypothesis H₀₂ was rejected.

Results interpretation: HA₂: Role conflict have significant effect on employee performance of Cameroon Postal Services (CAMPOST) in Bamenda.

4.2.3 Role ambiguity (X_3)

H₀₃: Role ambiguity have no effect on the employee performance of Cameroon Postal Services (CAMPOST) in

Bamenda

HA₃: Role ambiguity have effect on the employee performance of Cameroon Postal Services (CAMPOST) in Bamenda.

B Coefficients results: ($B = -.054 \neq 0$; $p = .001 < 0.01$)

Verdict: The null hypothesis H₀₃ was rejected.

Results interpretation: HA₃: Role ambiguity have significant effect on employee performance of Cameroon Postal Services (CAMPOST) in Bamenda

Summary of the findings

The survey revealed notable instances of role ambiguity at Cameroon Postal Services (CAMPOST) in Bamenda, with a substantial proportion of employees (36.7% to 60.0%) expressing agreement or strong agreement regarding challenges such as lack of clarity in job behavior, shelving of important projects, conflicting demands, and the correlation between role conflict, role ambiguity, and burnout.

The survey at Cameroon Postal Services (CAMPOST) in Bamenda revealed that 66.7% of employees face role conflict, with 40% emphasizing understanding perspectives as their preferred conflict resolution approach, while 60% identified communication issues as the primary Source of conflict, underscoring the significance of targeted interventions and training programs to address these challenges effectively.

The survey findings at Cameroon Postal Services (CAMPOST) in Bamenda highlight substantial concerns, with 36.7% to 60.0% of employees expressing agreement or strong agreement regarding issues of role ambiguity, including the lack of clarity in job behavior, shelving of important projects, conflicting demands, and the correlation between role ambiguity, role conflict, and employee burnout.

Conclusion

In conclusion, The findings indicate that an increase in workload is associated with a decrease in performance, emphasizing the need for workload management strategies. Conversely, the positive relationship between role conflict and employee performance suggests that addressing and managing role conflicts may have a positive impact on overall performance. However, the negative relationship between role ambiguity and performance underscores the importance of enhancing clarity in job expectations and organizational objectives. Overall, these results highlight the nuanced interplay of workload, role conflict, and role ambiguity in shaping employee performance, providing valuable guidance for targeted interventions to optimize work conditions and enhance productivity at CAMPOST in Bamenda.

Recommendations

To enhance employee performance at Cameroon Postal Services (CAMPOST) in Bamenda, it is recommended to address role ambiguity by implementing clear communication strategies, providing transparent job expectations, and fostering a supportive work environment. To mitigate role conflict and enhance employee

performance at Cameroon Postal Services (CAMPOST) in Bamenda, it is recommended to implement communication improvement initiatives, offer conflict resolution training programs, and foster an inclusive environment that encourages understanding and constructive dialogue. To address the identified role ambiguity issues at Cameroon Postal Services (CAMPOST) in Bamenda, it is recommended to implement clear communication strategies, provide transparent job expectations, and establish interventions that mitigate the potential negative impact on employee performance, satisfaction, and well-being.

Suggestions for further study

Further study go on to evaluate the effectiveness of specific stress management interventions and strategies implemented within the organization.

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