JOB STRESS AND EMPLOYEE PERFORMANCE

ORIAKHI HAPPY
PDG/BUS/250094

DEPARTMENT OF BUSINESS ADMINISTRATION
BENSON IDAHOSA UNIVERSITY
BENIN CITY, EDO STATE,
NIGERIA

MARCH, 2026

JOB STRESS AND EMPLOYEE PERFORMANCE

ORIAKHI HAPPY
PDG/BUS/250094

BEING A DISSERTATION WRITTEN IN THE DEPARTMENT OF BUSINESS ADMINISTRATION, FACULTY OF SOCIAL AND MANAGEMENT SCIENCES AND SUMMITED TO THE SCHOOL OF POSTGRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF POST GRADUATE DIPLOMA (PGD) IN BUSINESS ADMINISTRATION OF BENSON IDAHOSA UNIVERSITY, BENIN CITY, EDO STATE, NIGERIA

MARCH, 2026

DECLARATION

I, Oriakhi Happydo hereby declare that this dissertation is entirely my own work and composition. The work in this dissertation has not been submitted in candidature for any degree and is not concurrently been submitted for any other degree. All references made to work of other persons have been duly acknowledged.

_____ _____

ORIAKHI HAPPY **DATE**
PGD/BUS/250094

CERTIFICATION

This is to certify that this project work was carried out by **Oriakhi Happy** with matriculation number **PGD/BUS/250094** and confirmed to be adequate in scope and value for the award of Post-Graduate Diploma (PGD) in Business Administration of Benson Idahosa University, Benin-City, Edo State, Nigeria.

_____

Dr. Sylvester A. Ofobruku
Project Supervisor

_____
Date

_____

Dr. Sylvester A. Ofobruku
Head, Department of Business Administration
Benson Idahosa University, Benin City.

_____
Date

DEDICATION

This work is dedicated to Almighty God for giving me the strength to complete this work and making it a success may is name be praise for every.

ACKNOWLEDGEMENTS

I want to express my thanks to God Almighty for the successful completion of my post-graduate studies degree.

My sincere gratitude to my project supervisors, Dr. Sylvester A. Ofobruku**,** for his patience and great support and for the quality directives during the course of this study.

I want to appreciate my Head of the Department, Dr. Sylvester A. Ofobruku**,** and other lecturers who have invested their time and effort to lead, guide and educate me, Prof. John, Prof. Odia, Dr. Sam Adedoyin, Dr. Godspower Oyor, Dr. Chinedu Ojji, Mr. Pascal Nwokike, Mrs. Praise Kaiser, Mr. A. Igbenedion and Mr. Shadrach Ruwan. I am truly imparted and grateful to them all.

My appreciate goes to my family who have always supported me at every point in my life, I love all of you. To my husband Mr. David Edosa. Thank you so much for your support.

TABLE OF CONTENTS

Cover Page		i
Title page		ii
Declaration		iii
Certification		iv
Dedication		v
Acknowledgements		vi
Table of Contents		vii
Abstract		x
CHAPTER ONE: INTRODUCTION		
1.1	Background to the Study	1
1.2	Statement of the Problem	3
1.3	Research Questions	4
1.4	Objectives of the Study	5
1.5	Research Hypotheses	5
1.6	Significance of the study	5
1.7	Scope of the study	7
1.8	Limitations of the study	8
CHAPTER TWO: LITERATURE REVIEW		
2.1	Introduction	11
2.2	Conceptual Review	11
2.2.1	Job stress	12
2.2.1.1	Workload	15
2.2.1.2	Role Ambiguity	17

2.2.1.3 Role Conflict 20

2.2.2 Employee Performance 22

2.3 Theoretical Review 25

2.3.1 Job Demand-Control (JDC) Theory 28

2.3.2 Person-Environment (P-E) Fit Theory 29

2.3.3 Conservation of Resources (COR) Theory 31

2.3.4 Effort-Reward Imbalance (ERI) Theory 33

2.3.5 Expectancy Theory of Motivation 35

2.3.6 Goal-Setting Theory 38

2.3.7 Theory X and Y 41

2.4 Empirical Review 43

2.4.1 Workload and Employee Performance 46

2.4.2 Role Ambiguity and Employee Performance 49

2.4.3 Role Conflict and Employee Performance 51

2.5 Gap in Literature 54

CHAPTER THREE: METHODOLOGY

3.1 Introduction 56

3.2 Research Design 56

3.3 Population of the Study 57

3.4 Sample Size and Sampling Technique 58

3.5 Data Collection and Research Instrument 58

3.6 Reliability and Validity of Research Instrument 59

3.7 Method of Data Analysis 60

CHAPTER FOUR: DATA PRESENTATION, ANALYSES, AND INTERPRETATIONS

4.1	Introduction	62
4.2	Data Presentation	62
4.3	Description of respondents' demographic characteristics	63
4.4	Description of the Research Variable	64
4.5	Relationship between Job Stress and Employee Performance.	67
4.6	Test of Hypotheses	68
4.7	Discussion of Findings	71

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1	Introduction	73
5.2	Summary of Findings	73
5.3	Conclusion	74
5.4	Recommendations	75
5.5	Suggestions for Further Studies	77
References		79
Appendix A		**83**
Appendix B: **OUTPUT ANALYSIS**		**87**

LIST OF TABLES

Table 3.1:	Reliability Test for Constructs	60
Table 4.1	Response Rate	62
Table 4.2	Demographic Characteristics	63
Table 4.3:	Frequency, Percentage, and Mean for Research Items	65
Table 4.4:	Correlation Matrix	67
Table 4.5:	Model Summary	69
Table 4.6:	ANOVA Table	69
Table 4.7:	Multiple Regression Analysis Summary	70

ABSTRACT

This study surveyed effect of work stress on employee performance at the Coca-Cola Company in Benin City, focusing on key aspects of work stress including workload, role ambiguity, and role conflict. The study was underpinned by the Job Demand-Control (JDC) Theory, Person-Environment Fit Theory, and Conservation of Resources (COR) Theory, and these three together have provided an avenue to examine the effects of job stressors on the performance of individuals in high-demand organizational settings. The research design was quantitative in nature, and data was collected in a structured questionnaire that was administered on the total population/sample size of 150 employees. The data collected was analyzed through descriptive statistics, Pearson correlation, and multiple regression. Findings showed that workload, role ambiguity, and role conflict negatively and significantly affect employee performance. Correlation analysis revealed a significant negative association between the dimensions of job stress and employee performance; regression findings substantiated that these stressors explained a significant portion of the variance in employee performance. In light of these findings, it is recommended that Coca-Cola and similar organizations in the manufacturing sector adopt proactive approaches to manage employee workload, clarify job roles, and reduce conflicting role demands. Activities may include regular role clarification meetings, employee assistance programs, and stress management training. The study concludes that by addressing the root causes of job stress, it is possible to improve employee efficiency, satisfaction, and productivity at the organizational level. Recommendations for future research include investigations into potential moderators or mediators such as psychological resilience or organizational support, as well as comparative studies across different regions or industries.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Coping with constantly changing demands of competitive organizations in various industries in the 21st century has rendered conditions for job stress an utmost organizational and psychological concern worldwide. With manufacturing and beverage companies like Coca-Cola, great pressure is exerted to achieve production targets, satisfy customers, and compete in the market. As the challenges increase, workloads become heavier, roles become blurred, and job expectations become conflicting, leading to job stress and, in turn, a negative effect on the performance of employees (Wang et al., 2020).

Job stress is a general term employed to characterize the negative physical and emotional responses that occur when work demand does not match the capabilities, resources, or needs of the worker (World Health Organization, 2021). Added workload, stringent deadlines, technological interruptions, and complex job roles (Sonnentag & Fritz, 2020) have created a situation in which employees in the FMCG industry suffer increasing levels of stress in the modern working world. Coca-Cola is not spared these challenges as the foremost market player in the Nigerian beverage sector. Employees constantly work overtime to meet very high production quotas while maintaining product quality standards, all stressors.

Research suggests that job stress, if not dealt with, will bring down the employee's efficiency, increase absenteeism, and induce burnout, which ultimately decreases productivity at the organizational level (Alvarez et al., 2021; Demerouti et al., 2020). Stress arising from excessive workload has been evidenced to impede cognitive functioning, lessening creativity, and restricting

an employee from forming sound reasoned choices (Chen et al., 2020). Role ambiguity in which an employee has no clarity about what is expected of him results in frustration and helplessness, which again hinders performance(Yin et al., 2021). Role conflict comes into play when an individual is faced with two conflicting demands regarding his job, which leads to emotional exhaustion, anxiety, and reduced job satisfaction (Ahmed et al., 2020).

In Nigeria, the effects of job stress are felt strongly because macroeconomic instability, job insecurities, inflation, and high unemployment rates force workers to stick to their jobs with stress because of fear of losing livelihood (Obi et al., 2022). Within the Coca-Cola Company in Benin City, anecdotal evidence and preliminary organizational reports indicate that employees often report feeling that the workload is overbearing and that they are either unclear on task responsibilities or torn between conflicting directives, all warning signs for job stress. These factors inevitably compromise their ability to achieve peak performance.

Furthermore, performance in an organizational context should encompass not only the level of production or achievement of standard requirements but also innovation, teamwork, dependability, and commitment (Kreitner & Kinicki, 2021). When employees face excess stress, their psychological and emotional ability to perform will decline, which translates into a bee sting on the bottom line of organizational effectiveness. Therein lies the importance of examining how the components of job stress, such as workload, role ambiguity, and role conflict, precisely affect employee performance.

Recent studies have underscored that preventative management of stress is needed both for enhancing performance and promoting well-being. For example, Park and Kim's (2021) research found thus a strong negative relationship between job stress and employee performance in Korean manufacturing firms, thus putting forward the idea that this challenge seems to be universal across

diverse settings. An investigation by Adeoye and Elegunde (2020) in Nigeria reiterated how stress-inducing environments compromise job satisfaction, discredit morale, and impair organizational citizenship behavior.

Nevertheless, there is an increasing gap in studies addressing contextually specific investigations into the performance effects of job stress in Nigerian FMCG firms, particularly within the Coca-Cola Company in Benin City. Most of the previous studies have addressed job stress in a broader sense or addressed other sectors such as banking or education, leaving gaps in knowledge about manufacturing and bottling organizations. Therefore, this study seeks to fill that gap by looking at how-the specific dimensions of job stress (workload, role ambiguity, and role conflict) affect employee performance in Coca-Cola Company in Benin City. The theoretical understanding of job stress will benefit from this as well as practically informing HR managers, policymakers, and organizational leaders on formulating effective strategies to ameliorate stress and enhance performance.

1.2 Statement of the Problem

Today, organizations know that employee well-being is a key goal to achieve optimal performance; indeed, job stress-the adverse physical and emotional responses that occur when job demands are not met with the capacity an individual has-is a major concern of individual productivity and organizational efficiency. Work-related stressors have become commonplace in Nigeria's manufacturing sector, as numerous studies have documented their negative effects on employee performance.

For instance, Longe (2017) provided evidence with regards to a set of strong workplace stressors among other factors such as a heavy workload, lack of clarity in one's role, and poor working conditions as found in a Nigerian manufacturing industry, all of which have negative effects on

employee performance. Similarly, Mgbemena (2022) found that work overload and low pay made manufacturing companies in Anambra State very unproductive. This illustrates that job stress is prevalent in many facets of manufacturing in Nigeria.

Several studies on job stress have been conducted in Nigeria's manufacturing sector. However, literature on its specific effect on employee performance in multinational companies in Benin City, such as Coca-Cola, remains sparse. Considering the stature of Coca-Cola and its contributions to the local economy, it is vital that we study very closely the unique stressors faced by its staff in this town. Organizational culture, management practices, and the unique socio-economic conditions of the area may all impact upon the relationship between stress and performance.

Although the work of Oginni et al. (2023) was among those that looked into job stress and employee mental health during an economic recession in Nigeria's oil and gas sector, very few studies with empirical backing exist on the beverage manufacturing sector in Benin City. This scarcity of contextually oriented research does not allow one to envisage a set of interventions targeted at alleviating job stress so as to boost employee performance in Coca-Cola operations in the area.

Thus, this study will help fill this gap by investigating the effect of job stress on employee performance in Coca-Cola Benin City. Along the way, stressors will be ascertained and examined for their impact on identified performance measures, and the outcome shall provide insight for organizational policy and employee welfare initiatives.

1.3 Research Questions

1. What is the effect of workload on employee performance at Coca-Cola, Benin City?
2. What is the effect of role ambiguity on employee performance at Coca-Cola, Benin City?

3. What is the effect of role conflict on employee performance at Coca-Cola, Benin City?

1.4 Objectives of the Study

The general objective of this study was to evaluate the effect of job stress on employee performance in Coca-Cola, Benin City. The specific objectives were;

1. to examine the effect of workload on employee performance at Coca-Cola, Benin City.
2. to evaluate the influence of role ambiguity on employee performance at Coca-Cola, Benin City.
3. to examine the effect of role conflict on employee performance at Coca-Cola, Benin City.

1.5 Research Hypotheses

H_1: Workload has no significant effect on employee performance at Coca-Cola, Benin City.

H_2: Role ambiguity has no significant effect on employee performance at Coca-Cola, Benin City.

H_3: Role conflict has no significant effect on employee performance at Coca-Cola, Benin City.

1.6 Significance of the study

It is important to recognize how job stress affects not only the success of an organization but also the well-being of employees. This study is valuable because it sheds more light on specific dimensions of job stress—workload, role ambiguity and role conflict—and how they affect employees' performance in the operations of Coca-Cola in Benin City, one of the major players in Nigeria's manufacturing industry. Focusing on this context fills the existing void in literature on job stress in multinational corporations operating in Nigeria, where very little empirical data has

been collected on stress-performance dynamics (Akinbode & Akinola, 2021). That type of local understanding will be best applied to focused intervention and strategical impact for heightened productivity while promoting healthier work places.

From a practical point of view, findings from this study will assist the management and human resource practitioners at Coca-Cola, Benin City, in identifying key stressors causing lowered employee effectiveness. Having increased job stress linked to the chance of reduced job satisfaction, absenteeism, and turnover intentions (Nguyen et al., 2022), identifying these stressors helps in developing stress management and employee support schemes tailored for employees. This is important because job stress is among the major contributors to loss of huge amounts of money associated with productivity loss and increased indirect medical costs throughout the globe (WHO, 2023). Such research will provide grounds for policies balancing organizational demand and employee potential to improve performance sustainably.

On a scholarly note, the narrative contributes to the already expansive literature on occupational health psychology as well as organizational behavior in Nigeria and the rest of Sub-Saharan Africa. Most existing research centers around Western contexts, but workplace stressors are defined differently by developing countries depending on cultural, economic, and institutional factors (Ojo & Oladipo, 2022). Through empirical investigation of dimensions of job stress tapping the experiences of Coca-Cola's local operations, this study significantly adds to contextually grounded knowledge, allowing it to serve as a foundation for further comparative studies. Future researchers will also find it useful within job stress and performance research involving similar industries and geographic settings.

Finally, this is a study with societal importance since improved employee productivity through good stress management translates to enhanced community productivity and economic growth.

Employees experiencing lower stress tend to be more engaged, creative, and satisfied with their jobs, thereby improving organization results and the quality of life for employees (James et al., 2024). The conditions extend beyond the workplace, reaching the broader dimensions of social welfare because manufacturing firms like Coca-Cola are important for job creation and economic development in Benin City.

1.7 Scope of the study

This study highlights the measured impact of job stress on employee performance within Coca-Cola's operational setting in Benin City. The study is limited to determining three basic dimensions of job stress-workload, role ambiguity, and role conflict-that are widely acknowledged in the literature as potent stressors affecting performance outcome at the workplace. These factors were chosen due to their relevance to the manufacturing industry, in that an employee is often under pressure to meet production targets, is faced with vaguely defined job expectations, and is put under stress by conflicting demands coming from different supervisors or departments.

The Coca-Cola employees of Benin City are considered for this study, and this pools workers from different functional departments such as production, logistics, sales, and administration. The fact that Coca-Cola is chosen purposely is due to it being a prominent, leading multinational company in Nigeria's manufacturing holding considerable employee numbers, a conducive environment for studying job-related stressors. Looking at its one location has enabled the research to limit its scope based on Coca-Cola, allowing such an in-depth study of organizational-specific stress factors and implications for performance.

Geographically, the study confines itself to Benin City, Edo State, Nigeria; thus, any findings may not be generalizable to any other branch of Coca-Cola elsewhere or to companies in other industries. Furthermore, the data the study will be relying on will be social science quantitative

data collected through structured questionnaires administered to the employees. Statistical analysis will then be carried out on the relationships between the identified stress dimensions and performance measurement indices; however, this will severely limit the qualitative range, such as emotional responses or coping strategies.

The study employs a temporal scope of job stress and performance data for the year 2025, hence giving present and pertinent findings apposite for the immediate post-COVID industrial recovery context. The study does not include an exploration of other possible mediating or moderating variables such as personality traits, coping strategies, or organizational culture, all of which could also affect the relations of job stress to performance. These were considered; however, they fall outside the borders of this defined scope to ensure the study's focus and can be carried out within the established time and resources. Time scope June 9th to July, 28th 2025.

1.8 Limitations of the study

As much as this research intends to generate useful insights into the effect of job stress on employee performance at Coca-Cola, Benin City, there are certain limitations that should be noted. These limitations, however, have been foreseen and proper instruments solely developed to lessen their possible detrimental impacts on the credibility and reliability of the findings.

First, the research is geographically confined to one branch of Coca-Cola in Benin City. Hence, generalizing result findings to other branches across Nigeria or different organizational types might prove quite difficult. To counter the effects of this limitation, the researcher will include a sample of participants drawn from a cross-section of departments and hierarchical levels within the branch to capture a wide range of perspectives and experiences. This enhances the internal validity of the study and offers a richer understanding of stress and performance dynamics within this particular setting.

The other limitation the study has is that it adopts a quantitative research design, which employs structured questionnaires that may not adequately bring out the subjective experiences and feelings associated with job stress. With a view to countering this limitation, the questionnaire is going to contain some open-ended questions for respondents to bring out insights that may not be captured in the structured items. Supplementary qualitative data that can enrich the interpretation of quantitative findings will be provided through this mixed-format approach.

Another limitation of this study is the cross-sectional design because it collects data for a single moment in time and does not enable causality to be established or account for changes in stress and performance over time. More robust would be a longitudinal study, but this is not possible due to time and resource constraints. To mitigate this limitation, the researcher would ensure that the questions are meaningful to what employees view as their situation for a relatively recent period over time (e.g., past 6 months), enhancing the relevance of their responses vis-à-vis the presently experienced job conditions.

This study will include workload, role ambiguity, and role conflict as stress dimensions beyond which it is not expected to cover any other impending stressors. These three stressors were selected since they are quite prevalent in the manufacturing industry and have strong empirical evidence backing them. However, to reduce this limitation, the researcher is going to put a section in the discussion chapter that acknowledges other stressors referred to by literature and recommends these for further research.

Finally, the dependence on self-reported questionnaires carries the danger of social desirability response bias. The researcher must, therefore, ensure anonymity and confidentiality by informing respondents that their answers are purely for academic purposes and will not affect their

employment status. Questionnaires will also be administered in a neutral, non-supervisory context to lower the perceived pressure and encourage honest responses.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This Chapter shows a thorough review of the literature associated with the study of how job stress affects employee performance. This is an attempt to view it theoretically and empirically to give

weightage for the research in an appropriate fictional grounding. It would begin with an introduction to some key concepts like job stress and employee performance- their definitions, dimensions, and relationships. It would also touch on theories relevant to the understanding of the effects of job stress on employees' behavior and outcomes. The chapter would also review previous investigations to skim through under-studied areas, methodological gaps, and major findings from similar studies in both the national and international contexts. This review would provide the foundation for testing the hypotheses and conceptual models of the study, and for guiding investigations into the influence of job stress conditions, namely workload, role ambiguity, and role conflict, on employee performance at Coca Cola, Benin City.

2.2 Conceptual Review

The conceptual review of this study seeks to provide an in-depth understanding of the key variables under investigation—job stress (specifically workload, role ambiguity, and role conflict) and employee performance. This section critically explores the conceptual underpinnings of each construct, drawing from existing scholarly definitions, dimensions, and interpretations. By clarifying these concepts, the review sets the foundation for building the theoretical framework and developing the appropriate research model. A clear conceptualization of these variables is essential in assessing their interrelationships, especially within the context of organizational settings such as Coca-Cola Company in Benin City, Nigeria. Furthermore, this review helps bridge the gap between theory and practice, contributing to a more informed and focused analysis of the study objectives.

2.2.1 Job stress

Job stress has become one of the foremost critical issues of most organizational studies in connection to its health, productivity, and performance repercussions on employees. Conceptually,

job stress refers to an adverse harmful physical and emotional response that takes place when the job demands do not match the capabilities, resources, or needs of the worker (NIOSH, 2021). It manifests when, after perception, individuals find that the demands there are on them based on their job and those demands go beyond what they can do (Leka, Jain & Cox, 2020). Unlike normal pressure, which at times can motivate people to do better, job stress often shows chronicity along with incapacity for performance, resulting in a plethora of psychological, behavioral, and physiological manifestations.

Job stress generally is conceptualized either dimensionally or within more specific ones-key dimensions include workload, role ambiguity, role conflict, job insecurity, lack of autonomy, and poor interpersonal relations. These stressors may arise from either the job content or the context of the work itself (Lazarus&Folkman, 1984; Bakker&Demerouti, 2017). A clear example is that of workload, which is defined as the extent to which the demands placed on an employee are excessive given the time available for tackling such workload. If one is not clear in different terms regarding what should be expected as an employee, then that confusion is understood as role ambiguity. The conflict arises when a competing demand or expectation is spelt out by different people within the organization (Khan et al., 1964; Zhang et. al., 2023).

On the contrary, contemporary research indicates that job stress is not just an isolated problem of the individual concerned but a systemic organizational problem. The highest levels of job stress occur when job demands are high and job control or decision latitudes are low, according to the Job Demand-Control (JDC) model as proposed by Karasek (1979). This model has received wide validation and extension in some recent studies in which scholars confirm that employee autonomy and participation increase in mitigating the effects of high job demands (De Jonge & Dormann, 2021).

Another powerful explanation is the Job Demands-Resources (JD-R) model, which classifies job characteristics into demands and resources. While job demands include high-pressure work hours and emotional demands that inevitably lead to stress and eventually burnout, job resources (the likes of supervisory support, feedback, and task variety) motivate staff and enhance well-being (Bakker & Demerouti, 2017). A study by Schaufeli and Taris (2022) went to underscore once again the relevance of the JD-R model, stating that the kind of occupational environments over which it was applicable indicated job stress as a general construct but that specific effects would differ within organizational support mechanisms.

The transactional theory of stress and coping which Lazarus and Folkman (1984) propound explains job stress and coping in psychological perspectives by considering how the individual cognitive appraisal evaluates possible stressors, namely their assessment and coping strategies. In other words, it states that the source of job stress does not come only from the external work environment but also includes individual perception and coping mechanisms. Recent exams have shown that employees having greater emotional intelligence are coping with job-induced stress effects and thus have better productivity than the rest (Yin et al., 2021).

The model of effort-reward imbalance (ERI) developed by Siegrist (1996) includes an approach to socio-psychology based on the assumption of the construction in which the demands of high efforts work are not compensated appropriately, either in salary, recognition, or opportunities for a career. Most recently, Tement and Korunka (2020) identified that there is a significant association between ERI and adverse health effects, including depression and cardiovascular risks.

In fact, job stress has always been correlated with adverse consequences such as decreased job satisfaction, lower productivity, absenteeism, and turnover intentions (Agyemang & Ofei, 2021; Ng et al., 2022). Organiziations with high stress environments tend to spend on high operational

costs due to health-related issues and employees' lack of attachment. Long-term stress exposure can also have the effect of burnout syndrome, which can be characterized by emotional exhaustion, a feeling of depersonalization, and a sense of diminished personal accomplishment (Maslach & Leiter, 2016; Bakker et al., 2022).

The mitigation of stress at the workplace, scholars, have proposed interventions at both organizational and individual levels. An organizational intervention includes job redesigning that provides more autonomy, excess workload reduction, transparent communication, counselling, and stress management programs (Jain & Giga, 2021). At the individual level, techniques like mindfulness, emotional regulation, and resilience training have been effective in stress management (Chiesa et al., 2020).

Now, the job stress issue has become worse with the coming of the COVID-19 pandemic mainly on sectors like health, education, and logistics. New stressors have also emerged because of remote work, insecure jobs, and digital overload, as explained by Kniffin et al. (2021). In turn, there has been a call for organizations that will take this new trend to adopt more flexible, human-centered modes of working towards employee wellness.

Job stress is a very complex phenomenon; it springs from job demands, organizational structure, and individual perception. As one of the parameters that influence employee health as well as efficiency in organizations, it calls for serious study. Given the evolving nature of work in the new digital age, researchers must continue investigating the adaptive frameworks for managing and alleviating work-related stress in the years to come.

2.2.1.1 Workload

Workload, being a multidimensional construct, has a significant impact on employee behavior, job satisfaction, and various performance outcomes in different organizational contexts. Workload, as generally understood, refers to the amount of work given to an employee within a certain timeframe, which can be described in terms of quantitative work (amount of work) and qualitative work (difficulty of work) (Tadić, Bakker & Oerlemans, 2022). Workload is one of the main forms of stress in work settings and is commonly connected with the demands of the job on the individual.

The Job Demand-Resources (JD-R) Model states that an excess workload becomes a job demand that draws away from employees' physical and psychological resources unless it is matched with adequate job resources, such as autonomy, social support, and feedback (Bakker & Demerouti, 2017). When job demands exceed the employees' coping abilities, excessive workload can lead to significant strain, pressures, and eventually burnout. Thus, high workload is associated with negative psychological and behavioral consequences such as low job satisfaction, high turnover intention, and poor performance (Schaufeli & Taris, 2014).

Quantitative workload refers to how many tasks or work activities need to be performed, while qualitative workload is more concerned with the complexity of these activities or cognitive demands associated with completing these tasks. Both types of workload can either independently or together cause stress and hinder performance for the employees (Karatepe, 2022). Employees overloaded with too many tasks can face role overload, defined as the situation when expectations from the job exceed an individual's ability or time to fulfill them (Ragu-Nathan et al., 2021). Yet, role overload has been found to increase job stress and diminish job engagement and creativity.

Studies further show that persistent exposure to high workload can cause motivational loss and a cycle of psychological fatigue that ultimately affects cognitive functioning and task delivery

(Zhang et al., 2020). Contrary to high workload levels, moderate workload level was found to be associated with the optimal levels of arousal, under which better performance is expected under certain conditions. This finding resonates with the Yerkes-Dodson Law that states performance increases with physiological or mental arousal but only up to a certain point (Teixeira et al., 2019). Thereafter, performance may decrease as increasing levels of stress and anxiety due to workload intervene.

Recent empirical studies have suggested that the effect of workload on performance is typically mediated through emotional exhaustion, job satisfaction, and work engagement (De Simone, 2020). Moreover, some relatively individualistic traits such as resilience, time management skills, and emotional intelligence can weaken or buffer the negative effect of high workload (Al-Hawari et al.; Bani-Melhem & Quratulain, 2023).

Workload discussions have intensified due to the COVID-19 pandemic, especially in remote working contexts. Many workers complained about blurred boundaries between work and personal life, leading to perceived workload increase and psychological strain (Wang et al., 2021). There arises the need for organizations to make provisions on workload management strategies such as task rotation, flexible scheduling, and resource support systems for improved employee health and performance outcomes.

From an organizational point of view, poorly managed workload results in enhanced absenteeism, problem morale, reduced productivity, and higher employee turnover rates (Gilboa et al., 2008). Therefore, they are highly encouraged to monitor and evaluate workload levels within the organization to prevent overwhelming employees and ensure alignment of roles with their competencies and available resources.

In conclusion, workload remains a significant construct in understanding employee performance and well-being. Though work-related issues create workload in almost all work situations, the organization must establish HR policies in tandem with supportive leaders and support systems that help mitigate the adverse effects of workload and promote a healthy and productive workforce.

2.2.1.2 Role Ambiguity

Role ambiguity pertains to the vagueness or confusion surrounding job duties, work performance expectations, and scope of authority in an organizational context (Khan et al., 2022). It becomes even more pronounced when employees do not understand what they are expected to do, how their roles are supposed to function, and how they will be evaluated regarding acceptable performance. Uncertainty may be due to poor communication, insufficient feedback given by supervisors, or vague job descriptions (Ilies, Huth, Ryan & Dimotakis, 2021). Role ambiguity is mainly considered one of the job stressors that show major paying attention to an employee's performance, satisfaction, and overall organization effectiveness.

The framework concept of role ambiguity rests on the theory of roles as it states that people have specific roles in social and organizational systems, and that clarity or ambiguity in those roles affects their behavior and the resultant outcomes (Katz & Kahn, 1978). Role ambiguity constitutes a uniquely separate construct; it is almost always found company with weighty conflicts and conflicting roles. It basically refers to the "uncertainty" that different employees may feel when trying to complete their work, understand who to directly report, recognize what decisions come under their authority, and figure out measurement indicators for their performance (Gözükara & Şimşek, 2019).

According to the JD-R model, role ambiguity can be regarded as a requirement for work effort by which, in turn, psychological implications evolve (Bakker & Demerouti, 2017). Subsequently, lack

of clarity regarding the roles an employee needs to perform will encourage him or her to invest increased mental and emotional energies in attempts to interpret expectations; this situation may result in stress, burnout, and a reduction in productivity. In that case, the role ambiguity is neither dependent on nor indicative of personal inadequacies; rather they are often symptomatic of systemic and managerial deficiencies.

There are many studies attesting to the negative effects of role ambiguity on job performance. According to Vassos et al. (2019), employees enduring high levels of role ambiguity are more likely to show lower levels of task performance due to confusion and conflicts in priorities. Similarly, Jamal (2020) finds that role ambiguity correlates significantly with less satisfaction, lower motivation, and poor decision-making skills. The reason for this is that ambiguity in roles creates psychological strain and therefore lowers their capacity to focus adequately on the key deliverables.

In addition, role ambiguity undermines employees' confidence and increases their error rates, especially in knowledge-intensive work, where clear instructions are essential (Leka et al., 2020). Employees unclear regarding their roles are less likely to take initiative or make decisions, fearing being reprimanded or blamed for failure. This state of paralysis often stifles innovative thinking and inhibits proactive behavior in the workplace (Chaudhry et al., 2021). Furthermore, stress arising from role ambiguity is largely cumulative; over time, it erodes commitment to the job and enhances turnover intentions.

While negative outcomes are regularly associated with role ambiguity, the degree of impact may be somewhat independent on some mediating and moderating factors. High emotional intelligence and psychological capital are reasonable buffers that may protect people from the deleterious

effects of role ambiguity on their stress and performance (Avey, Reichard, Luthans & Mhatre, 2011). Employees with better coping mechanisms may tolerate ambiguity better than others.

Also, leadership styles present another important moderator. Transformational and supportive leadership may diminish the damaging effects of role ambiguity by providing frequent communication, constructive feedback, and clarity of expectations (Afshan, 2022), whereas autocratic or laissez-faire methods aggravate ambiguity through poor engagement with subordinates.

Culture also matters. Cultures supporting open communication, learning, and flexibility can mitigate the negative impacts of ambiguity through promoting dialogue and shared understanding (Ogbonnaya & Messersmith, 2019). training and orientation programs, user-friendly operating procedures, and smooth performance management systems are readily available tools that ensure role clarity.

In a conceptual sense, role ambiguity operates as both antecedent and outcome in several organizational models. In the JD-R perspective, it is a demand causing strain and burnout unless counter-balanced with sufficient resources. Clarity of roles, from the standpoint of Herzberg's Two-Factor Theory, is one of the hygiene factors, the absence of which causes dissatisfaction (Herzberg, 1966). Additionally, according to the Conservation of Resources (COR) theory, ambiguity depletes valuable cognitive and emotional resources, resulting in burnout (Hobfoll et al., 2018).

In conclusion, role ambiguity is a severe stressor affecting performance, job satisfaction, and retention of employees. Its conceptualizations hinge on the uncertainty of job expectations, and its implications run cross-sectorially. Role ambiguity can thus be reduced through proactive managerial interventions, adequate communication, and means for an organizational culture to

thrive. Given these reasons, current human resource policies concerning role clarity should be given the utmost priority in the onboarding, supervision, and performance appraisal of employees, lest the ill effects of ambiguity hinder organizational performance.

2.2.1.3 Role Conflict

Role conflict is an important occupational stressor occurring when the employees are faced with incompatible demands about their job roles, thus inducing stress, ambiguity, and lower job satisfaction. It has been highly discussed in organizational psychology and human resource management due to its far-reaching effects on employee well-being and performance. The idea of role conflict was put forth by Kahn et al. (1964), who described the concept as the simultaneous occurrence of two or more sets of pressures such that compliance with one would make compliance with the other more difficult.

In the modern organizational context, role conflict may arise when contradicting expectations are given by supervisors, peers, or subordinates, or where job responsibilities are not clearly defined (Rizzo, House, & Lirtzman, 1970). In a case, an employee could be instructed to carry out a task in two ways by two different managers with resulting confusion and emotional distress. Such confusion leads to psychological strain, less organizational commitment, and greater intention to quit (Netemeyer et al., 2021).

Recently it has been shown in studies that role conflict is not merely a cognitive strain but also a huge contributor to emotional exhaustion and burnout (Zhang et al., 2020). Anxiety is created whenever the employee feels confused about which responsibilities should be prioritized or how to resolve contradictory expectations and this reduces their focus on performance. Apart from that, role conflict creates problems for employees' interpersonal relations because the stress associated

with conflicting roles may also creep into team dynamics thereby increasing tension in the workplace (Wang et al., 2021).

Role conflict affects decision-making and performance quality as well. [Rezaei et al., (2020)] report that employees under high levels of role conflict tend to avoid the conflict, or else try to comply with all conflicting demands to overcompensate, which leaves them prone to errors, inefficiency, and cognitive overload. Therefore, such ill effects become even more serious in the current high-stress environments of healthcare, finance, or customer service industries, where there has always existed a fine line separating the boundaries of these roles.

Role conflict is correlated with job satisfaction and commitment to the organization. Al-Ghazali (2022) argued that when employees are constantly exposed to conflicting job expectations, the dual impact of stress and rancor could lead them to assess the fairness of the structure within which they operate. Such an environment is conducive to absentism and increased levels of turnover, thus diminishing organizational effectiveness.

Scholars have emphasized the importance of role clarity, supportive supervision, and participative decision-making in minimizing the effects of role conflict (Folkman & Lazarus, 2020). Training and development programs that align employee responsibilities with organizational goals, together with communicating clearly and consistently about job roles, are key strategies for dealing with this stressor. Indeed, Ahmed et al. (2023) state that organizations promoting role clarity and feedback systems are paradoxically more resilient to the detrimental effects of role conflict on employee performance.

In conclusion, role conflict represents a major challenge in modern organizations, particularly in complex, matrix, or multi-supervisory structures. It nonetheless shapes the landscape of dramatic impacts upon employee behavior, mental health, and productivity, and thus, its importance cannot

be overstated. It is imperative for managers to take into account organizational structure, communication, and leadership practices that foster clarity of responsibilities and reduce ambiguity as a mechanism for enhancing employee performance and satisfaction.

2.2.2 Employee Performance

It suggests that employee performance is how effective and efficiently an individual performs assigned duties and responsibilities related to the job they hold within an organization. It is therefore a multi-dimensional construct that does include definitions on output but also quality, timeliness, and consistency concerning predefined objectives and standards (Sule et al., 2022). Employee performance is a major subject in organizational behavior, human resource management, and strategic management literature as it directly affects success in an organization, customer satisfaction, and overall productivity (Alshurideh et al., 2021).

Performance is usually classified into three areas of task performance, contextual performance, and adaptive performance. Task performance means the core substantive duties one associates with a particular job through producing goods or delivering services. Contextual performance, otherwise referred to as organizational citizenship behavior (OCB), means activities which contribute to the organizational environment such as helping coworkers or adhering to organizational norms. Adaptive performance is all about how well employees cope with change as well as with unexpected conditions (Pulakos et al., 2020). All those dimensions should be understood and measured since they are crucial to the managing and optimizing employee performance in dynamic work environments.

As indicative of Bakker and Demerouti (2018), employee performance is greatly reliant on Job Demands-Resources (JD-R) which brought the argument that performance would prevail best in high job resources settings (for instance autonomy, support or feedback) and manageable job

demands (for instance workload, role ambiguity). Unfortunately, stressors such as high workload, ambiguous roles, and toxic work cultures, especially when aggravated, cannot permit performance and can culminate in burnout and disengagement (Schaufeli, 2021).

Both types of motivation - internal and external - have a significant effect on the performance of employees. According to Deci and Ryan's Self-Determination Theory (2020), people who are intrinsically motivated will be the ones most likely to follow interest and indeed enjoyment in the work itself and therefore demonstrating high levels of creativity, productivity, and engagement. And to continue, the extrinsics such as salary, benefits, and recognition are predictors, without undermining their significance, especially when aligned to personal values and the aspirations one has in their careers (Gagné et al., 2021).

For instance, their theory expostulates how transformational leaders inspire and intellectually stimulate their followers, prove to increase their performance results through trust, higher morale, and the vision shared (Bass & Riggio, 2019). On the other hand, transactional leadership which involves reward and punishment also determines how people perform especially in structured routine environment (Nguyen et al., 2022).

It is not only forms of study and development programs so beneficial but also updates the productivity of employees by improving skills, reducing the error rate, and increasing productivity (Khan et al., 2021). The studies showed that continuous professional development not only builds confidence but also ensures that employees are updated on industry trends, thereby improving job efficiency and innovation (Owoyemi & Ekwoaba, 2020).

In recent years, employee well-being and psychological safety have ranked high among the predictors of performance. Employees feeling psychologically safe declaring an opinion or even making a mistake-without fear for retribution-feel they are more performant and engaging

themselves creatively into their work (Edmondson & Lei, 2019). This is the atmosphere that enables them to learn as a team, take risks, and improve continuously.

The new technology and digital tools have changed standards and definitions of performance within remote or hybrid workplace scenarios. The future of modern employee performance tied to technology proficient use, timely communications, and organizing virtual collaboration has become essence of the contemporary employee performance (Wang et al., 2021). The digital era also emphasizes performance analytics, providing immediate feedback and real-time-performance dashboards that influence behavior as well as outcome.

One's organizational culture and structure are very good influences on a performance. When employees work in a culture that opens lines of communication, welcomes inclusiveness, and empowers them, they tend to work optimally (Cameron and Quinn, 2021). In contrast, organizations have been known to erect unsupportive and rigid structures that eventually deter employees' innovative efforts toward achievement.

In the end, employee performance appraisal remains a widely contested issue. Various instruments used to assess it include performance appraisals, key performance indicators (KPIs), 360-degree feedback, and balanced scorecards. However, the objectivity, bias, and fairness of the results have come under fire and continue demanding different and more robust frameworks for meaningful assessments (Mone & London, 2018).

In summary, employee performance is closely linked to multiple reasons, such as individual, organizational, and contextual factors. Making any difference in performance would thus require a systemic approach that encompasses all motivating factors, leadership, training, well-being, and workplace culture, underscored with clear metrics and constructive feedback systems. As the

workplace continues to evolve mainly due to digital change and restructuring in a post-pandemic world, understanding the conundrum of employee performance becomes even more significant.

2.3 Theoretical Review

The theory of understanding how job stress can be responsible for the performance of employees should be so sound that it contextualizes the work stressors such as workloads, role ambiguity, and role conflict in relation to how they affect the outcomes within the organizational settings. Several theories have attempted to explain this connection and the most important of these are the Job Demand-Control (JDC) Model, Effort-Reward Imbalance (ERI) Model, Transactional Model of Stress and Coping, Conservation of Resources (COR) Theory, and Role Theory.

Probably one of the most used frameworks in research about occupational stress is the Job Demand-Control (JDC) model, created by Karasek (1979). It states that job stress manifests itself in high demands of role for the employees but not having enough control or autonomy in dealing with those demands. This part of the theory states that stress would not only be harmful but serious when job demands are heightened but decision latitude (control) is low. Workload within this study does directly align with the components of the "demand" part of the JDC model since employees having too many tasks to do within an unrealistic deadline are going to be experiencing more strain and this might lower their performance (Karasek & Theorell, 1990). Demands and controls are correlated to balanced employee well-being and productivity levels.

Another popularly known theory is the Effort-Reward Imbalance (ERI) Model of Siegrist (1996), which states that there is an imbalance of effort put by the employee to perform and the rewards granted in return; thus, stress is found. This explains the negative effects of role conflict and workload when an employee feels that the overall effort put in exceeds returns from their work, be it compensation, recognition, or opportunity for advancement. In this way, employees in the

context of this study may find themselves in a situation that provides them with conflicting job expectations or excessive work without reward, stress interfering with their ability to perform effectively (Siegrist et al., 2004). It is particularly the role of explaining psychosocial stress at work and its adverse outcomes, such as decreased work performance and organizational withdrawal.

Lazarus and Folkman's Transactional Model of Stress and Coping (1984) would also be of great use in analyzing job stress. This theory states that stress is not merely a stimulus or a response; it defines stress as a dynamic process that arises from the interaction of an individual and his/her environment. The model further suggests that people appraise the stressors or demands on them (such as workload, role ambiguity, and role conflict) before evaluating their capacity to deal with them. Stress is caused when the demand exceeds what employees perceive their coping abilities to be and results in negative psychological and performance consequences. This lens, which is theoretical, is particularly useful for understanding why individuals react differently to job stressors and thus emphasizes how each individual's perception of stress can explain differences in performance given the same stressing condition (Lazarus & Folkman, 1987).

This theory advanced by Hobfoll (1989) is justified by stating that individuals have certain needs, which include obtaining, retaining, and protecting their resources in terms of time, energy, and emotional stability. Generally, stress occurs as a result of the threat of losing one's resources or actual loss of resources, and also not gaining resources after investment. Originally, within this context, the work consumes resources, while both role ambiguity and role conflict are undefined/contradictory resource demands. When these stressors draw away the personal resources of employees, performance is likely to suffer during the attempt to distract or conserve those precious capacities (Hobfoll, 2001). This particular framework emphasizes the cumulative

nature in which stressors act upon performance, particularly when they are lost or not being made good.

Another theoretical framework that may help in understanding how role ambiguity and role conflict independently lead to stress and decline in performance is that of Role Theory (Kahn et al., 1964). Role ambiguity consists in not having adequate information about duties, responsibilities, or expectations because they lack meaning (and thus lead to uncertainty and, in turn, low performance). Role conflict relates to incompatible demands from different senders into this role or even in the same role, which brings confusion and psychological tension into being (Rizzo, House, & Lirtzman, 1970). Both constructs disrupt goal-directed behavior, increase cognitive overload, and diminish the motivation to perform effectively: many Role Theory-based empirical studies have confirmed that ambiguity and conflict are important stressors associated with reduced job satisfaction, formal commitment, and performance outcomes (Jackson and Schuler, 1985; Eatough et al., 2011).

Collectively, these theories offer a holistic understanding of how job stress-in most instances through workloads, role ambiguity, and role conflict-affects performance among employees. However, variations exist among models: while both the JDC and ERI models emphasize a structural imbalance on demands or resources, the Transactional Model and COR incorporate a psychological dimension that considers individual appraisal and resource dynamics. Meanwhile, Role Theory does allow understanding of how a taxonomic and focused understanding of particular role-based stressors came to be attached to impaired functioning in the workplace. The integration of these theoretical perspectives will better assist the understanding of the complexity in the relationship between job stress and employee performance to better manage top-down organizational strategies and approaches that support it.

2.3.1 Job Demand-Control (JDC) Theory

Originally proposed by Karasek (1979), the Job Demand-Control (JDC) Theory is one of the most popular models used to explain occupational stress. The theory proposes that work stress results from the interplay between the job's psychological demands and the level of control (also called decision latitude) the employee has over his or her work. The model states that high job demands (such as workload, time pressure, or role conflict) in combination with low job control (limited autonomy, low influence over tasks, or lack of decision-making power) triggers high levels of psychological strain and ultimately poor job performance (Karasek, 1979; Bakker & Demerouti, 2017).

The JDC model continues to find application today in explaining stress-related consequences within fast-paced and demanding work settings, for example, the manufacturing and beverage production environments of Coca-Cola. Nevertheless, the existence of empirical research with considerable support for the JDC model shows that workers under high demands/low-control situations experience elevated risks for anxiety, burnout, and poor performance (Van der Doef & Maes, 2020). Equally, Häusser et al. (2020) have shown that employees facing high psychological demand and low autonomy are more prone to chronic stress and work-related exhaustion affecting their work performance.

Another important spin-off from the JDC model is the Job Demand-Control-Support (JDCS) model, integrating social support as a buffer to stress. Emphasis is given to the moderating influence of colleagues' and supervisors' support to counteract the effects of high demands and low control on health (Johnson & Hall, 1988; De Jonge & Dormann, 2022). Such an application of the JDCS model provides relevant insight into how supportive working conditions may mitigate the

impact of stressors on performance in Coca-Cola Benin City's working atmosphere, where teamwork and supervisory relationships significantly shape daily activities.

Further, the JDC model is gaining acceptance among an increasing number of scholars who are studying employee well-being and organizational efficiency. Current-day authors proclaim that, besides being a theoretical paradigm in stress research, the model provides a practical avenue to job redesign and organizational intervention (Brough et al., 2021). For instance, theories that suggest interventions to enhance employees' decision-making power or bring down excessive workloads have been shown to effect positive change in organizational mental health and performance.

To sum up, this theory strongholds on how structural aspects of work operate, leading to stress and performance outcomes in an organization. It suits well considering those work environments with high job demands and low control—a condition common with many manufacturing firms, Coca-Cola included. Moreover, this theory has very critical consideration in the balance between demand and control-important in understanding the impact of stress at the workplace on employee performance and better management of such consequences.

2.3.2 Person-Environment (P-E) Fit Theory

Person-environment fit theory is essential in elucidating how job stress translates into performance among employees in relation to congruence between individuals and their job environment. According to this theory, stress is indicated when the personal need characteristics- abilities, values, needs, and preferences of an individual- mismatch the job demands with respect to values and rewards provided by the job or organization (Caplan, 1987; Kristof-Brown et al., 2005). Such misfits increase the chances of stress, dissatisfaction, and lowered productivity for the employee.

Various dimensions of P-E fit include person-job fit, person-organization fit, person-group fit, and person-supervisor fit (Edwards, 2008). Job stress is particularly determined by person-job fit, which indicates the extent to which a person possesses knowledge, skills, and abilities fitting with job requirements. Upon the mismatch, employees are found to suffer from psychological wearing like role ambiguity or role conflict, which subsequently disturb their chances of achieving said performance expectations (Peng & Mao, 2015; Wang et al., 2020).

The fruitfulness of the theory of P-E Fit in modern organizations such as Coca-Cola in Benin City can be seen in how job stress manifests itself in a rapid, production-driven environment. For example, a worker might perceive the volume of work assigned to him as higher than what he or she can handle; he also does not perceive support for poorly defined or ambiguous roles or conflicting roles, so that there is a chronic job stress and less performance (Zhang et al., 2021). Such disengagement can rely on contradictions between value integers of the employee and the culture of the organization, such as lack of recognition or poor communication that initiate departure from work.

Such findings have emerged from studies done recently on aligning employee attributes and job demands to enhance outcomes. For instance, Su et al. (2021) investigated the relevance of person-job fit as an important moderating variable in the relation between job stress and job satisfaction. Indeed, better-fitting jobs were figured to undergo lesser stress creation but improving work engagement. Less often do employees define their jobs as stressful, even if such duties are demanding because they feel they "belong" and share similar goals with the workplace (Kristof-Brown & Billsberry, 2013).

The P-E Fit Theory also has some practical implications for human resource practices. Organizations could reduce job stress by designing their recruitment and training programs in a

way that improves alignment between employee skills and the role for which they are hired. Customized onboarding, including realistic previews of the job, can also improve person-environment fit and reduce misfit stressors (Cable & DeRue, 2002). For Coke's operations, alignment is paramount in maintaining productivity among its workforce and reducing attrition due to job stress.

In short, the Person-Environment Fit Theory offers a comprehensive lens with which to study how mismatches between employees and their environments exert influence upon job stressors and performance-related outcomes. Stressful situations arise when misfits emerge due to not-so-good P-E fit between personal and organizational characteristics; hence, P-E fit theory fosters a development that emphasizes strategic HRM practices in mitigating stressors thus aiding more effective organizations.

2.3.3 Conservation of Resources (COR) Theory

An exhaustive approach taken by the Conservation of Resources (COR) Theory, i.e. by Hobfoll (1989), consists of resource loss and gain, but gives an overall approach for understanding of stress, particularly job stress. According to this theory, one seeks to gain, maintain, and guard valuable resources within which time, energy, social support, and self-esteem fall: loss, damage, or not gaining enough after investment will produce stress (Hobfoll, 1989; Hobfoll et al., 2018). This illustrates how depletion concerning key personal and job-related resources combinedly affects employee stress and impaired performance.

This theory also amplifies that chronic job demands such as high workload, role conflict, or ambiguity work on their impact on an employee in efforts toward draining the physical and psychological resources and subsequently cause job strain and lower effectiveness (Halbesleben et al., 2014). For instance, Coca-Cola's production facilities in Benin City are fast-paced and

demanding environments whereby being subjected to such stressors for a long time without proper resource replenishment results in burnout, decreased motivation as well as lowered performance (Ten Brummelhuis & Bakker, 2012; Halbesleben & Bowler, 2019).

One key contribution made by the COR theory is that they emphasize resource caravans and loss spirals, which will set off an initial loss, causing catastrophic effects to follow that will mean depletion and an increase of stress (Hobfoll et al., 2018). Resource gains-in this instance, supportive supervision, positive feedback, or job autonomy-can create resilience against and buffer against the consequences of stress (Westman et al., 2020). Together, the loss and gain approaches are in turn consistent with the empirical evidence that stress management interventions on the basis of resource restoration lead to better well-being and performance of employees (Halbesleben & Wheeler, 2015).

Some recent developments include that COR theory has been extended by recent research in its cross-occupational contexts and cultures, thus confirming that COR theory is, indeed, very robust in explaining job stress and performance outcomes worldwide (Li et al., 2021; Hobfoll & Shirom, 2020). Of interest to study further are those within manufacturing and fast-moving consumer goods sectors, which provide and show the much greater importance of resource availability to reduce performance declines related to stress (Zhang et al., 2022). Furthermore, the integrative perspective of COR theory endorses organization-specific strategies for optimal enhancement of resources-such as workload redistribution, role clarity, and social support-so that employee productivity continues at optimum levels while turnover incidences remain reduced.

2.3.4 Effort-Reward Imbalance (ERI) Theory

Johannes Siegrist developed the Effort-Reward Imbalance (ERI) Theory in the 1990s, providing a strong socio-psychological approach for investigating how job stress arises from the imbalance

between the efforts employees invest in their job and the rewards they obtain in return (Siegrist, 1996). Other theories of job stress focus more on job characteristics or environmental conditions; in contrast, the ERI model emphasizes the reciprocal nature of social exchange in the workplace. According to the theory, the lack of reciprocity-generated emotional distress and physiological strain-on the part of the worker when the effort is not reciprocated with rewards ample in terms of salary, esteem, opportunity for career advancement, or job security.

This imbalance is especially harmful when hard efforts are put forth for long periods and are rewarded poorly with an even greater psychological burnout and stress (Van Vegchel et al., 2005). The ERI model has three basic components: effort, reward, and overcommitment. Effort means the amount of mental and physical energy devoted to work by an employee. Rewards include all the tangible and intangible returns such as financial compensation, social recognition, and opportunities for career advancement. Overcommitment, which is a personality trait of ERI model, is defined as people who are highly driven and committed to their jobs, often at the expense of their well-being.

In sectors under extreme pressure like manufacturing and fast-moving consumer goods (FMCG) companies like Coca-Cola, the ERI model is most applicable. Where employees devote tremendous energy into working under constant pressure of tight deadlines and inflexible production schedules without proper acknowledgment or promotion, chronic stress is more often than not their experience (Kuria, 2020). This situation could be best illustrated in developing countries, where economic downturns and insecurity in the labor market further diminish the perceived value of rewards accrued

against efforts in the workplace (Olateju & Oyekunle, 2021). The theory propounds that such an imbalance reduces motivation and commitment, but grossly undermines job performance through physical fatigue, emotional exhaustion, and distraction.

Recent empirical studies have confirmed the applicability of the ERI model in elucidating job stress-related outcomes. For example, Ndukwe and Uzoechina (2022) found that manufacturing employees in Nigeria experiencing effort-reward imbalance were significantly less likely to report high morale, job satisfaction, and productivity. In a similar vein, Awang and Ahmat (2021) showed that high ERI was significantly linked to emotional exhaustion and disengagement in settings of high demand. These findings fit well with Siegrist's idea that stress originating from non-reciprocal work relationships diminishes organizational commitment and stymies effective performance.

The ERI theory has been linked with psychosomatic problems and cardiovascular health. Non-reciprocal exchanges over extended periods are linked with increasing the risk of depression, hypertension, and sleep disorders (Li et al., 2020). The health effects these disorders have may indirectly bear down on job performance by making employees less available, reducing their attention span, and hindering interpersonal relations in the workplace. Consequently, the application of ERI in studies on stress-related phenomena in organizations allows for a broader understanding of how the intermingling of psychological, economic, and social variables can affect employee overall well-being and output.

The practical implications of ERI theory can be gauged far and wide. Organizations can use it to develop better employee assistance programs, reward systems, and leadership training to recognize effort and ensure a balanced exchange. In its true sense, wherever the theory is applied, it would help organizations design interventions that go beyond individual coping strategies and instead

create structural changes aimed at fairness, motivation, and long-term organizational accomplishment (Rydstedt et al., 2019).

The Effort-Reward Imbalance theory is, therefore, an important framework for addressing job-related stressors, including its etiology and manifestations, particularly in performance-driven contexts such as Coca-Cola in Benin City. It simulates an operative relationship between the employer and employee, thereby providing diagnostic and remedial avenues for ameliorating job satisfaction and organizational productivity. The ERI model, therefore, stands to complement investigations into job stress and employee performance so that the psychosocial dynamics of workplace stress can be placed under some scrutiny and constructive input into human resource strategic interventions may follow.

2.3.5 Expectancy Theory of Motivation

The Expectancy Theory of Motivation has been established by Victor Vroom in the year 1964 and speaks about possible cognitive reasons as to why individuals may take a particular decision concerning behavior and responses in the workplace. The foundations of this theory are in the core belief that people are rational beings who take actions purposefully on the basis of the outcome expected for the action. It consists of three prime components: expectancy, instrumentality, and valence, which come together to determine the level of motivation of an individual (Vroom, 1964; Lunenburg, 2011).

Expectancy refers to the belief whether increased efforts will lead to increased performance. This arrangement of variables includes the resources available, role clarity, past experiences, and self-confidence. For example, an employee who believes that doubling their efforts will, indeed, lead him to increase productivity will be more motivated than one who believes that barriers, such as lack of tools or unclear job responsibilities, will keep him at his current productivity level (Isaac,

Zerbe & Pitt, 2001). With this in mind, an organization must ensure that employees receive the proper tools and training necessary to do their roles if expectancy is to be created.

The belief is that high performance will yield desired outcomes or rewards. This element speaks about how the rewards are perceived with respect to performance. If the worker believes his excellent performance will lead to more rewards such as promotion, bonuses, prizes, or career growth, then he will have motivation to perform (Van Eerde & Thierry, 1996). On the contrary, when an end-performance gap exists, like when promotions are solely limited to years of service rather than merit, the motivation to perform will fall under instrumentality. For this reason, performance assessment systems must be transparent and consistent for instrumentality to flourish.

Valence relates to the worth an individual puts on the anticipated award. It is a subjective evaluation of how attractive or important the outcome is to that person. One employee could really value a reward highly, while it would mean very little to another. For example, flexible working hours might be fantastic for an employed parent but of lesser importance to a recent graduate, whose key interest is salary. This suggests that individual employee preferences should be understood and rewards matched accordingly by the manage. (Redmond, 2016). One employee may be motivated only when valence is positive and significant - that is when the rewards truly matter to the employee.

Motivation, for example, is defined as a factor multiplied by the components; this is expressed in the following formula: Expectancy multiplied by instrumentality multiplied by valence. In simple terms, if any one of the three components is zero, overall motivation will also be zero. For example, "even if an employee categorically values the reward very highly (that is, high valence) and believes in the reward system (high instrumentality), he or she will be demotivated if the employee perceives that the effort will no longer improve performance (that is, low expectancy).

Expectancy theory has been applied and validated in a wide variety of organizational contexts. In that study on the hospitality sector, Chiang and Jang (2008) found that employees feel a higher motivation when they perceive that their efforts would be rewarded properly. Similarly, they reported by Greenberg and Baron (2008) in their findings on alignment of effort, performance, and reward to significantly boost job satisfaction and reduce turnover intention in corporates.

The practical implications of the theory run deep. It suggests to a manager that one should not only be interested in giving attractive rewards but also have the necessary perceptiveness by which employees interpret a clear and fair way of obtaining such rewards. This involves giving proper training, as in expectancy areas, transparency in reward systems as an improvement to instrumentality, and understanding what reward is most valued by employees as maximization of valence. Companies that ignore these elements will demotivate employees and compromise high performance outcomes (Lunenburg, 2011).

In conclusion, the Expectancy Theory of Motivation is a very sound theory for conceptualising how employees perceive their input in relation to performance outcomes and rewards. For instance, the emphasis on rationality in decision-making and the individuality in perception makes this theoretical framework an appropriate one for creating effective motivation and performance systems. Especially as relevant in the developing today's environment, where employee expectations and values are very diverse, aligning effort-performance-reward is ever so relevant and very important.

2.3.6 Goal-Setting Theory

Goal Setting Theory was first formulated by Edwin A Locke in the 1960s and has evolved to become one of the most potent and widely investigated theories that deal with organizational behavior and motivation. The main premise of the theory is that specific, challenging goals that

are accepted by employees and supplemented with proper feedback lead to better performance than easy, vague, or even non-specific goals (Locke & Latham, 2002). According to this theory, goal setting is not merely giving someone a number of tasks to accomplish; instead, it is mental work by which an individual incorporates those goals, evaluates his capabilities, and aligns actions to achieve a stated goal. Over the years, the theory has evolved to include a much broader analysis of motivational dynamics, now also discussing goal commitment, self-efficacy, and task complexity as being very important.

One of the key strengths of Goal-Setting Theory is found in its empirical evidence. Several studies support the propositions of the theory in several organizational environments and educational institutions as well as in sports (Latham, 2016). Specific and difficult goals work better than easy and vague ones because they induce more effort, direct attention, and encourage persistence (according to Locke and Latham in 2019). The presence of goals enables people to define and engage in task-related strategies that lead to better productive efforts. For instance, for a work setting, when you assign a team with a clear and challenging goal such as increasing customer satisfaction ratings by 15% over six months, you will secure results that exceed those achieved with a general instruction: "do your best".

Another important aspect is goal commitment-the extent to which an individual is committed to achieving the goal. This takes precedence in goals that are difficult to achieve. It makes the individual to repeatedly strive for effort, continue for overcoming obstacles, and find better methods to accomplish their targets (Latham & Locke, 2007). Some of the factors that affect commitment to goals include perceived importance of the goal, self-efficacy, and participation in the goal-setting process. Studies have revealed that commitment is higher when employees

participate in their goal-setting or when goals are assigned backed by sound rationales (Tubbs, 2021).

Goal-Setting Theory combines well with other conceptual constructs, like self-efficacy and feedback systems. Bandura's (1997) work on self-efficacy supports goal-setting with respect to explaining how individual belief in their capabilities will influence the striving for goals and task performance. High self-efficacy can fuel commitment and lead individuals to adopt bolder goals. Feedback on the other hand, plays the role of offering the necessary information on the progress made, enabling one to improve efforts or strategies, and sustaining motivation. Feedback loops become a salient part of the goal-performance relationship (Locke & Latham, 2002).

Not only does it work for individual-level behavior, but also team-level and whole-organization behavior. Seijts and Latham (2012) demonstrate that assigning goals on a team basis serves the purpose of coordination of teamwork, shared accountability, and performance enhancement within the team. Goal setting at organization levels, department levels, and enterprise-wide can align employee behavior with strategic objectives and thus improve cohesion and effectiveness across functions. In that regard, multiple goal-setting brings along the possibility of goal conflict, where even the most carefully planned, implemented, and monitored goals can cause frustration and lowered performance instead of motivating employees toward better standards of performance.

Some weaknesses have been pinned on Goal-Setting Theory. Some critics insinuate that an overemphasis on goal accomplishment can foster unethical behaviors such as misreporting, corner cutting, and even sabotaging colleagues; this is especially true where rewards are tied to performance outcomes (Ordóñez et al., 2009). Further, extremely difficult goals may demotivate employees when viewed as unrealistic. Still, this perception is greatly enhanced when the employer fails to provide adequate resources or support systems for employees to achieve their goals. This

means that goal-setting would require some degree of deliberation regarding task complexity, resource availability, and employee capability.

Within this study context—on psychological empowerment and employee satisfaction with regard to the mediating role of organizational culture—Goal-Setting Theory is most appropriate. Psychological empowerment fosters intrinsic motivation of employees and autonomy, which are two important determinants of goal attainment. Empowered employees are encouraged to selfishly pursue their own performance goals, develop an attachment to organizational objectives, and be inclined to engage in proactive behavior, particularly under cultures that support participation, trust, and innovation. Also, the goal-setting process can become the mechanism through which empowerment gets translated into satisfaction—empowerment allows employees to see what outcomes can be derived from their efforts, alongside recognition and feedback, all associated with satisfaction and engagement (Latham, 2016).

To summarize, Goal-Setting Theory provides an overview of the highly relevant constructs of specific and challenging yet attainable goals and their effects on individual and organizational performance. It also emphasizes the importance of commitment, feedback, and self-regulation mechanisms, hence forming an adequate base for designing motivating strategies in contemporary organizations. Because this study investigates How Psychological Empowerment and Organizational Culture Interact to Affect Employee Satisfaction, Goal-Setting Theory explains how empowered employees supported by a conducive culture apply goal setting as a self-leadership tool to satisfaction and performance outcomes.

2.3.7 Theory X and Y

Theory X and Theory Y were created by Douglas McGregor (1960) and constitute the fundamental assumptions in organizational behavior about human nature and motivation in the workplace.

These theories provide very different views of the worker and can have implications for management style, employee performance, leadership strategies, and organizational culture. According to Theory X, the view is rather pessimistic in nature. Employees are viewed as lazy, having little ambition, and being threatened or coerced in order to work. Theory Y proposes that employees are, under favorable working conditions, self-motivators, responsible, and can be creative and productive (McGregor, 1960; Clegg, Kornberger, & Pitsis, 2019).

Managers adhering to Theory X will hold the belief that employees, avoiding work whenever possible, are inherently resistant to responsibility and require supervision and control in their performances. Consequently, the Style prefers an authoritarian style focusing on controls, rule-making, and downward authority (Ganta, 2014). Such working environments tend to kill innovation and morale. Kaufman (2020) argued that organizations that overly adopt Theory X assumptions tend to suffer high turnover and low levels of employee engagement, especially in knowledge industries where success critically depends on autonomy and innovation.

In contrast, Theory Y suggests that work is, by nature, people's activity, and in the direction of some goals, they are largely capable of exercising self-direction and self-control. This theory resonates with some modern ideas such as empowerment, intrinsic motivation, and participative management. It states that work becomes almost as natural as play or recreation when the conditions are favorable, and that people will take responsibility and even seek it actively (Pattanayak, 2020). Theory Y has strong implications for recent organizational paradigms such as agile organization, servant leadership, and employee-centric HR practices.

Theory Y is more in alignment with the practices adopted by these innovative organizations in today's fast-paced and knowledge-centric work environment. Research conducted by Deci and Ryan (2020) holds that autonomy and self-determination are the pillars for sustaining motivation

and performance at the workplace. Theory Y complements this by promoting empowerment of employees, decentralization of authority, and open means of communication.

More recent empirical studies also validate the applicability of Theory X and Y in present-day settings. For instance, Ogunyemi et al. (2021) revealed that Theory Y-oriented leadership correlates significantly with job satisfaction, innovation, and employee engagement across varied sectors. On the contrary, Theory X management was positively correlated with stress, demotivation, lack of morale, and resistance to change. Another study by Choudhary and Puranik (2022) demonstrated that Theory Y leaders build a culture of psychological safety that is paramount for collective learning and adaptive performance.

Nevertheless, McGregor never went on record saying that one theory applies in all contexts. He argued for a distinction whereby managers reflect on their assumptions concerning human behaviour and then query whether their assumptions are relevant to the context in which they operate. Hybrid models, which blend elements of both theories in a context-dependent manner, are being increasingly employed, for instance, in high-risk activities such as aviation or chemical processing, where certain Theory X aspects (e.g., stringent compliance and oversight) may actually be of value for safety, but elsewhere Theory Y concepts will be embraced for team synergy and innovation.

In conclusion, Theory X and Theory Y constitute crucial elements in understanding philosophical foundations of managerial behavior. While the contemporary organization is gradually moving toward Theory Y perceptions seeking to leverage employee inventiveness, autonomy, and engagement, an integration of both must still be observed based on contextual factors, employee characteristics, and organization goals. As workplace contexts continue to evolve with the digital transformation and generational shifts, the understanding provided by McGregor's Theory X and

Y will remain relevant in influencing effective leadership and human resources strategies (McGregor, 1960; Clegg et al., 2019; Kaufman, 2020).

2.4 Empirical Review

Empirical research on the relationship between job stress and employee performance have consistently highlighted how job stress undermines productivity within organizations and damage its other dimensions of effectiveness. Research by Zhang et al (2023) in the manufacturing sector of Nigeria has indicated that employees are unable to perform tasks and report increased absenteeism due to the pressure of heavy workload and role ambiguity in the job stress environment. This is supported by Okeke and Eze (2022), where role conflicts and excessive job demands were found to have negative impacts on job satisfaction and motivation among workers in the fast-moving consumer goods (FMCG) industry, which includes companies such as Coca-Cola.

Further, the dimensions of job stress of workload, role ambiguity, and role conflict have been widely researched as important predictors of employee burnout and performance decline. For instance, Adeyemi and Akinyele (2021) have reported that excessive workload leads to emotional exhaustion and cognitive fatigue, which eventually bring down concentration and efficiency during production duties. Their research was conducted on employees in manufacturing plants in Nigeria, and they found a clear link between perceived workload and deteriorating quality of output. Similarly, research by Ojo and Musa (2023) on role ambiguity among factory workers indicated that unclear job expectations raise uncertainty and anxiety levels and negatively impact performance levels.

Again, it has been shown that role conflict - another form of job stress - has a negative relationship with performance. According to Eze and Okafor (2022), such conflicts arising out of demands

from superiors and organizational policies cause psychological pressures that lead to withdrawal and increased turnover intentions of employees in the sector dealing directly with customers such as with fast-moving consumer goods companies. A survey involving over 300 employees in beverage companies in Lagos found that increasing role conflict corresponds negatively to in-role performance and extra-role performance. This is consistent with the work of Amadi et al. (2024), who found that role conflict mediates the relationship between job stress in an organizational context and decreased organization citizenship behaviors which are crucial for the maintenance of team cohesion and service quality.

Beyond the negative effects, there are some moderating and mediating factors, as indicated by some empirical studies about how these factors affect the relationship between job stress and performance. Of these, social support obtained from superiors and co-workers proved to be an important asset in addressing the negative effects of job stress. For instance, Nwankwo et al. (2023) revealed that the perceived social support serves as a buffer between the effect of role ambiguity and job stress among workers in the Nigerian bottling industry. Employees indicated as having higher levels of support were more likely to have sound psychological well-being while still yielding high performance despite high job demand. Afolabi and Oladele (2022) further explored the effects of employee resilience which acted as an intervention in reducing the negative effects of workload-induced stress.

Thus, the very limited but emerging literature on Coca-Cola operations indicates the same patterns of stress-performance relationships. Olutayo and Ibe (2023) surveyed Coca-Cola employees in Nigeria on their job stress and found that workload, conflicting roles, and erratic communication lines jointly tended to elevate stress levels, which consequently affected customer service quality and productivity metrics. Their outcome results revealed an imperative issue for organizations as

a reflection of intervention reducing job stress and promoting employee welfare in sustaining the competitiveness of an organization.

Moreover, cross-cultural studies provide further insights into how job stress affects employee performance differently across cultures. For instance, the research by Johnson et al. (2022) has compared FMCG workers in Nigeria and Ghana. The study concluded that workload was a common demotivating stressor, yet culturally different coping strategies accounted for the extent to which stress negatively impacted performance. Nigerian workers relied more on peer support, while Ghanaian employees on formal organizational support mechanisms. Thus, the development of these findings highlights the need for cultural context tailoring resilience programs-in this instance, stress management programs-and organizational context to maximize effectiveness.

In short, the view that empirical evidence highly supports is the presence of job stress, under its burdens used to define it under its dimensions of workload, role ambiguity, and role conflict, as detrimental to employee performance in different sectors, including FMCG and manufacturing. All studies clearly and succinctly link the harmful effects of these stressors to productivity, job satisfaction, and organizational commitment. At the same time, they tend to underscore the very social support, resilience, and organizational interventions that may contribute to a lessening of such effects. This fact justifies the presented strong case for the study of job stress and employee performance, especially when taken into consideration with respect to Coca-Cola's high-pressure environment at Benin City.

2.4.1 Workload and Employee Performance

The role of workloads has been studied extensively in connection with employee performance. Workload, as defined above, denotes the task to be executed by or which an employee is supposed to undertake within a given time frame. Many empirical studies have demonstrated both the

deleterious and motivation effects of workload on employee outcomes depending on the contextual situation in which it happens, magnitude, and individual capacity.

High workload has been empirically shown to have negative effects on employee performance. Ahmad et al. (2021) report that high workload levels significantly correlate with low job performance, burnout, and job satisfaction of employees in the banking sector. The employees subjected to continuous heavy load of work usually succumbed to cognitive overload, which in turn resulted in errors and low quality of work, leading to absenteeism. Similarly, the study by Oludayo et al. (2020) in Nigeria's service organizations found a negative correlation between very high workload, task performance, and employee morale, as over-stressed employees often lack the psychological and physical resources necessary for performing their work well.

Other empirical studies suggest that low or moderate levels of workload may augment employee performance through the promotion of goal orientation and urgency. Khan et al. (2022) found employees with moderate workloads in the manufacturing sector in Pakistan to be more productive and manage their time and processes more effectively. Keeping some pressure under control aids in concentrating on and prioritizing important tasks, the authors argue. They emphasized, however, that anything above a specified limit and it becomes negative.

The relationship between workload and performance is also influenced by individual and organizational factors, which are examined in other studies. Abu Bakar et al. (2021), for example, showed that organizational support and job autonomy can significantly moderate the impact of workload on employee performance downwards in the healthcare industry. In other words, when employees have greater decision-making freedom and receive adequate resources from their organizations, they are more able to resist high workloads. In another study, Obiora and Iwuoha (2020) showed that employee emotional intelligence played a big role in reducing stress arising

from workload. Employees with higher emotional intelligence could manage their emotions better so that they are not affected by stress and can still perform.

Some of the recent studies have put a lot of focus on the aftermath of prolonged employee workload with regards to employee well-being and organizational performance. In a longitudinal study by Zhang et al. (2023), the researchers claimed that employees who suffer chronic workload pressures for two years suffer severe job burnout, meaning they have high turnover intention and low organizational commitment. Survey data indicated more than 500 employees from varied sectors in China, pointing to the strategic need for sustainable workload management as a full-fledged arm of human resource management.

In addition, maximum hours of work are empirically applied in connecting the physical and mental health outcomes that affect performance. Higher physical ailments such as headaches and fatigue, as well as anxiety and depression for mental health problems, were frequent complaints of the employees under high workload in Nigeria's telecom sector, as reported by Musa and Ndubisi (2022). Inability to concentrate due to these problems brought down their performance. Controlled Resource (COR) theory correlates to this situation, stating that pressure above due limits exhausts personal resources, and any resultant loss of resources results in loss of performance (Hobfoll et al., 2018).

The downside to this divide nevertheless some more extensive research into the interaction of workload with other job dimensions. Workload, role ambiguity, and low supervisory support jointly worsen performance, according to a study in Ghana's public service sector by Osei-Bonsu et al. (2020). Where, however, role clarity and supportive leadership were ensured, such workload had minimal impacts, an indication of the significance of contextual moderating variables.

The constructs of gender and age have emerged as other relevant parameters looked at in empirical studies on workload effects. In a recent study by Eze et al. (2021), it was found that female employees were more susceptible to experiencing work-related stress, given additional household responsibilities, especially in dual-career families. Similarly, younger workers emerged as being more adaptable to high workloads as compared to older workers, who reported faster fatigue and performance decline under workload pressure.

Within an educational context, workload among academic staff has been seen to significantly affect teaching efficiency and research productivity. According to a study by Agyemang and Boateng (2023) involving university lecturers in Ghana, workload in excess of what was reasonable for administrative and teaching duties affected research outputs and student engagement, suggesting that equal balance of workload among varied academic obligations must be considered in order to enable the academic's optimum performance.

Finally, interventions to alleviate the impact of load have been subject to empirical testing. Kundu and Gahlawat (2021) tested the effectiveness of training methods in time management and reported significant increases in employee performance among the trained employees in Indian IT firms. Their findings espoused the argument that workload effects can be effectively managed through organizational interventions and skill development.

2.4.2 Role Ambiguity and Employee Performance

Role ambiguity has long been recognized to stress, with a negative effect on employee performance in the work environment. They have shown almost uniformly that employees who are not sure of their work responsibilities, expectations, and limitations put their abilities to perform at risk with subsequent levels of reduced productivity, job dissatisfaction, and even burnout.

Tewal et al. (2020) showed that role ambiguity decreases job performance due to increased psychological strain and job disengagement. In a public sector research setting, the authors claimed that workers with ambiguous role descriptions are less seen to be able to meet performance expectations and more likely to be demotivated. With ambiguous roles, there is less decision-making confidence and more avoidance of responsibility, which together reduce overall output.

In another study conducted by Akanni and Ndubisi (2021), role ambiguity was found to negatively impact health-care professionals in Nigeria. The study established that role ambiguity greatly accounted for low job performance and increased error in performance under stressful conditions typical of the hospital. Lack of clarity on matters such as instructions, job descriptions being vague, subject to overlaps, had adverse negative effects thus reducing efficiency and introducing conflict among the members of the staff, which in turn, increased stress and reduced organizational effectiveness.

In the banking sector, Yusuf and Musa (2022) have confirmed a difficult scenario for the performance of employees by role ambiguity and setting of employee goals. Reportedly, role ambiguity prevented employees from having clarity concerning their targets and measures of accountability, and this confusion directly impacted the achievement of consistent performances. The authors concluded that the most appropriate specification and timing of job descriptions boosts individual output and aids in minimizing communication problems amongst team members.

Role ambiguity has been widely studied in relation to emotional exhaustion and turnover intention. For example, Li and Wang (2021) reported among Chinese SMEs in the study that workers facing unclear roles were likely to experience emotional exhaustion, which sharply lowered their performance level. The paper provided confirmation of the role stress theory since the

psychological strain from role ambiguity was expected by it to lead to lowering of performance outcomes.

Otieno and Owino (2023) further examined role ambiguity and productivity among telecommunication companies in Kenya and found a strong negative correlation. They pointed out that the absence of clearly defined performance metrics and inconsistent communication from supervisors fosters an environment of confusion that diminishes employee proactivity. It was confirmed that role clarity had a positive contribution to decision-making, creativity, and successful task completion.

An interesting view emanates from the study carried out by Saravanan and Mahmood in 2020, which correlated role ambiguity with lower levels of organizational citizenship behavior (OCB). Employees would be less willing to do more than the formal role duties due to ambiguity in the role, resulting in a decline in collaborative and discretionary efforts otherwise characterized as enhancing organizational performance.

Interestingly, a cross-cultural comparison study by Hernández & Brutus (2021) between Canada and Mexico showed that, even if the negative effects of role ambiguity on performance were universal, contextual factors moderated how intense the effect would be. In high uncertainty avoidance cultures such as Mexico, role ambiguity is more detrimental for employee engagement and output compared to lower uncertainty avoidance cultures such as Canada.

Recent empirical works by Ahmed et al. (2023) have introduced a mediating framework where job satisfaction mediates the relationship between role ambiguity and employee performance. Their findings suggested that when role ambiguity increases, job satisfaction decreases and this, in turn, has a negative impact on the employee's performance. This lends credence to the importance of fostering job satisfaction as a buffer for the negative impact of unclear roles.

In their research on IT professionals, Ekanem and Bassey (2022) concluded that remote working worsened the issue of role ambiguity because it reduced the face-to-face supervisor and less structured communication. According to their findings, digital teams with high role clarity outperform those with ambiguous roles, thereby indicating the need for robust communication channels and digital job design strategies to mitigate role confusion.

Finally, the study on government employees in South Korea by Kim and Park (2020) found that role ambiguity affected performance in both the short term and long term. Continuing exposure to ambiguous roles over a longer period thus resulted in chronic stress and cognitive withdrawal, in the end causing diminished performance by the individual and the team.

2.4.3 Role Conflict and Employee Performance

Role conflict is very well established in both organization behavior and human resource management because this affects a lot of aspects like employee performance, well-being, and job satisfaction. Research findings have continuously described adverse effects of role conflict on employee productivity and an organization's overall effectiveness.

Role conflict is when employees receive conflicting demands from different sources-specifically, supervisors, colleagues, and organizational policies-together resulting in psychological confusion and stress (Rizzo et al., 1970; Kahn et al., 1964). Uncertain by what to do, employees become unable to perform their tasks well. High levels of role conflict would severely impair one's task performance as a result of diverting attention, increasing emotional exhaustion, and lowering motivation (Ilies, Huth, Ryan, and Dimotakis, 2020).

Evidence from various organizational contexts is in support of this view. Role conflict was observed to be inversely related to job performance among hospital nurses in Taiwan (Wu, Lee,

and Tsai, 2020). Psychological strain was the mediating factor. In the same vein, Badu (2020) found in a study of healthcare workers in Ghana that higher levels of role conflict led to lower work efficiency and had increased rate of burnout. This means that by reducing role conflict, one improves employee outcomes.

Johnson, Machuca, and Edwards (2019) studied more than 500 manufacturing employees in the United States using a quantitative approach. They discovered that role conflict accounted for over 40% of the variance in self-reported performance metrics. The authors concluded that ambiguity and conflict in roles considerably reduce focus and ability to make decisions, particularly in time-critical environments.

Likewise, Lambert, Qureshi, Frank, Keena, and Hogan's (2020) research on correctional officers across many correctional facilities in the U.S. indicated that role conflict increased job stress and decreased job performance. While added, job satisfaction acts as a partial mediator. Hence, role conflict has direct effects on performance but indirect impacts through reduced morale and satisfaction.

And cross-national evidence has corroborated these conclusions. In a study by Li, Wang, Gao, and You in the technology sector of China (2021), it was shown that role conflict was the major obstacle to innovative performance. Employees who constantly get conflicting instructions and competing deadlines did not supposed to involve in creative duties; instead, they were more likely to make mistakes, thereby reducing organizational competitiveness.

And with the onset of COVID-19, it aggravated the situation of role conflict whereby a lot of employees had to work from home and be caregivers at the same time along with expectations not well communicated by remote teams. According to Spurk, Straub, and Hirschi (2021), this resulted

in a situation where employees working remotely recorded high levels of role conflict arising from concurrent public and private activities that made work outcomes poorer.

In public administration, for example, Mensah and Tawiah (2022) showed that role conflict has an adverse effect on both performance and ethical behavior regarding public servants in Ghana. The study suggested that clearer job descriptions and conflict-resolving mechanisms could reduce the negative impacts of role conflict. Similarly, Okoye and Ezejiofor (2021) found that, among the banking institutions in Nigeria, the very phenomenon of role conflict translated into increased turnover intentions and lower effectiveness in customer service delivery, revealing an urgent case for HR intervention in role alignment and communication.

Given the recent scrutiny of moderating and mediating factors that might attenuate or accentuate the effects of role conflict, for instance, Kim and Beehr (2022) showed that high supervisory support and organizational justice practices moderated the negative effect of role conflict on employee performance, inferring that organizational culture and leadership play critical roles in either mitigating or enhancing the outcome of role ambiguity and conflict.

To briefly conclude, numerous industries and countries present strong evidence in favor of the assertion that role conflict negatively affects employee performance. It produces psychosocial strain, dilutes clarity, and reduces motivation, all of which interfere with productivity. Therefore, organizations should actively work on diminishing conflicting role expectations, which can be achieved through supporting their employees and establishing realistic job designs (Ilies et al., 2020; Lambert et al., 2020; Kim & Beehr, 2022).

2.5 Gap in Literature

Yet, several gaps exist, especially in the Nigerian case and FMCG, especially Coca-Cola operations in Benin City, in which the rising body of literature has studied the relationship between job stress and employee performance in various industries. Although Zhang et al. (2023) and Okeke and Eze (2022) adequately documented the negative influences of workload, role ambiguity, and role conflict on employee performance, most of these studies were conducted in the manufacturing-or service-oriented industries in general, rather than by focusing particularly on the bottling and beverage sector, which has its unique operational challenges and stressors that are high production demand and customer service pressure; one of which may vary the very dynamics associated with job stress (Olutayo & Ibe, 2023).

There is also a lack of empirical studies that would take a comprehensive view of how simultaneously the first three dimensions of job stress: workload, role ambiguity, and role conflict interact so as to influence employee performance in Coca-Cola's Benin City operations. Most of the old studies have made the stressors in isolation actually without asserted consideration of their combined effects or relative importance to performance outcomes (Adeyemi & Akinyele, 2021; Eze & Okafor, 2022). In addition, while social support as a buffer against job stress has been established by Nwankwo et al. (2023), contextual organizational factors or coping mechanisms on the Coca-Cola work environment that could weaken this relationship have hardly been explored.

For that matter, while stressing on quantitative measures of stress and performance, previous researchers have failed to capture the stress experiences of employees in more refined ways, or by mixed methods and qualitative insight that are likely to elucidate job stress's underlying causes and personal interpretations (Amadi et al., 2024). This is important in order to tailor the human

resource interventions in Coca-Cola's workforce since working stress in terms of this particular Nigerian context is convoluted and culture-specific.

Lastly, majority of the research work in this domain has been dominated by those conducted in larger urban centers such as Lagos or Abuja; with little emphasis on Benin City, a rapidly rising commercial center that has a peculiar socio-economic and organizational dynamic that might uniquely shape the job stress-performance relationship (Johnson et al., 2022). Addressing these gaps is, hence, necessary for the implementation of evidenced-based strategies for bettering employee wellbeing and productivity in Coca-Colas Benin City, which would also contribute to the advancement of both academic knowledge and practical organizational innovations.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter will present a methodological framework designed for the purpose of studying the effect of job stress on the performance of employees at Coca-Cola, Benin City. Thus, the study offers a comprehensive description of research design, population, sampling techniques, data collection methods, and analytical tools all directed toward achieving research objectives. The methodology is structured to ensure reliability, validity, and generalizability of findings regarding the research questions and hypotheses identified. In addition, the chapter explains ethical considerations in conducting this study that seeks to protect the rights of participants while upholding the integrity of the research process.

3.2 Research Design

A case study on a quantitative research design using a correlational survey method to find the effect of job stress on employee performance at Coca-Cola, Benin City. This design was chosen as it allows data to be collected, analyzed systematically, and within a natural organizational context in its large scope respondents. The survey method-descriptive specifically used in this study as it lets the researcher describe, explain, and interpret among the three main dimensions of job stress: workload, role ambiguity, and role conflict- the relationship of these dimensions' impact on employee performance.

It was provided a cross-sectional survey to the study. It was collected data at a single point in time, which is efficient enough to indicate trends and correlations among variables without manipulating the research environment. A structured questionnaire was the main instrument of data collection,

providing standardization and comparability of responses. This design also allows for inference using inferential statistics tools such as regression and correlation analysis, which are suitable in testing the proposed hypotheses and understanding the strength of relationships and their direction among variables.

In general terms, it gives a clear and objective pathway to a quantitative descriptive research design in studying job stress with performance outcomes among employees of Coca-Cola in Benin City. It further enables generalizing the results to other similar contexts within the sector of fast-moving consumer goods (FMCG) in Nigeria.

3.3 Population of the Study

This population for the study consists of all the employees of Coca-Cola Bottling Company, Benin City, which also includes production, sales, logistics, administration, and customer services departments. The company is part of a fast-moving consumer goods (FMCG) sector, a high-demand, strict timelines, and dynamic environment making job stress a concern that touches many employees. As such, population suitable for the assessment of the effects of job stress to employee performance. The company has an estimated total workforce of 138 employees in the plant at Benin City, representing a manageable and clearly defined target population for the study. The diverse job roles included in the population make it possible for the study to capture different experiences of job stress and performance outcomes at various levels in the organization.

This group of people who fell into the study consists of all workers in the Coca-Cola Bottling Company, Benin City. These include all departments such as production, sales, logistics, administration, and customer services. The fast-moving consumer goods (FMCG) company is high in demand with tight deadlines and dynamic workplace environments that have contributed to making job stress a relevant scope of concern among employees. Therefore, the population is

considered appropriate for the assessment of the effects of job stress on employee performance. According to the company, the total number of workers at the Benin City plant is 138 employees, and it thus represents a manageable and clearly defined target population for the study purposes. Inclusion of various job roles among the population makes the study to capture different experiences of job stress and performance outcomes at various levels in the organization.

3.4 Sample Size and Sampling Technique

Owing to the use of a census sampling method, the researcher has in fact chosen to include the entire population of interest in the sample. Approximately 138 employees work for Coca-Cola Bottling Company in Benin City, and hence, all employees were taken to be appropriate and feasible for study rather than just a sample. Such a scheme rules out sampling bias and thereby immensely enhances the reliability and generalizability of the results within the organization. With all employees participating from production, sales, logistics, administration, and supporting units, a comprehensive understanding of job stress and employee performance from varying viewpoints has been ensured. This further guarantees the credibility of the statistical analyses, as the information on views and experiences of the employees will come from the entire employee population without any constraints that might arise from sample estimation.

3.5 Data Collection and Research Instrument

On the basis of the structured questionnaire, data for the present study were primarily collected. Given its nature, it is an appropriate instrument to conduct quantitative study and to gather all required data from each respondent consistently and objectively. The questionnaire itself is organized into three main sections that collect demographic information on age, gender, job role, and department, as well as years of experience. The second section investigated the three main dimensions of job stress: workload, role ambiguity, and role conflict, by using items adapted from

validated scales; for example, the job stress scale developed by Rizzo, House, and Lirtzman (1970) and modified to suit the context of the present study. The third section measures employee performance via items adapted from the Employee Performance Scale developed by Koopmans et al. (2014), which measures task performance and contextual performance.

A 5-point Likert scale, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5), will be used throughout the questionnaire to determine the extent of respondents' agreement with each statement. This scale allows easy response and can quantify attitudes and perceptions. An instrument will be run as a pilot study to check for clarity and reliability and for the internal consistency of constructs expressed in terms of Cronbach's alpha.

In-person data collection will take place at the Coca-Cola facility with management's approval. The questionnaires will be self-administered but monitored by the researcher to assist respondents when necessary and to ensure high response rates. This guarantees data collection within a specified period with minimum interruption to the work environment and increases the quality and completeness of responses obtained.

3.6 Reliability and Validity of Research Instrument

Nonetheless, reliability and validity ensure that the instrument has the appropriate credibility or trustworthiness for the findings. Reliability pertains to the actual consistency of the instrument over time for what it intends to measure. The use of Cronbach's alpha coefficient would constitute the assessment of reliability in the study-the coefficient that evaluates the internal consistency of items in the questionnaire. Professional set research usually accepts Cronbach alpha equal to or above 0.70 (Taber, 2018). Thus, a pilot study will be done on a selected few employees in organizations with similar characteristics. After this, necessary changes based on the feedback given to improve the clarity and coherence was occur.

On the other hand, validity shows that the instrument represents precisely what it is intended to measure the constructs being investigated. Academic experts and HR professionals was consulted to verify content validity, validate that the items of the questionnaire are related to the constructs of job stress (workload, role ambiguity, and role conflict), and include employee performance. Therefore, it validates that even more subtle constructs are covered fully (Mohajan, 2017). Moreover, the construct validity will be checked through applying existing, standardized and modified instruments applied in this study. For example, Rizzo et al. (1970)'s Job Stress Scale and Koopmans et al. (2014)'s Employee Performance Scale have been extensively examined in this aspect.

By holding both statistical reliability tests and expert validation, one can ensure that the research tool is both dependable and accurate, thereby enhancing the quality and rigor of the entire research process.

Table 3.1: Reliability Test for Constructs

Construct	Number of Items	Cronbach's Alpha
Workload	4	0.871
Role Ambiguity	4	0.884
Role Conflict	4	0.861
Employee Performance	5	0.897
Overall Scale	17	**0.890**

Source: Field Study (2025)

3.7 Method of Data Analysis

This study was analyze the data using quantitative statistical techniques and the Statistical Package for the Social Sciences (SPSS); version 26.0. SPSS is a suitable tool for research because it is a strong tool in handling large datasets, conducting a variety of statistical tests in producing reliable

outputs for research related to social science (George & Mallery, 2019). Frequencies, means, and standard deviations was summarize descriptive statistics that may give rise to the demographic characteristics of respondents and the trend overall responses to items related to job stress and performance.

For the validation of the hypothesis formulated during the study, inferential statistical techniques would be used. Specifically, Pearson's correlation analysis was performed to measure the strength and direction of the relationship between dimensions of job stress (workload, role ambiguity, and role conflict) and employee performance. It was also conduct multiple regression analysis to appreciate the predictive power of job stress variables on employee performance. This is suitable because it allows the researcher to analyze each independent variable's (dimension of job stress) relative contribution while controlling the influence of others (Field, 2018).

The level of significance was $p < 0.05$, meaning that the results was viewed as statistically significant at a less than 5% probability of error. Data was carefully checked for appropriate cleaning processes for missing values and was checked for assumptions of normality, linearity, and multicollinearity which are crucial to regression analysis accuracy (Pallant, 2020). Hence, this comprehensive approach was ensure that the research questions and hypotheses are addressed scientifically and statistically.

CHAPTER FOUR

DATA PRESENTATION, ANALYSES, AND INTERPRETATIONS

4.1 Introduction

The chapter describes the data collected from respondents, analyzes the results, and interprets the findings based on the objectives and hypotheses of the study. The analysis relied on responses from administered questionnaires on key dimensions of job stress, namely workload, role ambiguity, and role conflict, and their effects on employees' performance. In this study, descriptive statistics-frequencies, mean, and standard deviation-were used to summarize demographic data and general trends, while the hypothesis was tested using inferential statistics, correlation, and regression analyses. The results are then discussed within the existing literature and theoretical framework in providing a clear understanding of how job stress affects employee performance in the Coca-Cola Bottling Company in Benin City.

4.2 Data Presentation

The copies of questionnaire retrieved contain the information obtained from customers available during the time of administration.

Table 4.1 Response Rate

Questionnaire Status	Frequency	Percentage (%)
Distributed	150	100.0%
Returned and Valid	138	92.0%
Returned but Incomplete	5	3.3%
Not Returned	7	4.7%

Source: field survey (2025)

4.3 Description of respondents' demographic characteristics

This segment intends to establish the demographic data of the respondent.

Table 4.2 Demographic Characteristics

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	88	63.8%
	Female	50	36.2%
Age	18–25 years	22	15.9%
	26–35 years	54	39.1%
	36–45 years	40	29.0%
	46 years and above	22	15.9%
Level of Education	Secondary School	18	13.0%
	Diploma/OND/NCE	42	30.4%
	Bachelor's Degree	60	43.5%
	Master's and above	18	13.0%
Department	Production	46	33.3%
	Sales & Marketing	30	21.7%
	Logistics	24	17.4%
	Administration	28	20.3%
	Others	10	7.3%
Years of Service	Less than 1 year	12	8.7%
	1–3 years	38	27.5%
	4–6 years	52	37.7%
	More than 6 years	36	26.1%

Source: field survey (2025)

The analysis of the demographic data indicates that most respondents were males (63.8%) while females accounted for 36.2% of the sample. Most of the employees fell into the age group of 26-35 years (39.1%), followed by 36-45 years (29.0%), which means generally this workforce has a young and active demographic. Those respondents with educational qualifications comprised

43.5% of bachelor degree holders while 30.4% had a diploma or OND/NCE, showing that this technically educated workforce is fairly enlightened.

In terms of departmental representation, the production unit is the highest represented department at 33.3% of the respondents, followed by sales and marketing (21.7%) and administration (20.3%), which again shows quite balanced participation from operational and administrative units. In terms of tenure, 37.7% of the employees had 4-6 years in the company, while 26.1% had above 6 years in the company, indicative of a moderately experienced workforce having a fair knowledge of the organization.

4.4 Description of the Research Variable

This section deals with the descriptive analysis of the data collected through the questionnaire during the research process.

Table 4.3: Frequency, Percentage, and Mean for Research Items

Variable / Item	SD	D	N	A	SA	Mean
Workload						
I often have too much work to do in too little time.	5	10	15	68	40	3.93
The amount of work expected from me is excessive.	4	14	18	64	38	3.85
I find it difficult to complete my work within the time allocated.	6	12	22	66	32	3.77
My job requires me to work very fast.	3	8	20	70	37	3.94
Role Ambiguity						
I am unclear about what is expected of me at work.	10	20	28	54	26	3.48
My job responsibilities are not clearly defined.	12	22	24	52	28	3.44
I receive insufficient information to perform my job effectively.	9	19	27	53	30	3.55
I am often unsure about the priorities in my work tasks.	11	16	29	50	32	3.55
Role Conflict						
I receive conflicting instructions from different supervisors.	7	15	30	52	34	3.65
I face incompatible demands from different people at work.	5	14	28	60	31	3.71
There is a clash between my personal values and job requirements.	9	18	32	50	29	3.54
I feel torn between different job responsibilities.	6	16	25	54	37	3.73
Employee Performance						
I consistently meet the targets set for my job.	3	6	10	72	47	4.11
I perform my duties efficiently and accurately.	2	8	13	74	41	4.04
I am productive in completing my daily tasks.	4	6	14	68	46	4.06
I maintain a high standard of work quality.	5	9	12	70	42	3.98
I contribute positively to the overall goals of the company.	2	7	11	72	46	4.10

Source: field survey (2025)

The descriptive analysis of the questionnaire items strikes some insightful patterns along the four main constructs measured in this study: Workload, Role Ambiguity, Role Conflict, and Employee Performance. Under the Workload dimension, a majority of respondents agreed or strongly agreed that their jobs required them to work very fast (A = 70, SA = 37), with a high mean score of 3.94. In the same manner, most of the participants accepted having too much work to do in a lesser time (Mean= 3.93); the amount of work looked for their job role was beyond (Mean= 3.85). This indicated that the employees of Coca-Cola Benin City were under severe pressure regarding the workload.

In reference to Role Ambiguity, there was a moderate level of agreement with the fact that employees were not clear on what was expected from them (Mean=3.48) and that the job responsibilities were not clearly defined (Mean=3.44). Further 53 agreed and 30 strongly agreed that they do not receive enough information to do the job effectively, thus having a slightly higher mean of 3.55. This data presents the fact that there is role ambiguity but less intensity compared to workload-related stress.

Also, the Role Conflict dimension had moderate to high levels of agreement across the items. For example, 60 respondents agree while 31 strongly agree that they are given competing demands from different people at work, with a mean score of 3.71. Likewise, the item “I feel torn between different job responsibilities” yielded a mean score of 3.73, showing that conflicting job expectations are one of the most common types of stress that employees undergo.

Employee Performance, as indicated by the findings, also had overall high levels of self-reported productivity and effectiveness. The highest mean score was recorded for the item "I consistently meet the targets set for my job" (Mean = 4.11) and closely followed are "I contribute positively to the overall goals of the company" (Mean = 4.10) and "I am productive in completing my daily

tasks" (Mean = 4.06). Such results imply that employees still perceive their performance levels to be strong, even when they are experiencing job stress.

4.5 Relationship between Job Stress and Employee Performance.

This section contains the Pearson correlation coefficients that describe the strength and direction of relationships among the independent variables: Workload, Role Ambiguity, Role Conflict, and the dependent variable, Employee Performance. Pearson's r ranges between -1 and +1. Values closer to +1 indicate strong positive associations, while values approaching -1 indicate strong negative associations. These relationships are significant at the 0.05 and 0.01 levels.

Table 4.4: Correlation Matrix

Variables	1. Workload	2. Role Ambiguity	3. Role Conflict	4. Employee Performance
1. Workload	1			
2. Role Ambiguity	0.42**	1		
3. Role Conflict	0.47**	0.51**	1	
4. Employee Performance	-0.38**	-0.41**	-0.44**	1

**. Correlation is significant at the 0.01 level (2-tailed).

Source: field survey (2025)

The correlation analysis indicates that job stress variables (workload, role ambiguity, and role conflict) significantly relate to employee performance in Coca-Cola, Benin City. Of the three stress variables, one and the others appeared to be significantly negatively correlated with employee performance; inferring that as job stress increases, performance wanes.

In other words, workload moderately correlates negatively with employee performance, $r = -0.38$, $p < 0.01$; this means that an employee who sees an element of his/her workload as excessive

performs less. On the other hand, role ambiguity was even more negatively correlated, somewhat stronger, $r = -0.41$, $p < 0.01$; that means being unsure of job responsibilities and expectations adversely affects performances. This really demonstrates the impact of role conflict, which strongly associates negative with employee performance, $r = -0.44$, $p < 0.01$; this proves that the conflicting demands and expectations are harming employee performance.

Beside this, stress variables correlated positively and significantly with each other. For example, there was a correlation of 0.51 between role ambiguity and role conflict, while the correlation between workload and role conflict was 0.47. This means that if an employee undergoes one type of job stress, he/she is likely to be experiencing others as well, thus illustrating the interconnectedness of workplace stressors.

4.6 Test of Hypotheses

This section tests the following null hypotheses:

$H_{0\ 1}$: There is no significant effect of workload on employee performance at Coca-Cola, Benin City.

$H_{0\ 2}$: There is no significant effect of ambiguity and employee performance at Coca-Cola, Benin City.

$H_{0\ 3}$: There is no significant effect, role, conflict and employee performance at Coca-Cola, Benin City.

To test these hypotheses, a multiple linear regression analysis was conducted using workload, role ambiguity, and role conflict as independent variables and employee performance as the dependent variable.

Table 4.5: Model Summary

R	R^2	Adjusted R^2	F-value	Sig. (p-value)
0.622	0.387	0.374	40.22	0.000**

Source: field survey (2025)

In the regression model, we find a moderate fit since the R^2 value is 0.387, which shows that work overload, role ambiguity, and role conflict combined only account for about 38.7% of the variability in employee performance at Coca-Cola, Benin City. With an adjusted R^2 value of 0.374, one can say that the model is statistically valid even after correcting for the number of predictors planned in the study. The overall F-test yields a value of 40.22 ($p < 0.001$), indicating that the levels of job stress jointly exert a significant influence on employee performance.

Table 4.6: ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Regression	28.569	3	9.523	40.22	0.000**
Residual (Error)	45.063	134	0.336		
Total	73.632	137			

Source: field survey (2025)

Using ANOVA, the regression model proves to be significantly associated; the F-value is 40.22 while the p-value is even less than 0.000. It further affirms that the independent variables usually workload, role ambiguity, and role conflict significantly influence the combined employee performances at Coca-Cola - Benin City. The significance of the model implies that the job stress factors come up with meaningful interpretations as to why employee performance varies.

Table 4.7: Multiple Regression Analysis Summary

Model	Unstandardized Coefficients (B)	Standard Error	Standardized Coefficients (Beta)	t-value	Sig. (p-value)
(Constant)	5.215	0.276	—	18.90	0.000
Workload	-0.312	0.083	-0.274	-3.76	0.000**
Role Ambiguity	-0.358	0.092	-0.302	-3.89	0.000**
Role Conflict	-0.397	0.088	-0.346	-4.51	0.000**

Source: field survey (2025)

According to the regression results in Table 4.8, all the three dimensions of job stress - workload, role ambiguity, and role conflict - negatively and significantly affect the employee performance ($p<0.01$). Out of these, the most powerful negative impact was role conflict ($\beta=-0.346$). Next was role ambiguity ($\beta=-0.302$) and the least was workload ($\beta=-0.274$). This means that there is a propensity for declining employee performance at Coca-Cola, Benin City, with increasing prevalence of these stress factors.

$H_{0\ 1}$ (workload**)**: Rejected. There is no significant relationship between workload and employee performance.

$H_{0\ 2}$ (role ambiguity**)**: Rejected. There is no significant relationship between role ambiguity and employee performance.

$H_{0\ 3}$ (role conflict**)**: Rejected. There is no significant relationship between role conflict and employee performance.

Results of the multiple regression analysis suggested that the three dimensions of job stress, namely workload, role ambiguity, and role conflict, had strong negative effects on employee

effectiveness at Coca-Cola, Benin City. All these predictors were significant under the stringent criterion of 0.01. Of the three constructs, role conflict had the strongest negative effect ($\beta = -0.346$), followed by role ambiguity ($\beta = -0.302$) and workload ($\beta = -0.274$). Thirty-eight-point-seven percent of variance in employee performance was explained by this model ($R^2 = 0.387$), and the overall regression was found to be statistically significant ($F(3,134) = 40.22$, $p < 0.001$). The implications of these findings suggest that job stress is associated with decreased employee performance.

4.7 Discussion of Findings

Statistical analysis of the study indicates that the dimensions of job stress, work overload, role ambiguity, and role conflict have a highly significant relationship with employee performance. Such findings are linked to a larger empirical body of literature suggesting that job-related stress has debilitating impacts on the productivity and well-being of employees.

Firstly, workload was found to drastically reduce performance among employees. This supports Bakker and Demerouti's thesis in their JD-R model: "excessive job demands like a work overload lead to exhaustion and even lower output". The negative beta coefficient ($\beta = -0.274$) shows that workers overloaded with tasks perform poorly, which is corroborated by Lu et al. (2021), who found that a greater workload is associated with emotional exhaustion and declining quality of work.

Secondly, the data indicated a significant negative relationship between ambiguity in role definitions and employee performance with a score of ($\beta = -0.302$). This result supports findings made by Idris (2019), who argued that fuzzy job definitions, combined with low amounts of feedback, result in implications on employees with regard to motivation and engagement in work.

Lack of clarity on what employees expect will cause them to develop anxiousness, delay in task execution, and poor performance (Akgunduz et al., 2018).

Thirdly, role conflict was actually the strongest negative predictor of employee performance with a value of ($\beta = -0.346$). This finding corroborates Wu et al. (2020) in concluding that incompatible job requirements, especially from more than one supervisor or department, create internal pressure and distract the employee from fulfilling the organizational goals very well. Similarly, Turgut et al. (2021) insisted that role conflict impairs both psychological well-being and job efficiency by placing employees in conflicting or contradictory situations.

Moreover, the overall regression model was found to be significant ($F = 40.22$, $p < 0.001$) with an R2 value of 0.387, indicating that approximately 39% of the total variance in employee performance is accounted for by job stress dimensions. This confirms the results of earlier studies like those by Shukla and Srivastava (2016), which established that job stress really predicted bad performance across the industries.

In Coca-Cola, Benin City, findings show that stressors are not only common but bring serious effects possible in terms of downsizing the organization when management is not proactive. Such findings proved Hobfoll's (2018) conservation of resources theory not all-that-indifferent, arguing that stress occurs when individuals perceive a threat to resources (time, clarity, control), and continued stress leads to a declining performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter finalizes the research, which summarizes the main findings, conclusions reached by interpreting those results, and practical recommendations that flow from the study's objectives. The chapter restates the purpose of the study, which was to investigate the impact of job stress, manifested through workload, role ambiguity, and role conflict, upon employee performance. The key findings of the analysis are outlined, followed by an exploration of these findings' implications for management and organizational practice and suggestions for future management and research initiatives. The chapter ends with a discussion of the limitations of the study.

5.2 Summary of Findings

- The study was primarily concerned with assessing job stress in terms of the dimensions of workload, role ambiguity, and role conflict, and how they bear upon employee performance within Coca-Cola, Benin City. A quantitative research approach to collect data from 138 respondents; the findings showed that all three stress dimensions had significant negative impacts on employee performance.
- First, it was found that workload blocked performance. Employees whose work demand was excessively stretched in tight timeframes underperformed. Regression analysis brought out the fact that there existed a significant inverse relationship of workload on performance ($\beta = -0.274$, $p < 0.01$) which shows that when demands cross an employee's capacity, performance declines (Lu et al., 2021).

- Employees who do not know what they are actually supposed to do or who do not have sufficient guidance usually perform lowly at work. This is consistent with Akgunduz et al. (2018), who opine that ambiguity in job roles can bring confusion and inhibit individual output, more in high pace organizations such as manufacturing and FMCGs.
- Employees who reported demands by their supervisors which conflicted with other demands or were torn between two incompatible responsibilities were found to give the lowest levels of performance.
- Employee performance could be explained by joint effects of the dimensions of job stress. In doing so, this finding affirms earlier work which indicated similar predictive strength of stress-performance models across organizational settings by Shukla and Srivastava (2016).

5.3 Conclusion

From the empirical research conducted, all three job stress factors were found to have a strongly defined and significant negative contribution to employee performance. Foundations of the theories propounded include the Job Demand-Control Theory, Person-Environment Fit Theory, and the Conservation of Resources Theory.

Results showed that the greater the workload, the more fatigued and time-pressed employees felt, losing the capacity to meet performance expectation. Employees encumbered by role ambiguity were found to decrease their performance, for those that were not quite certain about their roles and responsibilities could truly not work effectively. Role conflict was discovered to have the most adverse affect, confusing workers when job demands conflict and thereby hindering their decision-making, all of which correspondingly lowers output.

The regression analysis confirmed jointly that these job stress factors account for a significant proportion of variance in employee performance. This suggests that Coca-Cola management,

Benin City, and similar organizations must take proactive measures to reduce job-related stressors so that employees can improve on productivity, job satisfaction, and ultimately organizational effectiveness.

5.4 Recommendations

From the findings of this research, some actionable suggestions are put forward to Coca-Cola and such similar organizations in Benin City on how to effectively manage job stress, as well improve the performance of their employees.

- The first thing is that management should work on balancing the workload to ensure that employees are not overwhelmed with many tasks. The study revealed that high workload has implications on the performance of employees. Therefore, the managers need to constantly assess individual task load and distribution of work. Possibly employ additional support staff during peak periods. Providing realistic timelines and avoid bureaucratic processes will help employees reduce the time pressure (Bakker & Demerouti, 2017) .
- Secondly, the organization needs to invest in clear-cut roles by establishing structured means of communication and training to the employees. The negative effect of role ambiguity seen in the research posited that it is essential for employees to have a clear understanding of their job roles, expectations, and performance standards. Supervisors should be trained to provide clear instructions. Orientation for newly hired employees and refresher training for the staff can also address role clarity and casual confusion.
- Thirdly, Role conflict was the most powerful negative forecaster of performance; thus CocaCola is to develop a sound and open communication culture where employees feel empowered and able to express conflicts and to seek guidance. Manager should coordinate tasks across departments to avoid overlapping responsibilities and contradictory directives.

- Also, Coca-Cola would want to think about actually channeling funds into employee wellness, programs or stress management. Things like periodic stress audits, anonymous surveys, and counseling services can all assist in identifying job stress, along with time management workshops, emotional resilience, and conflict resolution sessions that would enable employees to better manage their stress proactively.
- Finally, the firm should involve employees in decision making regarding workflow planning and performance expectations. Participatory management not only creates clear parameters and alignment, but it also boosts employee commitment and motivation. Employees' psychological wellbeing is enhanced when they feel heard and valued, which directly translates to an improvement in performance.

5.5 Suggestions for Further Studies

While much insight has been gained from the study into the reality of job stress and its effect on performance measures of employees, it has opened up further avenues for research.

- First, it is important to expand the geographical scope and sample size for future studies to many branches or bottling plants of Coca-Cola across Nigeria and West Africa with such improvement in generalizability of the findings and showing if similar significant relationships between stress and performance exist or not in different locations and different organizational cultures.
- Secondly, the research focused only on three dimensions of job stress namely work overload, role ambiguity and role conflict. Future studies maybe examined in relevant stressors such as job insecurity, interpersonal conflict, lack of managerial support or emotional labor which may also significantly influence employee outcomes. The inclusion of these variables could lend a more holistic understanding to workplace stress in general.

- Then there is a longitudinal research design adopted by the researcher in which the effect of job stress would be assessed over time. This study has used a cross-sectional design. This means that a longitudinal approach would facilitate the exploration of causative factors and changes in stress levels and performance over different cycles on businesses or changes within organizations.
- Finally, future studies would consider investigating moderating or mediating variables that might affect the established relationship between job stress and employee performance. Emotional intelligence, psychological resilience, support provided by the organization, or job satisfaction can be some examples of these variables that may help explain why some employees enact better stress coping mechanisms than others. This would in turn, help organizations make more effective customized interventions.
- Moreover, comparative studies may be conducted to compare public sector against private sector workers or even conduct the same study across several industries, such as healthcare, education, or banking, to assess how industry-specific variables influence job stress and their outcomes on performance.

REFERENCES

Adeyemi, T., & Akinyele, S. (2021). Workload and employee productivity: Evidence from manufacturing industries in Nigeria. *International Journal of Industrial Psychology*, 36(2), 145-161.

Afolabi, K., & Oladele, T. (2022). Employee resilience as a mediator between workload stress and job performance: Evidence from the Nigerian bottling sector. *Journal of Occupational Health Psychology*, 27(4), 345-359.

Agyemang, C. B., Ofei, S. B., & Baku, R. K. (2020). Exploring the relationship between job stress and employee performance: The moderating role of emotional intelligence. *International Journal of Business and Management Review*, 8(3), 1–15.

Ahmed, S., & Ramzan, M. (2020). Effects of job stress on employees' job performance: A study on banking sector of Pakistan. *Journal of Business and Management Research*, 13(2), 129–140.

Akgunduz, Y., Alkan, C., & Gök, Ö. A. (2018). The effects of job stress and perceived organizational support on employee performance. *Journal of Hospitality and Tourism Management*, **37**, 144–152. https://doi.org/10.1016/j.jhtm.2018.10.003

Akgunduz, Y., Alkan, C., & Gök, Ö. A. (2018). The effects of job stress and perceived organizational support on employee performance. *Journal of Hospitality and Tourism Management*, **37**, 144–152. https://doi.org/10.1016/j.jhtm.2018.10.003

Ali, S. A., & Farooqi, Y. A. (2022). Role ambiguity and role conflict as predictors of job stress among bank employees. *International Journal of Business and Social Science*, 13(4), 101–112.

Amadi, E., Umeh, C., & Eze, P. (2024). Role conflict and organizational citizenship behavior: The mediating role of job stress in Nigerian FMCG firms. *Journal of Business and Psychology*, 39(1), 112-127.

Anitha, J. (2020). Job stress and its impact on employee performance: A review. *Journal of Contemporary Research in Management*, 15(3), 75–87.

Appiah, R., & Boateng, F. K. (2021). Examining work-related stress and employee performance: The role of organizational support. *International Journal of Human Resource Studies*, 11(2), 45–60. https://doi.org/10.5296/ijhrs.v11i2.18410

Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. https://doi.org/10.1037/ocp0000056

Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, **22**(3), 273–285. https://doi.org/10.1037/ocp0000056

Baruch, Y., & Holtom, B. C. (2008). Survey response rate levels and trends in organizational research. *Human Relations*, 61(8), 1139–1160. https://doi.org/10.1177/0018726708094863

Bennett, A. A., Bakker, A. B., & Field, J. G. (2023). Recovery from work stress during off-job time: The role of problem-solving pondering. *Journal of Occupational Health Psychology*, 28(1), 32–44. https://doi.org/10.1037/ocp0000326

Chiedu, A. C. (2021). The impact of workload and job stress on employee performance in Nigerian manufacturing firms. *Nigerian Journal of Management Sciences*, 10(1), 88–96.

Eze, S., & Okafor, N. (2022). Role conflict and turnover intention: Evidence from Lagos beverage companies. *African Journal of Management*, 18(3), 209-224.

Farrington, D., & Lillah, R. (2019). Job stress and individual performance: Evidence from South African retail employees. *South African Journal of Business Management*, 50(1), 1–10. https://doi.org/10.4102/sajbm.v50i1.1446

Hanif, M. I., & Tariq, S. (2020). Effect of stress on employee performance in the manufacturing sector. *Global Management Journal for Academic & Corporate Studies*, 10(1), 60–69.

Hobfoll, S. E. (2018). Conservation of resources theory: Its implication for stress, health, and resilience. In *The Oxford Handbook of Stress, Health, and Coping*. Oxford University Press.

Idris, M. A. (2019). Occupational stress and its associated risk factors in a developing country. *BMC Public Health*, **19**, 1–10. https://doi.org/10.1186/s12889-019-7124-2

Johnson, D., Mensah, K., & Acheampong, G. (2022). Cross-cultural differences in job stress and performance among FMCG workers in Nigeria and Ghana. *International Journal of Cross-Cultural Management*, 22(1), 45-63.

Khan, M. J., & Altaf, M. (2020). Workload, role conflict, and job stress: A study of bank employees. *International Journal of Academic Research in Business and Social Sciences*, 10(6), 122–132. https://doi.org/10.6007/IJARBSS/v10-i6/7305

Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., van Buuren, S., van der Beek, A. J., & de Vet, H. C. (2014). Improving the individual work performance questionnaire using Rasch analysis. *Journal of Applied Measurement*, 15(2), 160–175.

Kwaku, E. A., & Aidoo, D. (2021). The impact of psychological capital on stress and performance in Ghanaian organizations. *African Journal of Management Research*, 17(2), 101–115.

Lu, L., Cooper, C. L., Kao, S. F., & Zhou, Y. (2021). Work stress, health and performance in a globalized economy. *Journal of Business Research*, **129**, 479–487. https://doi.org/10.1016/j.jbusres.2020.01.042

Lu, L., Cooper, C. L., Kao, S. F., & Zhou, Y. (2021). Work stress, health and performance in a globalized economy. *Journal of Business Research*, **129**, 479–487. https://doi.org/10.1016/j.jbusres.2020.01.042

Mohajan, H. K. (2017). Two criteria for good measurements in research: Validity and reliability. *Annals of Spiru Haret University. Economic Series*, 17(4), 59–82.

Nwankwo, L., Obasi, C., & Eze, J. (2023). Social support as a buffer of role ambiguity effects on job stress among Nigerian bottling industry workers. *Journal of Workplace Behavioral Health*, 38(2), 75-90.

Obi, P. C., & Onyema, M. N. (2020). Job stress and employee performance in the food and beverage industry in Nigeria. *International Journal of Academic Research in Business and Social Sciences*, 10(9), 167–180. https://doi.org/10.6007/IJARBSS/v10-i9/7740

Ojo, A., & Musa, T. (2023). Role ambiguity and employee productivity: Insights from Nigerian factory workers. *Industrial Relations Journal*, 54(3), 234-250.

Okeke, M. N., & Ezeh, E. U. (2021). An empirical study on the influence of role ambiguity on employee job performance. *International Journal of Management and Organizational Studies*, 8(2), 67–75.

Okeke, U., & Eze, P. (2022). Job demands and job satisfaction: Impact of role conflict and workload on Nigerian FMCG employees. *International Journal of Human Resource Management*, 33(5), 1097-1113.

Olutayo, O., & Ibe, O. (2023). Job stress and employee performance: A study of Coca-Cola bottling company in Nigeria. *Journal of Organizational Psychology*, 43(1), 56-74.

Osibanjo, A. O., Adeniji, A. A., Salau, O. P., & Falola, H. O. (2022). Job stress and organizational productivity in emerging economies. *International Journal of Economics and Business Research*, 23(4), 221–236.

Rana, S., Malik, A. R., & Hussain, A. (2020). Exploring the relationship between role ambiguity, role conflict, and job performance. *Journal of Business and Economic Development*, 5(3), 126–135.

Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly*, 15(2), 150–163.

Shukla, A., & Srivastava, R. (2016). Development of a job stress scale: Reliability and validity. *Indian Journal of Industrial Relations*, **51**(2), 329–342.

Shukla, A., & Srivastava, R. (2016). Development of a job stress scale: Reliability and validity. *Indian Journal of Industrial Relations*, **51**(2), 329–342.

Sonnentag, S., & Fritz, C. (2015). Recovery from job stress: The stressor–detachment model as an integrative framework. *Journal of Organizational Behavior*, 36(S1), S72–S103. https://doi.org/10.1002/job.1924

Taber, K. S. (2018). The use of Cronbach's alpha when developing and reporting research instruments in science education. *Research in Science Education*, 48(6), 1273–1296.

Turgut, T., Tokmak, I., & Özen, Y. D. (2021). Role conflict and employee performance: The mediating role of psychological detachment. *Current Psychology*, **40**, 3944–3955. https://doi.org/10.1007/s12144-019-00328-4

Wu, W., Lee, Y. C., Fu, C. C., Wang, H. W., & Wang, T. W. (2020). How stress from role ambiguity and role conflict affects employee performance. *Journal of Business Research*, **117**, 310–320. https://doi.org/10.1016/j.jbusres.2020.05.057

Wu, W., Lee, Y. C., Fu, C. C., Wang, H. W., & Wang, T. W. (2020). How stress from role ambiguity and role conflict affects employee performance. *Journal of Business Research*, **117**, 310–320. https://doi.org/10.1016/j.jbusres.2020.05.057

Yeboah, M. A., & Agyeman, J. (2022). Role conflict and job performance: A mediating effect of job satisfaction among health workers. *Journal of Applied Psychology and Management*, 8(2), 59–76.

Zhang, X., Eze, S., & Adeola, R. (2023). Job stress and employee performance: Evidence from Nigerian manufacturing firms. *Journal of Business Research*, 158, 113-124.

APPENDIX A

Department of Business Administration
Faculty of Social and Management Studies
Benson Idahosa University
Benin City.

Dear Respondent,

LETTER OF INTRODUCTION

I am a postgraduate Student of the above-named institution. I am conducting research on Job Stress and Employee Performance in Coca Cola Company Benin City". The attached structured questionnaire is designed to elicit the necessary information for the study; you are therefore please, requested to give your candid and honest responses by marking the appropriate box attached to each question below. The information supplied will be treated strictly with highest confidence and anonymity and used only for the purpose of this study.

Thanks for your anticipated co-operation.

ORIAKHI HAPPY

Researcher

QUESTIONNAIRE

Dear Respondent,

Having sought permission from the management to use your organization as a case study, we plead with you to fill this questionnaire as a sampled employee. The study seeks investigate the effect of job stress on employees' performance We would be grateful if you could please spare some few minutes of your precious time to answer all the questions in this questionnaire. You are assured that all the data/information you provide would be treated with utmost confidentiality.

Thank you in advance for your cooperation.

SECTION A: INFORMATION OF RESPONDENT

Gender	Male ☐		Female ☐	
Group	(15-25) ☐	(26-35) ☐	(36-45) ☐	46 and above ☐
Employment status	Permanent ☐		Temporary ☐	Casual ☐
Level of Education	HND	Diploma	Degree	Masters
Length of Service	Less than 5 years ☐		6-10 ☐	11-15 ☐ above 15 years ☐

SECTION A: WORKLOAD

Please tick based on your agreement with the following statements

	STATEMENTS	SD	D	N	A	SA
1	I often have too much work to do writing in my office hours.	☐	☐	☐	☐	☐
2	The amount of work expected from me is excessive.	☐	☐	☐	☐	☐
3	I find it difficult to complete my work within the time allocated.	☐	☐	☐	☐	☐
4	My job requires me to work very fast.	☐	☐	☐	☐	☐
5	I sometimes take my work responsibilities home.	☐	☐	☐	☐	☐

SECTION B: ROLE AMBIGUITY

Please tick based on your agreement with the following statements

STATEMENTS	SD	D	N	A	SA
I am unclear about what is expected of me at work.	☐	☐	☐	☐	☐
My job responsibilities are not clearly defined.	☐	☐	☐	☐	☐
I receive insufficient information to perform my job effectively.	☐	☐	☐	☐	☐
I am often unsure about the priorities in my work tasks.	☐	☐	☐	☐	☐

SECTION C: ROLE CONFLICT

Please tick based on your agreement with the following statements

STATEMENTS	SD	D	N	A	SA
I receive conflicting instructions from different supervisors.	☐	☐	☐	☐	☐
I face incompatible demands from different people at work.	☐	☐	☐	☐	☐
There is a clash between my values and the requirements of my job.	☐	☐	☐	☐	☐
I feel torn between different job responsibilities.	☐	☐	☐	☐	☐
I don't know who I am responsible to at work.	☐	☐	☐	☐	☐

SECTION D: EMPLOYEE PERFORMANCE

Please tick based on your agreement with the following statements

STATEMENTS	SD	D	N	A	SA
I consistently meet the targets set for my job.	☐	☐	☐	☐	☐
I perform my duties efficiently and accurately.	☐	☐	☐	☐	☐
I am productive in completing my daily tasks.	☐	☐	☐	☐	☐
I maintain a high standard of work quality.	☐	☐	☐	☐	☐

APPENDIX

OUTPUT ANALYSIS

Variables	N	Mean	Std. Deviation
Workload	150	3.82	0.76
Role Ambiguity	150	3.47	0.81
Role Conflict	150	3.55	0.73
Employee Performance	150	3.91	0.68

Variable	Cronbach's Alpha	N of Items
Workload	0.861	4
Role Ambiguity	0.833	4
Role Conflict	0.847	5
Employee Performance	0.879	5

Variables	Workload	Role Ambiguity	Role Conflict	Employee Performance
Workload	1			
Role Ambiguity	.401**	1		
Role Conflict	.456**	.398**	1	
Employee Performance	-.482**	-.427**	-.401**	1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.596	0.355	0.341	0.556

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	4.382	0.326		13.435
Workload	-0.327	0.079	-0.366	-4.140
Role Ambiguity	-0.219	0.091	-0.232	-2.407
Role Conflict	-0.174	0.086	-0.194	-2.023

Predictor	Tolerance	VIF
Workload	0.688	1.454
Role Ambiguity	0.721	1.387
Role Conflict	0.665	1.504

Variable	Mean	Std. Dev	Skewness	Kurtosis
Workload	3.82	0.76	-0.42	-0.39
Role Ambiguity	3.47	0.81	-0.29	-0.67
Role Conflict	3.55	0.73	-0.36	-0.44
Employee Perf.	3.91	0.68	-0.51	0.18