

EFFECT OF JOB STRESS ON EMPLOYEE PERFORMANCE: THE ROLE OF ENTRAPMENT IN GOVERNMENT HOSPITALS WITHIN JOS METROPOLIS, PLATEAU STATE, NIGERIA

Edith Idowu Momoh

Department of Business Administration, University of Jos

Oladele Ademola Akinnawonu

Department of Business Administration, University of Jos

Nancwat Samson

Department of Business Administration, University of Jos

Joy P. Mshelmbula

Department of Business Administration, University of Jos

Comfort Iliya

Department of Business Administration, University of Jos

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Abstract: Work related stress is a genuine and developing issue in the present world. Many employees, especially health workers in the world are witnessing an alarming increase in job stress. This was further worsened with the advent of the novel COVID 19 which put health workers in difficult and highly demanding work environments, and this negative effect of job stress on employee performance necessitated the need for this study. This study examined the effect of four job stress factors on employee performance, and how entrapment mediate the relationship between job stress and employee performance among health workers in government hospitals in Jos, Plateau State. The study adopted survey research method. A representative sample size of 341 health workers was used for this study, out of which three hundred and four (304) copies of the questionnaire were retrieved for analysis. Multiple regression model was employed to test the hypothesized relationships using SPSS. The result revealed that work overload, role conflict and harassment had significant and negative effects on employee performance. The study also showed that the relationship between peer competition and employee performance was not significant, and finally hypothesis five shows that entrapment mediates the relationship between job stress and employee performance. It was therefore recommended among others that Healthcare managers should employ management intervention programmes that would promote both the work place and the individual's coping strategies. Specific job resources such as autonomy, job control, empowerment, organizational support, and access to information should be enhanced in other for healthcare professionals to deal with high job demands. Healthy competition should be encouraged among health workers in order to improve their effectiveness at work, and finally; Management should find a way of repressing dangerous competitive drive among employees in the workplace by providing an equal platform for all employees to thrive in their careers.

Keywords: Job Stress, Employee performance, Entrapment

BACKGROUND TO THE STUDY

All over the world, sustaining high levels of employee performance is usually the aim of every organization. This is because higher level of employee performance provides an organization with various advantages. For instance, higher performance leads to favourable economic growth, large profitability and better social progress (Sharma & Sharma, 2014). Moreover, higher employee performance tends to maximize organizational competitive advantage through cost reductions and improvement in high quality output, and these benefits have made employee

performance worthy of attention (Hill, Jones, & Schilling 2014). According to Suleiman and Mohammad (2011), employees within the organization are considered the main instrument for achieving such success; they are the most important resource, and the winning card in the hands of management. The survival of the organizations therefore depends on the efficient and effective working of their employees particularly in this dynamic and competitive era, whereby organizations is in need of highly qualified, committed and healthy employees for their success irrespective of their type, size and field of responsibility.

According to Akinnaso (2014), employee performance has become a matter of concern for all organizations since highly productive employees of any organization improve organizational performance thus ultimately making the organization more successful and effective. In any economy, the health sector is a very sensitive and pivotal segment. It is a fundamental driver for economic growth and development. It is believed that health and education are the two important factors for human capital development and have been demonstrated to be the basis of an individual's productivity. "Health is wealth" goes the popular saying and therefore in every country, the health sector is critical to social and economic development, with ample evidence linking performance to quality of health care. Report of the Global Thematic Consultation on Health (2013) pointed out that "health is both a driver and a beneficiary to economic growth and development and a key indicator of what people-centered, right-based, inclusive and equitable development seek to achieve. This suggests the need to have and sustain a highly productive health sector. However, most organizations with the aim of attaining higher employee performance end up saddling employees with overload of work in order to meet deadlines, and this might have psychological and physical effects on the employees.

In today's work life, employees are generally working for longer hours, as the rising levels of responsibilities require them to exert themselves even more strenuously to meet rising expectations about work performance (Cross, 2019). Health based organizations often places high demand on employees, and this often results into job stress. According to Alam Gouhar, and Shafiqur (2015), stress is an increasing problem in organizations and often causes adverse effects on employee performance and its detrimental effects on human health are seen to be rapidly increasing (World Health Organization, 2017).

According to Kazmi et al (2018), stress can be described as the adverse psychological and physical reactions that occur in an employee as a result of his or her inability to cope with the demands being made on him or her. Stress inside and outside of work affects employee performance. For instance, the estimated impact of employee absenteeism on U.S. businesses was \$225 billion per year through reduced efficiency, overtime wages, fixed fringe benefits, and the cost of replacement employees. Adetayo, Ajani and Olabisi, (2014) opined that employers of labour in Nigeria do not protect their workers from stress arising outside and within the work place, and as a result in today's career-driven society, work can be a continuous source of stress, and the major causes of work stress can be workload, role conflict, peer competition or conflicts with supervisors or co-workers, harassment e.t.c (Alam et al 2015). It has been noted that despite the facts that employees are stressed out in the workplace, many nursed the ambition of switching job in search of better working condition and satisfaction, but have been entrapped, not knowing the way out. The concept of entrapment have been examined especially in psychological studies, however, it is also known as a field of study that is part of business life, which is an important part of life, and that concerns the field of organizational behavior. Bissell, Straughan, and Gorman (2020) interpreted entrapment as a specific form of waiting that emphasizes a limit to future-oriented actions. But the most accepted definition that stands out in the literature was introduced by Gilbert, Alan, Brough, Melley, and Miley, (2002), and they define entrapment as having a strong desire to escape from an undesirable situation or certain difficulties but feeling that all the ways to avoid or escape from this situation are closed. Base on the above, the motivation of the study is to investigate the various factors that constitute job stress on employee performance among professional health workers, and how entrapment mediate the relationship between job stress and employee performance with a special focus on public hospitals in Jos metropolis.

STATEMENT OF THE PROBLEM

In Nigeria today, the issue of stress among employees in most organizations cannot be overemphasized, as most organizations strive to attain high performance by saddling employees with work overload, and this constituted both psychological and physical effects on them which later resulted to deviation in the achievement of organizational goals and objectives. Even though organizations are paying more attention now to employees

compared to the past, the consequences of the trauma their employees go through cannot be over emphasized because they still place extra-ordinary demands on them to deliver. This has been the case of professional health workers in most government hospitals in Nigeria. According to a report by UNDP, life expectancy in Nigeria has declined drastically from 47 to 43 years and Nigeria accounts for 10% of the world's maternal mortality rate in child birth, whereas it constitutes only 2% world's population (WHO, 2015). These could be attributed to low quality of service resulting from low employee performance among professional health workers as a result work overload and stress. The issue of health practitioners switching from one hospital to another in pursuit of greener pastures has also become a matter of concern, as most medical doctors and pharmacists leave Nigeria hospitals to UK and US, and this has led to brain drain in most government hospitals in Nigeria. All these can be traced to Job stress among employees. Job stress has become a worldwide phenomenon, which occurs in various forms in every workplace which could be as a result of work load, role conflict, peer competition; harassment e.t.c. due to rising levels of responsibilities which require them to exert themselves even more strenuously to meet rising expectations about work performance. It is quite obvious that most health practitioners are nursing the ambition of switching their present workplace for another, but not all were successful as most professional health workers have been entrapped with no choice but to remain in the organization, and this have left them living with some level of psychological stress. Based on this aforementioned, the study sought to investigate the effect of Job stress on employee performance among professional health workers, and how to access the role of entrapment in mediating the relationship between job stress and employee performance with special focus on public hospitals in Jos metropolis, Plateau State, Nigeria in order to come up with a better way of managing employees for the purpose of improving performance.

RESEARCH OBJECTIVES

The overall objective of this study is to determine the effect of job stress on employee performance in government hospitals in Jos metropolis of plateau state, Nigeria. But the specific objectives are:

1. To ascertain the extent to which work overload influences employee performance in government hospitals in Jos metropolis.
2. To determine the relationship between role conflict and employee performance in government hospitals in Jos metropolis.
3. To assess the extent to which peer competitions influence employee performance in government hospitals in Jos metropolis.
4. To evaluate the extent to which Harassment influences employee performance in government hospitals in Jos metropolis.
5. To evaluate the extent to which entrapment mediate the relationship between job stress and employee performance in government hospitals in Jos metropolis

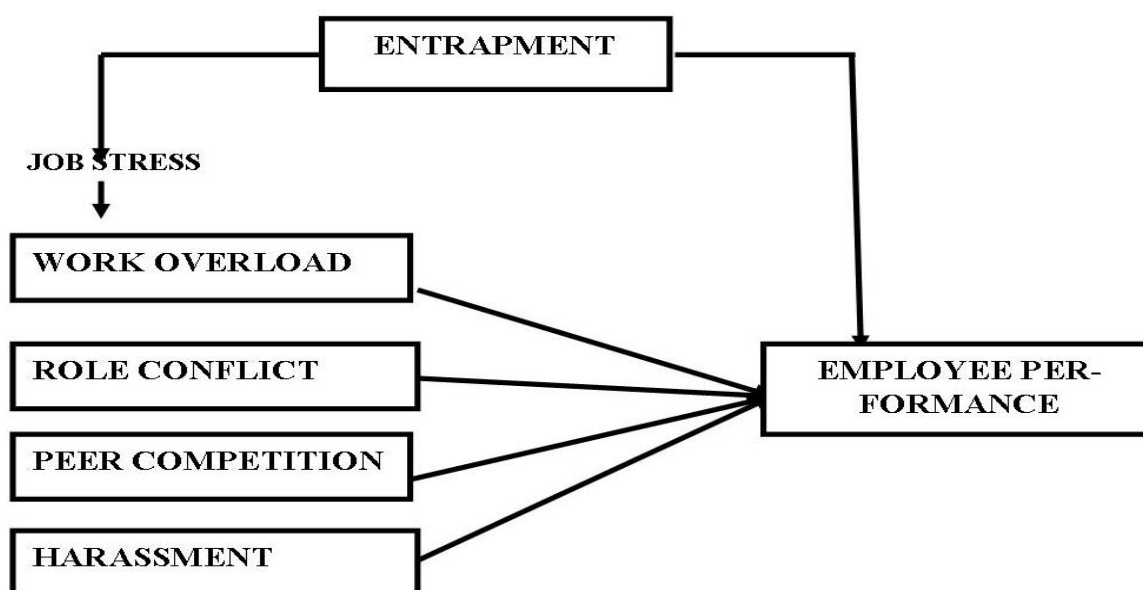
RESAERCH HYPOTHESES

The study shall test the following null hypotheses;

- Ho1: There is no significance relationship between work overload and employee performance in government hospitals in Jos metropolis.
- Ho2: There is no significant relationship between role conflict and employee performance in government hospitals in Jos metropolis.
- Ho3: There is no significant relationship between peer competition and employee performance in government hospitals in Jos metropolis.
- Ho4: There is no significant relationship between harassment and employee performance in government hospitals in Jos metropolis.
- Ho5: Entrapment does not mediate the relationship between job stress and employee performance in government hospitals in Jos metropolis

LITERATURE REVIEW

Figure 1: Conceptual Framework



Source: The Researcher (2022)

Employee performance

Literature suggests interchangeable use of the word business performance, firm performance and organizational performance to mean the same thing (Mgeni, 2015). Lack of unanimity in the conceptualization of business performance does not suggest failure in organizational studies but rather, it signifies growth of organizational management discipline. More studies come in, daily with similar connotation yet varying nomenclature of the concept of business performance. Some prefer to call it business performance; some call it organizational performance while others call it firm performance. For example; according to Phipps and Burbach (2010), firm performance refers to efficiencies and effectiveness in terms of utilization of resources as well as the accomplishment of its goals. On the other hand, Daft (2000), defined organizational performance as the organization's ability to attain its goals by using resources in an efficient and effective manner. Likewise, studies like Yang, (2008), Aziz, et al., (2013), Arshad, & Rasli, 2013, associate's business performance with the famous 3Es (economy, efficiency, and effectiveness) of a certain program or activity. Henceforth, this study regard business performance to be the way the organization maximize output geared towards realization of the organizational goal.

The concept of performance describes how individuals or groups reach a conclusion to attain an aim. Performance is a concept which is shown by organization's prominent employees while fulfilling their tasks. This is why organizations' success is directly proportionate to their employees' performance (Nongo 2015). Business performance is a description of level of fulfilled task of business's aim or target according to obtained output/conclusion at the end of a business period (Yıldız et al., 2014). Business performance can be scaled only by subjective method or only by objective method. It can also be seen in the literature that both subjective and objective methods are used together to avoid short-comings of each method. It has become evident that while profitability, sales and market share are the most used criteria in subjective method, Return on Asset (ROA) and Return on Equity (ROE) are the most used ones in objective method (Yıldız et al 2014). Although various measurement methods of business performance have been developed by scholars and practitioners, it can't be said that there is always a valid method.

Performance is a continuously examined theme in most branches of management, including strategic management by both academic scholars and practicing managers. Although prescriptions for improving and managing organizational performance are widely available, the academic community has been preoccupied with the discussions and debates about issues of terminology, levels of analysis (e.g. individual, work unit or organization as

a whole), and conceptual bases for assessment of performance (Özahin , Zehir , & Acar, 2011). Zheltoukhova and Suckley (2014) suggest a two-dimensional classification scheme. On the one hand, they differentiate financial and operational indicators, and on the other hand, they distinguish between primary and secondary source of information. While financial measures are related to accounting measures and economic performance (e.g. profit, sales), operational measures are related to operational success factors that might lead to financial performance like customer satisfaction, quality, market share or new product development. From the point of view of the source of information, data for primary measures was collected from organization while data for secondary measures were collected from external or derivative databases.

Another classification distinguishes between objective and subjective measures. Objective measures refer to performance indicators impartially quantified. They are usually financial indicators obtained directly from organizations through secondary sources. On the other hand, subjective measures refer to the judgmental assessment of internal or external respondents. They usually cover both financial and operational/commercial indicators (Filder & House 1988).

Performance measures used in surveys may differ up to the objective and characteristics of the survey. Subjective measures based on the executives' evaluations and judgments about firm's profitability, sales, market share, customer satisfaction and so on are frequently used in management and organizational culture related surveys. Koech and Namusonge (2012) suggest subjective measures in marketing and management field because subjective approach facilitates the measurement of complex dimension of performance. Subjective measures also facilitate cross sectional analysis through sectors and markets because performance can be quantified in comparison to objectives or competitors.

Job Stress

The notion of job stress has gained wide attention of researchers during previous decade. Stress is feeling of somatic or emotive fatigue and an emotional perspective of considering oneself as unable to cope up with the tension and discomfort, specifically in response to variation (Mutkins, Brown, & Thorsteinsson, 2011). Job stress is a phenomenon that every employee or employer faces at job and handles it differently according to own way. It is basically a mismatch between the individual capabilities and organizational demand (Pediwal, 2011; Jayashree, 2010). Job stress is an unpleasant emotional situation that an individual experience when the requirements of job are not balanced with his ability to cope the situation. It is a well-known phenomenon that expresses itself differently in different work situations and affects the workers differently. It refers to the response of individual characteristics towards the working conditions and it is shaped by the context within which work takes place (Oke & Dawson 2008).

Malek (2010) stated that job stress is an unpleasant emotional situation that an individual experience when requirements of a job are not counter balanced with his ability to cope with the situation. It is a well-known phenomenon that expresses itself differently in various work situations and affects the workers differently. In under developed countries like Nigeria due to recession in the economy, stress is experienced more in every profession by employees.

Causes of job stress

Stress in the workplace has touched almost all professions, starting from executive levels to co-workers who are directly engaged in production and service delivery. The result of job stress ultimately affects the physical as well as mental health of employees. Stress has been defined in different ways over the years. It is a condition in which any human is confronted with an opportunity or demand related to what they desire and for which the outcome is perceived to be both uncertain and important. There are a number of studies and surveys have been conducted by researchers throughout the world for suggesting improved techniques to manage stress. Some of the dimensions of job stress are as follows:

Work Overload

Many employees experience considerable pressure due to work overload like working for long hours, extra hours, and lack of holidays even in sick days. 'work-related stress occurs when one's job demands are incompatible or mismatched with the mental regulation processes, such as information processing, planning, and movement execution' (Aftab & Javeed, 2012) and such reduces performance. Dhankar (2015) concludes that overload, ambiguity, pressure, conflict are responsible factors which cause stress at workplace that impair performance.

Role Conflict

Role conflict occurs when responsibilities assigned to a role holder are conflicting. Katz and Kahn defined role conflict as the simultaneous occurrence of two or more sets of pressures such that compliance with one would make more difficult compliance with the other. Yongkang et al. (2014) described role conflict as when individuals are faced with irreconcilable role expectations regarding their tasks. According to Judeh (2011), role conflict may arise in a situation where two employees have different views about their work resulting in conflicting demands and expectations thereby leading to incompatible decisions.

Peer Competition

Competition as a psychological trait has been defined as the enjoyment of interpersonal competition and the desire to win and be better than others (Fletcher, Major, & Davis, 2008). An alternative definition also noted the interpersonal emphasis: Competition refers to social comparisons involving an unequal distribution of rewards or scarce resources deriving from the relative performance of the participants in an activity (Mudrack, Bloodgood & Turnley 2012).

Following a theoretical framework based on achievement motivation research, Helmreich and Spence (1978) defined competitiveness as the desire to win against others in interpersonal situations. As such, general competitiveness is a potentially adaptive trait across a wide range of occupational domains, including business, law, and sports (Houston, Carter & Smither, 1997). Competition has a long research history as a multidimensional construct that incorporates both beneficial and detrimental aspects of social behaviour (Houston, McIntire, Kinnie, & Terry, 2002).

Harassments

David (2014) defined workplace harassment as "any actions by one employee toward another which is unwelcome and leads to an employee having difficulty doing his or her work". Harassment at workplace may involve ignoring or excluding employee, misbehavior, spreading malicious rumors or gossip of that person, humiliating, assigns unachievable or meaningless tasks, purposefully pressurize or torture, constantly undervaluing someone's work performance, criticizing on someone's performance, discouraging someone's applicable ideas dampen employee's creativity to contribute meaningfully to job productivity. These usually lead to a hostile work environment

Entrapment (The mediating variable)

It is known that different dimensions of entrapment have been examined, especially in psychological studies. However, it is also known that it is a field of study that is a part of business life, which is an important part of life, and that concerns the field of organizational behavior. There are different approaches and definitions in the literature regarding entrapment. Anderson (2008) described entrapment as an embodied experience pivoting between a sense of "being out-of-body" which they described as "a floating sensation", and "a feeling of being kept in place or smothered". Hage (2009) on the other hand, positively interpreted entrapment, as a "demonstration of not giving in to circumstances" Bissell, Straughan, and Gorman (2020). Also interpreted entrapment as a specific form of waiting that emphasizes a limit to future-oriented actions. But the most accepted definition that stands out in the literature was introduced by Gilbert, Alan, Brough, Melley, and Miley, (2002), and they define entrapment as having a strong desire to escape from an undesirable situation or certain difficulties but feeling that all the ways to avoid or escape from this situation are closed.

Cramera et al. (2019) have stated that the concept of entrapment focuses on the effect of blocked behaviors, which is particularly associated with chronic, stressful life events. Under normal conditions, every individual has the will to overcome difficulties by fighting against them. But people may sometimes lose their will to fight under unstable living conditions. In such cases, people may feel empty and helpless. Negative events and experiences coming one after another appear to be an important factor that triggers such negative situations (Uysal, Akin, & Arslan, 2015). As Trachsel, Krieger, Gilbert, and Holtforth (2010) emphasized; entrapment is a feeling that emerges when individuals who are defeated or consider themselves defeated want to escape but also feels incapable of doing so. Being under stress and behaviors that are somehow restricted by internal or external factors are among the factors that trigger the emergence of psychological entrapment.

METHODOLOGY AND ANALYSIS

Survey research design was adopted with the use of cross sectional approach for the data collection while carrying out the study. This was because the researcher collected data in one shot through personal response questionnaire. The unit of enquiry is at the individual level, which are health professionals of the selected government hospitals within Jos. Also the setting was non-contrived, which means that interference with work will be minimal. The population of the study was 2820 employees of Plateau State specialist Hospital and Jos University Teaching Hospital JUTH out of which the sample size of 341 staff from the different specialization of the institution was determined by the use Krejcie and Morgan (1970). The researcher used 94% confidence interval of 6% level of significance

The breakdown of the study population and the proportion allocation of sample size of each hospital according to Bourley (1964) are as follows:

Table 1: Population Distribution

Health Workers	Population (JUTH)	Population (PSSH)
Medical Doctors	406	215
Med. Lab. Scientist	225	206
Nurses	854	457
Med. Laboratory Tech	242	215
Total	1727	1093 (Grand Total = 2820)

Source: (Ethics Committee, JUTH & PSSH 2022).

Proportion allocation of sample size

The formula is as follows:

Population x sample size

Total population

Table 2: Proportion allocation of sample size for each hospital

SELECTED HOSPITALS	POPULATION	Sample for Questionnaire distribution
JOS UNIVERSITY TEACHING HOSPITAL (JUTH)	1727	209
PLATEAU STATE SPECIALIST HOSPITAL	1093	132
Total	2820	341

Source: Bourley (1964)

This study adopted regression method to estimate the extent to which independent variables explain the changes occurring in the dependent variable. Data was then analysed using Statistical Package for Social Science (SPSS Version 22.0).

RESULTS AND DISCUSSIONS

Table 3: Path coefficient/ Result of Hypotheses Testing

Hypotheses	Relationships	Std. Beta	Std. Error	T-Statistic	P-Value	Decision
H1	work overload → Employee performance	-0.257	0.410	-2.482	0.03	Not Supported
H2	Role conflict → Employee performance	-0.126	0.024	-1.459	0.008	Not Supported
H3	Peer competition → Employee performance	0.029	0.070	0.284	0.761	Supported
H4	Harassment → Employee performance	-0.370	0.098	-4.002	0.000	Not Supported

Statistical significance at $p \leq 0.05$ (two tailed) 0.95 confidence level.

Hypothesis One;

Hypothesis one examined the relationship between work overload and Employee performance. The results revealed that there is a significant but a negative relationship between work overload and employee performance. In other word, work overload has a negative influence on employee performance in the government hospitals with ($\beta = -0.257$, $t\text{-value} = -2.482$, $p\ 0.003 < 0.05$). The t -value of -2.482 was less than the threshold of 1.65 suggested by (Hair et al., 2011). By implication work overload will reduce performance of health workers by 25.7 percent. Based on this result therefore, hypothesis one was supported and objective one satisfied. Stressful situations occur when employee faces excessive work demand in his jobs. If the employee’s knowledge and abilities cannot fulfill the work demand, he trends to face work place stress. The results corroborate the findings of Bamber (2011) who posited tat daily demands in the work place are a constant challenge to the assimilative and adaptive capabilities of employees. Thus, an employee, who is overtaxed and unable to cope with job demands, would develop stress reactions or emotional exhaustion, which in turn, will adversely affect the employee’s performance. The workload of health workers is perceived to cause fatigue because of many actions to be carried out. Work overload is a prime factor causing stress in employees, and this stress reduces their performance. From this finding, it could be said that when employees perceive their work load to be more than they can handle, they would experience negative emotions, fatigue and tension, thus get stressed on the job and this would affect their performance negatively.

Hypothesis Two

The objective of hypothesis two (H2) was to examine the relationship between role conflict and employee performance among health workers in public hospitals. The findings shows that there is a significant relationship but a negative influence between role conflict and employee performance with $\beta = -0.126$, $t\text{-value} -1.459$, and $P\text{-value}$ of 0.008 was less than 0.05 significance levels therefore the alternative hypothesis is accepted and by implication role conflict will reduce employee performance of health workers by 25.7 percent. Based on this result therefore, hypothesis two was supported and objective two satisfied. Role conflict creates expectations that may be hard to reconcile at the workplace among employees. Employees experiencing stress at work place, try to withdraw themselves from stressors in terms of absenteeism from work. If leaving the job is not easily possible for employees, they may create problems for the management i.e. inefficiency in performance, wastage of operational resources, creating obstacles for subordinates and so on. Enduring stressful situation and conflicting expectation at work create a negative impact not only on employee performance but also hinders the overall

performance at organizational level. The finding of this study aligns with Vijaya and Hemamalini (2011) result which showed that role ambiguity and role conflict significantly affected the commitment of faculty members towards their work negatively. Also, Oduwaiye (2006) study of role conflict and administrative effectiveness recorded that role conflict and vague definition of roles affected the effectiveness of Vice Principals leading to low performance. This is to conclude that when health workers undertake two or more role requirements that work against each other, they are likely to experience job stress and this will influence their performance negatively.

Hypothesis Three

This hypothesis sought to determine the extent to which peer competition affect employee performance among health workers in government owned hospitals. From table 13, the beta value $\beta = 0.029$ indicates that peer competition accounts for a weak 2.9 percent of variance in employee performance of health workers. The t-value of 0.284 was found to be less than the threshold 1.65 suggested by (Hair et al., 2011) for a two tailed test. The P-value of 0.761 is greater than 0.05 significance level. This suggests that the relationship between peer competition and employee performance was positive and insignificant thus the null hypothesis was upheld and the alternate rejected. By implication there is no significant relationship between peer competition and employee performance of health workers in public hospitals. In the workplace, employees compete with each other for various reasons. Workplace competition when properly managed is meant to be a plus for the organization, as it increases performance, organizational commitment and job satisfaction and involvement (Okoro, Okonkwo, EzeChigbo & Nwandu 2018). This finding is however in contrast to previous scholars like Eriksson et al. (2009) that found no evidence of positive peer effects (competition) in terms of performance, while they found that there is a negative quality peer effect, with feedback inducing more mistakes. This study concludes that competition in itself is not bad for an organization when it is within a healthy limit. However, Hyper-competitiveness a trait in which employees show heightened self-worth, fluctuating with underlying low self-esteem, decreased need for others, interest in admiration and recognition from others, and high levels of neuroticism should be checked (Ryckman et al., 1994). On the other hand, employers should also note that competitiveness can bring out the best in people. It can make them go that extra mile to put in that special effort which can bring about results but this is only when competition is healthy.

Hypothesis Four

The fourth hypothesis was postulated for the relationship between Harassment and Employee performance. The test result showed (Beta (β) = -0.370, t-value = -4.002 less than the 1.65 thresholds (Hair et al., 2011) and p-value of 0.000 less than 0.05 significance level, Hair et al., (2011). This result implies that there is a significant relationship between harassment and employee performance but a negative one. This result indicated that a unit increase in Harassment may trigger a decrease in employee performance among employees. Following the result therefore, hypotheses four was supported. This finding satisfied objective four of this study. This is supported by the studies by Einarsen et al., (2018) that workplace bullying is not only associated with a decrease in health and well-being among those who are victims, but also related to the performance and productivity of employees and the organization in general, such as increased absenteeism rates, increased levels of turnover and decreased job engagement. According to Nahuman (2019), the effect of harassment on performance significantly indicates the stronger frequency of bullying at work, the more disruptive the work, the lower the performance of employees, especially the performance of individual tasks where an employee who works partially has the potential to be disturbed if there is harassment practice. The form of harassment in the workplace can be in the form of psychological disturbances that are felt by employees due to shouts of orders, continuous criticism, employees feel constantly blamed, ostracized, and so on so that they are considered to have the potential to cause employee performance disruption.

Hypothesis Five: The Mediating role of Entrapment

The hypothesis was intended to establish the extent to which entrapment mediate the relationship between job stress and employee performance. The proposed relationship is as follows;

Ho5: Entrapment does not mediate the relationship between job stress and employee performance in government hospitals within Jos metropolis.

Mediated multiple regression with the use of PROCESS macro in SPSS was employed to test the interaction effect as hypothesized. The result of the mediated effects is presented in table four.

Table 4 Summary of results showing mediation effect of Entrapment in the relationship between job stress (Work Overload, Role Conflict, Peer Competition and Harassment) and Employee performance

Hypothesis	Total Effect	Std. Beta	Std. Error	T Statistics	LLCI	ULCI	P - Values	Decision
Ho5	JS >E>EP	.254	0.12	7.530	0.216	0.391	0.13	Not Supported

Source: Field survey, 2022

Note: JS = Job Stress; E = Entrapment; EP = Employee Performance

Ho5: The mediating effect of entrapment between job stress and employee performance. As seen in Table 15, the total effect of job stress on employee performance through entrapment was supported with a $\beta = 0.254$, t-value 7.530 greater than the threshold of 1.65 according to (Hair et al, 2010), and an insignificant P-value = 0.13. The 95% Bootstrapping Confidence Interval results of [LLCI= 0.216, ULCI= 0.391] indicate that a 0 straddled in between the upper and lower confidence intervals suggests that mediation effect was established (Preachers & Hayes, 2008). Therefore, we reject the null hypothesis hence the alternate hypothesis was supported and concludes that entrapment mediate the relationship between job stress and employee performance. In other word, once employees are not satisfied with the present state of their jobs but have no other choice but to continue with the organization, in addition with the stress incurred to meet up with the standard of performance expected, performance interm of productivity is affected. This finding is consisted with the discovery of Yaman and Yaman, (2023) in their study on the effect of job stress and feeling of entrapment on perceived task performance and the mediating role of job satisfaction in the scope of organizational sustainability. The study discovered that feeling of entrapment goes a long way in aiding the manifestation of job stress in affecting task performance among employees.

CONCLUSION AND RECOMMENDATIONS

Effect of job stress on employee performance with a focus on health workers in public hospitals in this study has empirically established the predictive roles of four job stress factors- work overload, role conflict, peer competition and harassment on employee performance. The study concluded that Stress reduces the performance and efficiency of the employees within an organisation. Reduced performance is often the case when employees are stressed and are working under pressure. An employee working under enormous pressure is less inclined to think, be innovative or creative with regards to various initiatives or problem solving. At this stage, they possess or exhibit very little energy which is reflected in their minimum level of performance which does not meet the high demands placed or expected of them.

The study also concluded that majority of employees in public hospitals felt high level of job stress in the working environment. The main stress causing factors in them are excessive work load (work overload), role conflict and Harassment. On the basis of empirical findings, it is concluded that job stress is a real challenge for employees' who are working in the public health sector. Competition can also bring out the best in people. It can make them go the extra mile to put in special effort which can bring about results provided that competition is healthy. When competition is within a limit that can be controlled, it will be beneficial and productive as opposed to one which cannot be uncontrolled. Drawing from the findings and conclusions, the following recommendations were submitted;

Healthcare professionals need support in addressing the numerous stressors inherent in their work and it is suggested that Healthcare managers should employ management intervention programmes that would promote both the work place and the individual's coping strategies. Specific job resources such as autonomy, job control,

empowerment, organizational support, and access to information should be enhanced in other for healthcare professionals to deal with work overload. Work demands must match the capabilities and resources of those undertaking the task if work-overload is to be prevented. Hospital management can use interventions for stress management namely regular counseling sessions, time management and behavioural training, employee wellness program and stress coping sessions.

Management can also reduce Role Conflict by adopting a specific role strategy and the expectations of health workers should be compared with their actual roles. Requisite training should be given to health workers for clarity on job expectations to prevent conflict between health workers. Healthy competition should be encouraged among health workers in order to improve their effectiveness at work. Management should find a way of repressing dangerous competitive drive among employees in the workplace by providing an equal platform for all employees to thrive in their careers.

Human Resource management of public hospitals or independent specialists should undertake investigations into harassment and ill- treatment to ensure employees are fairly treated. Employees should be encouraged to be free to report cases of harassment at the workplace and prompt action should be taken to address them. Finally, management should also investigate into various causes of feeling of entrapment among employees which can further affect the performance of employees in an organization. It is advisable to ensure a better working condition to enhance job satisfaction for the purpose of motivating employees for a better performance.

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