



Research Paper

The Effect of Psychological Derives On Human Resources Effectiveness: A Study Done With the Big Private Companies in Cameroon

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ABSTRACT: *The issue of Psychosocial Risks (PSR) has been at the heart of corporate news since the beginning of the 2000s (Philippe, 2010). This issue has been extended over time and stimulate strong interest, both from researchers and Human Resources Management practitioners. The driving forces of this notion are violence and professional stress. The study aims at revealing the link which exist between the two notions, towards an investigation nearby some large private enterprises and a main components analysis, as well as a simple linear regression to exploit the data collected on the field. This study shows the reflection of the most marked factors of PSR namely violence at work and professional stress on the morale of workers for the former and on their performance for the latter. Thus, our results illustrate that violence at work is a dominant amplifier of the state of professional stress among workers; and the latter, when it results in severe depression, prevents them from being at the top of their performance when a manageable level of stress could be an incentive for the productivity of those affected.*

KEYWORDS: *violence at work, professional stress, efficacy, human resources*

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I. INTRODUCTION

In the years 1980's, the classical school of the organizational theory, notably with the taylorian practices (scientific management and one best way), has shown some limits and a disability to be able to respond to the society needs which became more important and urgent. In fact, The introduction of new methods of work, new technologies, the development of new markets that have become more complex, a more specific workforce (Peretti, 2013) is terefore taking place.

This situation leads to a change in the business environment which during the coming of the 2000s, underwent a resurgence of psychosocial crises around the world (Philippe, 2010). This series of deep changes in the business context also had an impact on Human Resources Management, which became a variable of efficiency not to be neglected in the business world. For this reason, the employer must take the necessary measures to ensure the safety and to protect the physical and mental health of workers (Haegel, 2012). Cases of violence, stress and harassment in the workplace are increasingly being decried within organizations, particularly in Africa. In this respect, the Cameroonian environment is not left out. Current events show that the magnitude of psychosocial risks is relatively high, precisely in large companies; yet they are the foundation of the economy of the country.

Between sleep, concentration, irritability, nervousness, anxiety...An increasing number of employees report having symptoms related to psychosocial risks in the workplace. In addition to their effects on the health of individuals, psychosocial risks have an impact on the functioning of businesses (absenteeism, turnover, working atmosphere, etc.) and correspond to working situations where there are, combined or not: stress, internal violence (moral or sexual harassment) and/or external violence (insults, threats, attacks...) (INRS, 2019).

Lars et al. (2014) believe that the working environment and productivity are generally considered to be opposed. The focus on increasing productivity is the main cause of the dysfunctional work environment, as it raises expectations of workers without necessarily providing them with additional resources to deal with them.

Many relevant studies have been conducted on quality of life at work. However, very few were interested in the impact of the psychosocial factors that result, either from labor relations or working conditions, on the real productivity of the latter. However, psychosocial risks are significantly harmful to the effectiveness of human resources.

Our study will focus on the most common psychological scourges in the professional world. Thus, the purpose of this paper will be to clarify the impact of violence on the mindset of workers and the impact of work stress on the effectiveness of the workforce. To this end, we will conduct an upstream (theoretical) analysis of the scientific literature on the concepts of violence at work and occupational stress in order to establish a downstream (empirical) link with the effectiveness of human resources.

II. STATE OF ART ON VIOLENCE AND PROFESSIONAL STRESS

Questions about violence at work and occupational stress have been the subject of numerous publications in the Social Sciences (ILO, 2011, Saunders, 2010; Tangui, 2003; Schmidt, 2008; etc.)

A. Violence at work

In general, group relationships are a source of disagreement at work. Although Human Resources Management places the human being at work at the center of its concerns, the issues of interpersonal relations have not been sufficiently raised and remain rare.

We know that the management of any organization of any size is subject to a permanent challenge: that of working together and in a consensual manner of individuals with opposing perceptions, interests, curricula, profiles and systems of values. Hence, the intrusion of conflicts in the daily lives of individuals and businesses.

The literature shows that violence wreaks havoc in the workplace. Before presenting these harms, let us take a moment to look at some key elements that are essential to understanding the concept.

Safety, health, well-being, quality of life and adequate working conditions are areas of demand and pressure that drive companies to implement improvement policies (Peretti, 2003). This is how most people think violence is physical. In the workplace, the term "violence" is used to mean acts of abuse, threats, intimidation, harassment or attacks in the workplace.

1. Definition and description of violence at work

Violence can take many forms in the work place, but what is already meant by violence at work"?

1.1 Concept of violence at work

Ahmed (2003) defines violence at work as "any action, incident or behavior that deviates from a reasonable attitude by which a person is attacked, threatened, injured or injured, in the course of or in the course of his or her work". According to this definition, acts of violence, beatings carried from the hand or the foot; pushes; stampedes; written or oral threats; excessive language; hassles; psychological abuse; bullying and sexual assault such as rape. This will be referred to as "threatening" or "violent" behavior when, for example, there are fist gestures, physical destruction, objects thrown at the victim, slaps, etc. The behavior can also be simply "abusive", like bullying and lack of respect with dignity. Violence has a diverse background. It can come from both inside and outside the company. It seems to be the exclusive preserve of certain categories of workers whose status is not stable (women, ethnic minorities, young people, etc.). It is a state that can lead to the destabilization of the worker in the performance of his duties (absence due to illness which will influence income, drugs, alcohol, tobacco, etc.). Harassment is defined by the ILO (2003) as any behavior that lowers an individual, humiliates, embarrasses, worries, insults or bores in any way, by words, gestures, swear words or insults. Harassment can be sexual when it is an inappropriate sexual conduct that offends and constitutes a threat or humiliation to the person who is subjected to it. Ada et al. (2003) based on the law of 11th June 2002 on protection against violence and moral or sexual harassment in the workplace, define violence, moral harassment and sexual harassment as follows: We call violence at work any factual situation in which a worker is persecuted, threatened or physically or mentally assaulted during the performance of his employment contract. Moral harassment in the workplace refers to abusive and repeated conduct of any origin, whether external or internal to the enterprise, which manifests itself, inter alia, in behaviors, words, intimidation, acts, unilateral acts and gestures which have the object or effect of undermining the personality, dignity or physical or mental integrity of a worker in the performance of his or her work, or of jeopardizing his or her work employment or create an intimidating, hostile, degrading, humiliating or offensive environment. Finally, sexual harassment in the workplace refers to any form of verbal, non-verbal or corporal behavior of a sexual nature, including the person who does so, knows or should know that it affects the dignity of women and men in the workplace.

1-2- Description of Harassment Behaviors at Work

Ada et al. (2003) identified two main types of harassment: labor-oriented and person-oriented violence.

➤ **Work-Oriented Violence:**

- Evaluation of the work: unfair or exaggerated criticism of the work performed, a negative assessment of the work or the notes on duty, excessive checks on the work and excessive medical checks;
- Task Distribution: removal of work tasks, overload of work, absence of work, multiplication of different or new tasks, unsuitable tasks for the skills or health of the victim and unnecessary or absurd tasks;
- Career Management of Personnel: Blackmail at employment, promotion or transfer, forced transfer, withdrawal or change of assignment of work tools (office, fax, computer, telephone ...), discrimination in relation to leave, schedules, workload, demand for training and verbal incentives to leave;
- Professional communication: distortion or concealment of the information necessary for the performance of the work, sabotage of the work, discredit the victim in his work in front of third parties;
- Criminal behavior: violations of labor law (withdrawal of year-end premiums, holiday pay or statutory holidays, multiplication of fixed-term contracts ...) and theft of working documents.

➤ **The facts of violence directed at the person:**

- Verbal violence: intrusion into privacy (ask intrusive questions, listen to telephone conversations, read emails, invade the victim of phone calls or recommended letters at home ...), criticize the victim's privacy, verbal bullying, yell at the victim, speech that violates the person's dignity (mockery, misplaced humor, racism, sexism, nickname ...), disqualification of the person in the presence to refuse to collaborate with the victim, to manipulate verbal communication (to deny an oral agreement, lies, variable or vague speech, emotional blackmail, manipulation of feelings ...), to prohibit other workers from speaking to the victim, malicious rumors and unfounded accusations;
- Physical violence: aggressive gestures (slapping the door, punching the table ...), threats of physical aggression, physical aggression (pushing, spitting, walking on the foot, molesting ...), degradation of the victim's work equipment or personal property, stalking/stalking (following the victim on the street, watching her at home ...), extortion of money/rackers and with physical intimidation, unhealthy working conditions (repeated and unalternated exposures of the victim to dangerous products, repeated handling of heavy objects ...);
- Sexual violence: sexual violence without physical contact (making advances, allusions or remarks with a sexual connotation, stripping the victim of the eye ...), sexual violence with physical contact (touches or hugs, physical contact sought, sexual touching ...);
- Behavioral violence: small vexations, pettiness (cut the heat, hide objects ...), offensive gestures (turn your back, refuse to say hello, refuse to shake your hand, shrug your shoulders, sigh, raise your eyes to heaven ...).

2. Expression Of Workplace Violence: Criteria For Behavior Of Moral And Sexual Harassment

The identification of a harassment case at a workplace requires a certain number of criteria. Cordier (2002) distinguishes these criteria according to the moral or sexual nature of harassment behavior:

2.1- Criteria for moral harassment behavior.

To qualify as moral harassment, the behavior must be: - Abusive: for example, a refusal to communicate clearly, bad criticisms of work, abusive words and attitudes etc. However, it is not unreasonable for the employer to require its employees to perform tasks assigned to them by reason of its commitment; - Repetitive: some behaviors, taken in isolation, may seem benign. For example, a derogatory or even insulting remark made in a moment of irritation is not significant. However, if this derogatory remark on the quality of work is repeated day by day, then we can talk about moral harassment;

2.2-Criteria for sexual harassment behavior.

Behavior can be described as sexual harassment when it is:

- Undesirable, displaced and injurious to the person affected;
- Used explicitly or implicitly as a basis for a decision affecting the rights of a worker in matters of employment, promotion, wages, vocational training or any other decision relating to employment (blackmail at employment or promotion);
- Generates a climate of intimidation, hostility or humiliation towards the person who is the subject of the attack.

3. IMPACT OF VIOLENCE AT WORK ON ORGANIZATIONS

For work psychologists, workplace violence can take many forms. These include violence, moral harassment, abuse, bullying, threats, physical or verbal abuse, etc. Thus, according to Glomb and Cortina (2009),

there are, on the one hand, verbal and non-verbal violence (excluding physical harm), psychological harassment, bullying and sexual harassment that correspond to stressful low intensity behavior, and high frequency, and physical and sexual attacks that are classified as stressful acts of high intensity and low frequency. As for persecution in the workplace, it affects the physical and psychological health of victims and causes problems in their work and family performance as well as in economic terms (Celep and Konakli, 2013). In addition, bullying leads to moderate stress reactions, stress symptoms, depression, post-traumatic stress disorder and psychosomatic symptoms (Einarsen and Mikkelsen 2003). Through its many facets, violence at work is recognized as the main source of professional stress compared to other "stressors". Medical studies show a strong relationship between working conditions and the mental health of individuals; mainly with regard to mental hardship, and in particular, mental burden (Mansour, 2012). Desreumaux et al. (2012) stipulate that violence is harmful to the organization in so far as it leads to bankruptcies, deterioration of working conditions, mental health damage, accidents at work, etc. Abundant in the same direction, Hansen et al. (2006) showed a significant link between moral harassment and mental health problems. According to these authors, studies based on general indexes of the physical working environment indicate that the nuisances of the physical working environment and occupational risks are positively correlated with health problems, such as stress and somatic symptoms. Attacks and risks of verbal and physical abuse, as well as contact with the public, increase the possibility for workers to feel stressed and, more importantly, to have poor health at work (Bouville, 2009). Beyond physical injury, following aggression, other consequences arise, such as stress through concentration difficulties and irritability. Numerous studies have shown that a person who is assaulted in the workplace has a higher score of depression and anxiety (Tarquinio et al., 2004). Similarly, the accumulation of repeated assaults is most often likely to lead to intense pathological reactions among victims. Several authors (Chantal, 2001); Fabienne, 2001; Natacha, 2003; Lene, 2003) showed that violence has negative effects on the morale of workers; this leads to the following hypothesis:

H1: «violence at work creates a state of work stress among workers».

Acts of violence can affect the morale of workers and result in absenteeism or increased presentation in the long run and therefore, the effectiveness of the men mobilized.

B. Occupational stress

Professional stress is one of the most important psychosocial risks that organizations and, in particular, businesses face on a daily basis. According to the European Agency for Safety and Health at Work (2012), it is the most widespread and visible health problem in the world of work.

1. Definition and symptoms of occupational stress

Professional stress can take various forms, but what is already meant by « *professional stress* »?

1. Definition

The ANI's conventional definition of stress (2008) states that a state of stress arises from a situation of imbalance between a person's perception of constraints imposed by his or her environment and the perception that he or she has the resources available to deal with it. It is a feeling of loss of control of the situation generated by a state of divergence or mismatch between the requests received by an individual and the idea that the individual is making of his or her possibilities of response.

In the psychological sense, Leruse (2006) hears stress as a brief exacerbation of alertness and emotional state (tension, feeling of unease), resulting in restlessness or psychomotor inhibition. It is an emotional, cognitive, behavioral and physiological reaction to the harmful and negative aspects of the nature of the work, its organization or its environment.

Thus, physical working conditions are often difficult and often relate to some of the aspects presented below. For the INRS (2019), the stress situation at work is due to an imbalance between what is being asked of the INRS in its workplace and the resources available to respond. This has huge consequences for individuals (in terms of health) and for the operation of the company (lower productivity, lower staff motivation).

1.2. Symptoms of occupational stress

Any manifestation of work stress should not be considered work-related stress (work stress). Work-related stress is caused by organizational factors such as the content of the work, its organization, environment or poor communication. The body is obliged to adapt to these organizational factors.

Baggio et al. (2008) distinguish two forms of occupational stress: acute stress and chronic stress, which have different health effects:

- **The state of acute stress:** in this situation, the organization reacts when the individual is in front of someone who threatens him or at a specific issue (public speaking, urgent delivery of a report, a shift, etc.). Symptoms of this type of stress usually stop shortly after the end of the stressful situation.
- **The state of chronic stress:** it is a disease-related situation that can develop gastric and digestive disorders, headaches, disturbed sleep, trauma (death, serious illness, accident, etc.), drug use, disruption of diet, etc.).

It is the result of an accumulation, a perduration, or a repetition of conflicts or all kinds of nuisances to which the subject is using his or her resistance capabilities.

It is also a cognitive response to a stressful situation that is time-bound: this is the case, for example, where the individual feels that the task assigned to him or her exceeds his or her capabilities. This type of stress is always harmful to health.

2. The different approaches to professional stress

Two approaches to professional stress dominate the literature: the interactionary and psychosocial approach.

1. Interactional approach to stress: Lazarus and Folkman model (1984)

According to this approach, personal and social variables modulate the impact of stress on an individual. The authors describe three components of an individual's response to a potentially stressful situation:

- A primary evaluation: The subject interprets the potential threat of the stressor according to the situational variables (amplitude, duration, imminent harm, etc.);
- A secondary evaluation: The subject identifies his emotional and behavioral resources to develop a response;
- An assessment of the consequences of the response.

For these authors, occupational stress occurs when a situation has been assessed by a person as exceeding their adaptive resources.

2.2. Psychosocial approach to stress

Developed in the work of Bruchon-Schweitzer and Dantzer (1994), the psychosocial approach focuses on the relationship between life events and somatic or mental illnesses. These events include brutal events and experiences of unemployment, severe illness, mourning, chronic situations of conflict or overwork, and psychosocial transitions such as entering the workforce, retirement or marriage.

3. Impact of work stress on employee performance

While some consequences of work stress are visible, others can only be understood through the orientation of the behavior of the victims.

3.1. Visible effects of work stress

Stressful situations are common in the life of organizations. It all depends on the ability of individuals to control them. When the individual does not feel that he or she is in control of the situation, stress can be a crisis and can be dangerous to the health of the individual, and therefore to the health of the enterprise, taking into account the phenomena that he or she may cause: absenteeism, sick leave, turn-over, etc. (Leruse, 2004). This leads to a negative impact on the effectiveness of human resources. For example, it can cause disorders when job demands are high and the individual cannot affect his or her working conditions, when social support is insufficient or when these situations are intense, chronic and/or repetitive.

Occupational stress has a direct and negative influence on individual performance (Duyck and Lahmouz, 2010). It has a considerable impact both in terms of human distress and in terms of impeding economic performance. In addition to its serious impact on workers' mental health, its negative effects are evident in "organizational symptoms" such as absenteeism, staff turnover, poor safety performance, lack of employee enthusiasm, loss of innovation and low productivity (Légeron, 2008).

According to Yaich (2008), work stress is a real public health problem that costs society a lot and causes companies to lose productivity. It notes that a survey by the European Agency for Safety and Health at Work mentions that 50 to 60% of all lost working days are attributable to work stress.

3.2. Hidden costs of professional stress

Stress is not a disease. However, prolonged exposure to stress can reduce work effectiveness and can cause health problems (Baggio et al., 2008). Experience shows that other costs of stress are more difficult to grasp, but equally important to the effectiveness of workers. International research clearly shows that stress is linked to the disengagement of employees, which is reflected in the implementation of two types of strategy: seek another job or withdraw; this latter type of strategy is reflected in the adoption of the behaviors of the presentation: the employee is present in the company but his investment is minimal (Lefebvre and Poirot, 2015). To this end, the manager spends a lot of time and energy redirecting the person so that he or she does his or her job properly. Although studies do not accurately measure the cost of this phenomenon, it is clear that the company spends a great deal of time and energy fighting its effects. For example, Hemp (2004) shows that a "presenteism" situation can reduce productivity by 33%. In other words, occupational health studies show that limiting a single risk factor increases productivity by 9% and decreases absenteeism by 2% (Pelletier et al., 2004).

From the perspective of this literature review, we make this other hypothesis:

H2: « Stress in the workplace affects the effectiveness of human resources ».

III. EMPIRICAL STUDY OF VIOLENCE AT WORK AND PROFESSIONAL STRESS

Companies would not exist without the men and women who work there. The role of a human resources professional is to obtain quality service from staff (Wella, 2012). For this reason, identifying the ills that affect the quality of this service is of paramount importance to Human Resources Directors. Following the literature review on issues of violence and occupational stress, these phenomena should be studied at the empirical level using current and contextual data to understand the effects of these diseases on the effectiveness of human resources.

A. METHODOLOGY

Before the results are presented, it is essential to clarify the elements of the research framework, namely the data collection technique, the sampling process, the measurement of variables and the data analysis tools.

1. Data collection mode and variable measurement

Given the purpose of this study and the methodological approach (quantitative approach), the investigation was conducted using a face-to-face physical questionnaire. This method has the advantage of having as much reliable and easily usable information as possible at the time of the analysis. To this end, in order to promote the sincerity and reliability of the responses, our questionnaire began with relatively simple and closed questions about the effectiveness of human resources. Second, the most involved and complex behavioral questions are centered at the heart of the questionnaire. Finally, questions about the identification of the respondent and the company are introduced at the end. The questionnaire is essentially composed of closed questions for which two or more methods of answers are available in order to elicit precise answers on the one hand, and to give a wide range of choices of answers to the respondent on the other; the advantage of this type of procedure is that it is possible to better understand the phenomenon under consideration.

In terms of measurement, the measurement indicators for each concept are drawn from research previously conducted in other contexts and systematically adapted to our study. Since these variables are metric in nature, all of these variables are viewed on Lickert scale of 5-points to take into account the specific opinions of each respondent.

2. Sampling

Given the purpose of this study, which is based on the determination of the causal relationship between psychosocial factors and the effectiveness of the workforce in large private enterprises in Cameroon, our study population brings together all large private-capital enterprises of Cameroonian origin or having a representation in Cameroon. To this end, any person employed in this type of business is entitled to complete our questionnaire. However, we had favored people at the bottom of the line, especially the execution staff, because they are most at risk of psychosocial risks in our analysis. To this end, a sample of convenience was made on the basis of the main list of companies in Cameroon drawn up by the Chamber of Commerce, Industry, Mines and Crafts in 2016 to obtain a lot of 56 companies on Cameroonian soil. We also ensured that all three major sectors of activity (industry, trade and service) were represented.

3. Data Analysis Tools

Given the nature (quantitative) and the number of variables to be tested (an explanatory variable and a variable to be explained in each test), we carried out the principal component analyzes (PCAs) and the simple linear regression analyzes. These analyzes allowed us to reduce the dimensions of the variables in order to retain the most explanatory factors of the observed phenomenon. Following each ACP, a reliability analysis allows us to assess the consistency of the scale used by the Alpha coefficient of Cronbach; this consistency is considered satisfactory when $0,6 \leq \alpha \leq 0,9$. The results of the linear regression are analyzed using five coefficients: the linear correlation coefficient R, R², the meaning of the test of F, the statistics Student t and the beta coefficient of β . At the end of the analysis, the values of the variable to be explained (Y) are estimated from the linear equation $Y = a + bX + \epsilon$ with Y, the value of the variable to be explained; a, the constant (value taken by Y when X=0); b, the slope of the tangent (regression coefficient) and ϵ , the term statistical error. These latter analyzes allow empirical testing of cause-and-effect relationships between the different variables in order to confirm or deny hypotheses postulated at the theoretical level.

B. RESULTS AND DISCUSSION

1. Violence at work and work stress

The main component analyzes returned a factor for each variable under the own value rule > 1; the percentages of variances explained were greater than 60% and the reliability coefficients Alpha of Cronbach > 0.6 (see annex). This checks the consistency of the measurement scales used.

Synthesis of the results of the linear regression on the test of the H1 hypothesis

Indicators	Constant	Violence at work	R	R ²	R ² adjusted	meaning of F	t of student	Bêta
Value	- 5,856 ^{E-018}	0,625	0,625	0,391	0,385	0,000	8,092	0,625

These results indicate a relatively high value of the linear correlation coefficient (R = 0.625), which indicates an association between the independent variable (violence at work) and the dependent variable (occupational stress). In addition, the value of the coefficient of determination indicating the ability of the regression line to find the different values of the explanatory variable is R² = 0.391, which means that violence at work affects work stress by 39.1%. In addition, the probability of the Fisher test displays a value of 0.000 < 0.05 for 1 to 102 ddl. The relationship established by the correlation coefficient is therefore no accident. Finally, Student's statistic is 8,092 (higher than its critical value of 2) with a probability of 0,000 to attest to the significance of the regression coefficients and thus the effectiveness of the linkage between the two variables considered. However, the meaning of this relationship is given by the sign of the BÊTA coefficient which is here positive (↑ = 0.625). Thus, violence at work positively influences work stress. In other words, the more violence in the workplace increases, the greater the stress felt by workers. Based on these results, we accept the H1 hypothesis that « **violence at work generates a state of occupational stress among workers** ».

The model of this linear regression is as follows:

$$Y = - 0,625 X - 5,856E - 018 + \varepsilon$$

(8,092) (0,000)

With: Y, occupational stress; X, violence at work; ε, the term statistical error and (.), the statistics of Student.

This result is in line with the Bouville (2009) postulate that attacks and risks of verbal and physical attacks, as well as relations with the public, increase the possibility for workers to feel stressed. They also support the idea of Glomb and Cortina (2009); Celep and Konakli (2013), according to which acts of psychological harassment, intimidation, moral harassment, persecution, abuse, bullying, physical assault, etc. lead to symptoms of stress and depression.

Violence is based on physical or moral torture that, when repeated and there is no psychological support in the organization, can cause symptoms of depression such as nervousness, irritability and anxiety in workers who are victims.

1. Impact of work stress on human resource efficiency

Prior to the linear regression test on the second hypothesis, a major component analysis is required to factor the human resource effectiveness measurement items. The results of this ACP are satisfactory with an explained variance percentage of 63.30% and a cronbach Alpha coefficient of 0.803. Only one component derives from this analysis under the Kaiser rule (see annex).

Synthesis of the results of the simple linear regression on the H2 hypothesis test

Indicators	Constant	Work Stress	R	R ²	R ² adjusted	Meaning of F	t of student	Bêta
Value	0,001	- 0,792	0,795	0,632	0,628	0,000	- 12,97	- 0,795

According to the latter results, the linear correlation coefficient R is 0.795; this demonstrates a causal relationship between work stress and the effectiveness of human resources. The R² coefficient of determination expressing the quality of the adjustment shows a value of 0,632; this means that professional stress affects staff productivity by 63.2%. In addition, the Fisher test (F = 168.201 with p = 0.000 < 0.05 for 2 to 98 ddl) indicates that this result is statistically real. Observing the coefficient table shows a beta coefficient of - 0.795; this coefficient indicates the negative direction of the relationship between the variables considered. Student's t test demonstrates the significant coefficients observed, its value (t = 12,969 > 2 in absolute value with a meaning of 0,000), shows that work stress has a real negative influence on staff productivity. This leads us to accept the H2 hypothesis that "occupational stress is detrimental to the effectiveness of human resources".

The regression line equation is given by:

$$Y = -0,795 X + 0,001 + \epsilon$$

(12,969) (0,022)

With: Y, staff productivity; X, professional stress; ϵ , the term statistical error and (.), the statistics of Student.

This finding is consistent with the authors' conclusions that work stress is harmful to the effectiveness of those affected, such as Duyck and Lahmouz (2010), who believe that work stress has a direct and negative impact on worker performance and that its preponderance could lead to organizational damage; and Yaich (2008), who attests that work stress is a public health problem that costs society and causes productivity to decline for businesses.

However, caution should be observed in interpreting this result. Any feeling of stress is not detrimental to staff productivity. Stress related to work requirements (e.g. due to a time limit or some objective to be achieved) may, when the requirement is not considered beyond the scope of the person in charge, be a stimulus for the person in charge. This is the idea developed by Gintrac (2011). According to the author, the stress of a time limit can be a boosting of the employee's productivity in so far as the employee considers that the objective he has negotiated or has been imposed on him is difficult to achieve, but it is not beyond his reach; as a result, tensions can be stimulating (even if they are durable) if they are not too intense. The terms "good" and "bad" stress are commonly used to refer to stress at work. "Good stress" would allow for high involvement in the workplace and strong motivation, while "bad stress" would make you sick. Stress from outside the workplace can result in behavioral changes and reduced work effectiveness (Baggio *et al.*, 2008). On the other hand, the effects of stress can be positive if the worker feels that he or she is at least partly in control of the situation, has sufficient social support and is offered a reward commensurate with his or her efforts.

To this end, professional stress should not be avoided "at all costs"; it just needs to be checked so that it remains at a fair level acceptable to benefit from its positive effects. In other words, it must be ensured that its intensity is not too high to exceed the capacity of those affected. A certain level of stress at work would thus be a factor in increasing workers' productivity, but when it crosses the threshold that workers can tolerate, it becomes rather detrimental to their effectiveness.

IV. CONCLUSION

In general, this study attempts to highlight the binding effect of the most common psychological drifts in the business community on the effectiveness of human potential. For example, we were able to show that violence is a dominant amplifier for the state of stress in workers. The behavior of physical or verbal assaults, intimidation, threats, psychological or sexual harassment, etc. plunge victims into situations of nervousness, anxiety, and irritability that are symptoms of professional stress. The latter, when it results in a severe depression, prevents the worker from being at the top of his or her performance, while a manageable level of stress could be an incentive to the productivity of those affected. In summary, work stress reduces the involvement of people in the workplace, affects the quality of their services, as it destroys the morale of the affected individuals by projecting them into situations of anxiety and depression when its intensity exceeds their retention capacity

In view of these results, we believe that business leaders in general, and in particular human resources managers, should take the issue of personnel seriously; set up mechanisms for managing the emotional state of workers such as social support, recognition of good work done, reward systems and treating staff in the most natural way possible to control stress at a fair acceptable level. In addition, we encourage them to condemn and punish (if applicable) any act of violence, whether physical or cognitive, in the organizational sphere in order to ensure that the name is as effective as possible in the labor force available to it.

Moreover, preventing violence in the workplace may also be an asset to leaders. They could put in place a policy that would take these aspects into account in the strategy to be put in place. Decisions made must be applicable to all. This policy should not be developed by managers alone, but in co-management with employees. A code of conduct would certainly be welcome to encourage both to adopt ethical behaviors in the workplace. Which code must also specify the consequences for those who commit acts of violence.

However, this work, which takes a quantitative approach, takes into account only the most common psychosocial risk factors in the current business world in Cameroon and thus ignores many psychosociological factors of work such as psychological motivation, social support, comfort in the workplace, etc. It would be wise to consider new research using a qualitative approach in order to identify the elements through semi-directional interviews This is a very important factor in the effectiveness of the work force.

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■ ANNEX:SYNTHESIS OF THE RESULTS OF THE MAIN COMPONENTS ANALYZES

■ Concept of violence at work

Items	1st Factor	Extraction
I face verbal or written threats in my workplace	0,750	0,562
I face physical or verbal assaults in my workplace	0,784	0,615
I am being treated unfairly at work	0,823	0,678
I'm facing blackmail in my workplace	0,751	0,564
I am facing physical violence or intimidation	0,770	0,593
My manager likes to yell at me	0,769	0,592
Own Value	3,604	
Percentage variance	60,06	
Alpha de Cronbach	0,765	

■ Professional Stress Concept

Items	1st Factor	Extraction
I feel consumed by my work	0,806	0,650

I tend to be worried about problems with my work	0,753	0,567
I'm pushed by deadlines in my work	0,757	0,573
In my work, I have to answer contradictory demands.	0,814	0,662
I am constantly in a hurry because of a heavy workload	0,822	0,676
I am frequently interrupted and disturbed	0,811	0,657
I start thinking about problems at work as soon as I get up in the morning	0,714	0,509
Own values	4,296	
Cumulative variance percentage	61,37	
Alpha de Cronbach	0,694	

▪ Human Resources Effectiveness Concept

Items	1st Factor	Extraction
Work beyond convention altime per day	0,826	0,682
Work on Saturday or late hours	0,811	0,657
On-callwork	0,816	0,666
The company staff has a high degree of motivation	0,761	0,578
All the staff of the company work very hard	0,784	0,615
There is no absenteeism in our organization	0,801	0,641
At the end of a day's work, employees stay long before leaving the site	0,769	0,591
OwnValue	4,431	
Percentage variance	63,30	
Alpha de Cronbach	0,803	

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