

**I**NFLUENCE OF WORK OVERLOAD ON EMPLOYEES PERFORMANCE**I**NDIFE, CHINELO FRANCA (PH.D)*Department of Business Administration, Federal Polytechnic Oko, Anambra State, Nigeria***ABSTRACT**

**T**his study seeks to ascertain the influence of work overload on performance of private secondary school teachers in Anambra State. The study was a survey which elicited opinions of staff of private secondary schools in Anambra State, Nigeria. The study selected at random 350 teachers from 20 selected private schools in Anambra State. Private schools were chosen because of the ease of access, as well as their perceived work overload. The Chi square test of independence was used to test the various hypotheses at 5% level of significance. The results reveal that there is significant association between work overload and employees job satisfaction. The result also shows that there is significant association between work overload and employee's performance and staff turnover respectively. The study therefore concludes that work overload has significant association with performance in private secondary schools in Anambra State, Nigeria. This study therefore recommends that private schools should give an optimum workload, to their employees, especially as prescribed by Federal and State Ministry of Educations

**Introduction:**

Workload refers to the amount of work or number of work units assigned to a particular resource or person over a given period. Carlson (2003) defines workload as the number of activities that must be completed by a person or group of people over a certain period of time under normal circumstances. Carlson (2003) distinguished work overload in both quantitative and qualitative terms: Quantitative overload is "having too much to do" while qualitative work overload is "too difficult to do". So when the employees feel too much work to do, too diverse things to do, or not enough time available to complete the assigned job, then the condition is called work overload (Quinn, 2007). Robbins & Judge (2014) posit that change in workload tends to change the stress level of

*respectively so as to reduce turnover intentions of staff, increase job satisfaction and improve performance of staff.*

**Keywords:** *Work Overload, Job Satisfaction, Staff Turnover, Performance, Private Schools.*

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Employees, which ultimately affect their performance. Employees' performance can be improved as long as workloads are managed. Nugraha et al., (2018) argues that a heavy workload can affect the physical and psychological condition of the employee. However, when the workload is well-managed, it will positively have influence on performance. Workload also directly affects employee performance (Sitepu, 2013).

Further to this, the quality of education depends on teachers and their capacity to improve the teaching and learning process. It is recognized that the quality of teachers and teaching lies at the heart of all school systems intending to improve students' academic performance (Mosha, 2004).

Carter (1994) confirms that teachers, who decided not to return to their teaching position, agreed that heavy workload was one the leading factors in their decision to leave the profession. Within the teaching and learning environments, studies have identified several factors that are responsible for the teachers' overload and strain. These factors include: teaching factors, administrative and school management factors among others.

Nhundu (1999) conducted a comparative study to investigate the sources and nature of overload among teachers in Zimbabwe and found that teaching and teaching related task factors like excessive marking, overcrowded classes and lack of teaching materials all contribute for factors of work overload (Wakoli, 2013). Simpson and Romulo (1991) found that teachers are burdened with excessive workload which includes but not limited to marking of tests and continuous assessments, preparation of visual aids, lesson plans and expected to come up with meaningful research, extension services, counselling students, serving to committee and attending to curricular activities and that teachers bring home their paper works that consequently deprived their time and attention at home.

The burden of workload in the teaching profession is more rampant in the private schools in Nigeria, as most private schools want to use a minimal workforce to achieve their teaching goals, thereby compiling excessive workload on the

teachers. In the light of these, this present study attempts to assess the influence of work overload and performance in private secondary schools in Anambra State.

### Objectives of the study

The aim of this study is to ascertain the influence of work overload on performance of teachers in private secondary schools in Nigeria and Anambra State in Particular. The specific objectives include:

1. To determine the extent of association between work overload and employees job satisfaction in private schools in Anambra State.
2. To ascertain the association between work overload and performance of teachers in private schools.
3. To determine the relationship between work overload and staff turnover intentions in the selected private schools in Anambra State.

### Research questions

The following questions are formulated for this present study on the relationship between work overload and performance:

1. What is the extent of association between work overload and employees job satisfaction in private schools in Anambra State?
2. What is the extent of association between work overload and performance of teachers in private schools?
3. What is the extent of association between work overload and staff turnover intentions in private schools.

### Research Hypotheses

The following hypotheses formulated for this present study.

1. Ho: Work overload does not have significant association with employees' job satisfaction in private schools in Anambra State.
2. There is not significant association between work overload and performance of teachers in private schools.
3. There is no significant association between work overload and staff turnover intentions in the selected private schools in Anambra State

### LITERATURE REVIEW

This study adopts the Wickens' (1984) multiple resource theory (MRT). *Wickens' theory Posits that the human operator has several different pools of resources*

*that can be tapped simultaneously and that depending on the nature of the task, these resources may sequentially process information if the tasks require the same pool of resources, or can be processed in parallel if the task requires different resources.* Wickens' theory sees decrease in performance as a shortage of the diverse resources. The theory further describes humans as having limited capability for processing information and that excess workload caused by a task using the same resource can cause problems and result in errors or slower performance of task..

Workload refers to the intensity of job assignments and change in workload tends to change the stress level of employees and consequently affect their performance (Shah, et al, 2011). The relationship between workload and performance is complex. It is not always the case that as workload increases performance decreases. Performance can be affected by workload being too high or too low (Nachreiner, 1995).

Kokoroko & Sanda (2018) examined the effect of workload on job stress of Ghanaian outpatient department nurses and the moderating effect of coworker support on the relationship using a cross-sectional survey design using questionnaire as the instrument of data collection from a sample of 216 outpatient department nurses from four major hospitals in Ghana. The variables used were workload, coworker support and job stress using National Aeronautics and Space Administration job stress scale, coworker support scale and Task Load Index respectively. The Data were analysed using descriptive statistics, hierarchical regression and correlation analysis. The study found that high levels of workload were associated with high levels of job stress of the nurses and higher levels of workload were related to higher levels of job stress for nurses who received high levels of coworker support. This was however not the case for those who received low levels of coworker support (reserve buffering effect). The study concluded that the adverse effect of workloads on employees' health and the reverse buffering effect imply that supporting a colleague at work should be conveyed in a positive manner devoid of negative appraisal.

Şahin & Şahingoz (2013) examined the relationship between workload and work satisfaction of accommodation and nutrition establishment's personnel using cluster sampling method of 340 personnel working at ten accommodation and nutrition establishments. Workload and Work satisfaction scales were used. The study also employed Independent group t-test and correlation analyses in the data analysis. The results showed that personnel workload was not excessively

high, but that work satisfaction was low. The study recommended that the administrators can convey information related to the jobs to the personnel, and they can acquire information regarding the problems met by the personnel in relation to their various jobs by means of frequent and regular contact with them. Sri-Harini & Kartiwi (2018) determined the effect of workload and work environment on employee performance using a sample are 40 employees of the housekeeping section of LORIN Sentul Hotel Bogor. The data was collected using questionnaires and interviews methods. The correlation and multiple regression analysis were used in analyzing the study data. The results of the analyses reveal a significant and positive impact of workload and work environment on performance. Workload and work environment were simultaneously found to have effect on employee performance and that increased workload within the limits of the ability of employees can improve employee performance.

Osaat & Ekechukwu (2017) investigated the strategies for managing workload among lecturers in Nigerian universities using descriptive survey. The employed university lecturers in the south-south zone of Nigeria as population of study and university of Port Harcourt with a population of 400 lecturers as sample . The stratified random sampling technique was used in selecting the study sample of 80 lecturers of different departments were used as respondents The findings of the study reveal that Lecturers perform so many tasks that are heavily loaded and the extent of influence of the workload as perceived by lecturers on their performance is high. The study revealed the coping strategies to be adopted in managing workload and related stress among lecturers are: prioritizing the various works, managing time appropriately, always taking a short break in whatever work one does, appointment of lecturers into various offices should be well distributed, analysis of one's responsibilities adequately, adequate payment of overtime allowance to lecturers to enhance regular health checkups. The study concludes that if these strategies are adhered to by both lecturers and the administration, workload would be managed to a great extent and Nigerian lecturers would work and live to work again.

Omolayo & Omole (2013) examined the influence of mental workload on job performance of the academic and non-academic workers in the university using a sample of 100 workers comprising of 50 academic and 50 non-academic workers with 68 male and 32. The instruments of data collected were Perceived Work Performance Scale (PWPS) and Multiple Resource Questionnaire (MRQ) were used to collect responses from the participants. The responses were

analyzed using independent t-test, Univariate Analysis of Variance and Pearson correlation. The findings of the study indicated that male workers do not exhibit greater mental workload than female workers and there is no significant influence of educational qualifications and age on job performance. The study also reveals significant influence of length of service on job performance and there is no significant interaction influence of educational qualifications, length of service was found on job performance, but there is however, significant difference in the level of mental workload of academic and non-academic workers.

Tulangow, Saerang & Rumokoy (2018) analyzed the effect of Job Stress, Workload and Work Environment on Employee Turnover Intention using quantitative method. The sample of 56 employees of PT Wika Realty Manado drawn using probability sampling was used in this study. The result of the study reveals that there is a significant effect of work environment, Job Stress, and workload on turnover intention of employee. the study recommended that PT. Wika Realty must pay attention and properly manage the amount of job that they give to their workers.

Amalu (2014) determined the impact of stress from workload on professional effectiveness of secondary school teachers in Cross River State, Nigeria. The study employed ex post facto research design and surveyed 600 public secondary school teachers. Result of the study reveals that stress from workload has no significant influence on seven dimensions (use of instructional aids, lesson presentation, learning motivation, evaluation of students, and supervision of co-curricular activities, personal/professional qualities and classroom management) of professional effectiveness. The study recommends ways of tackling issue of workload in organizations.

Ratnawat & Jha (2014) reviewed available literature to understand the phenomenon so as to develop appropriate stress management strategies to not only save the employees from variety of health problems but to improve their performance and the performance of the organization. The study identified 35 Occupational Stress Inducers (OSI) through a comprehensive review of articles and reports published in the literature of management and allied disciplines between 1990 and 2014. The study thus proposed a conceptual model to study the impact of stress on employee job performance. The study also suggested Exploratory Factor Analysis (EFA) followed by multiple regressions for direction for future research.

Jeffrey & Kreshna (2017) studied the effect of salary satisfaction, workload satisfaction and performance appraisal satisfaction towards employees' Out Intention using quantitative method through survey and by using questionnaires as instrument of data collection. The study employed multilevel random sampling technique with a sample of 267 respondents. The study was analyzed with doubled linear regression. The result of the study reveals that salary satisfaction had negative and significant effect on employees' out intention. Workload satisfaction was found to have negative and significant effect on employees' out intention while performance appraisal satisfaction had negative and significant effect on employees' out intention.

Dhelvia & Soegoto (2018) determined the effect of workload and competence on employee performance using quantitative sample method with a sample of 70 respondents and questionnaires built on 5-point Likert scale. The result of the study shows that workload and competence have positive and significant effect simultaneously and partially on the employees' performance. The study concluded that employee performance decreases because employees feel pressured with workload and inadequate competence.

In all these studies it is still uncertain how work overload affects performance of private secondary schools in Anambra state.

## METHODOLOGY

This research was a survey which elicited opinions of staff of private secondary schools in Anambra State, Nigeria. The simple random sampling method was used to obtain the sample units. The study selected at random 350 teachers from 20 selected private schools in Anambra State. Private schools were chosen because of the ease of access, as well as their perceived work overload.

The convenience sampling method was used to select the school due to ease in accessing them. The simple random sampling method was then used to obtain the sample units. The primary source of data was used. It was sourced using questionnaire which was divided into two sections. Section A has questions on the demographic information of the respondents while section B, has questions on the work overload and performance. The Spearman's rank correlation was used in testing the hypotheses at 5% level of significance.

## RESULT AND DISCUSSION OF FINDINGS

The results of the various hypotheses are presented and discussed in this section. The study employed the Chi-square test of independence to test the association

between work overload and performance variables. The hypotheses are tested at 5% level of significance. The null hypotheses are rejected if the p-values of the respective tests are less than 5% (0.05) level of significance and thus the conclusion that there is significant association between work overload and the performance variable of interest. 340 out of the 350 questionnaires sent out was returned and valid. they are then used for the test of hypothesis.

### Hypothesis 1: Work overload and job satisfaction

The null hypothesis that work overload does not have significant association with employees' job satisfaction in private was tested and the contingency table with related results are presented in table 1.

**Table 1: contingency table of work overload and Job satisfaction**

QUS	SD	D	A	SA	Total
QUS 1	60(76)	66(76)	120(93.20)	94(94.80)	340
QUS 2	95(76)	85(76)	102(93.20)	58(94.80)	340
QUS 3	85(76)	76(76)	90(93.20)	89(94.80)	340
QUS 4	62(76)	68(76)	82(93.20)	128(94.80)	340
QUS 5	78(76)	85(76)	72(93.20)	105(94.80)	340

Chi-Sq = 58.292, DF = 12, P-Value = 0.000

The results of the test of hypothesis on the association between work overload and job satisfaction has been presented. a comparison of the p-value of the test and the level of significance leads to the conclusion that there is significant association between job satisfaction and work overload. This result is in line with Gryna (2004) who found that work overload is one of the several factors that have an impact on job satisfaction. Accordingly, work overload is negatively associated with job satisfaction (Rita and Stephanie, 2008; Nufar et al., 2009). work overload is said to be mediated by stress which leads to job dissatisfaction.

### Hypothesis 2

The null hypothesis that work overload does not have significant association with employees' performance in private was tested and the contingency table with related results are presented in table 2.



**Table 2: contingency table of work overload and Employees' Performance**

QUS	SD	D	A	SA	Total
QUS 6	59(66.20)	79(74.60)	110(104.80)	92(94.40)	340
QUS 7	84(66.20)	45(74.60)	133(104.80)	78(94.40)	340
QUS 8	68(66.20)	92(74.60)	78(104.80)	102(94.40)	340
QUS 9	53(66.20)	82(74.60)	115(104.80)	90(94.40)	340
QUS 10	67(66.20)	75(74.60)	88(104.80)	110(94.40)	340

Chi-Sq = 49.749, DF = 12, P-Value = 0.000

The results of the test of hypothesis on the association between work overload and employees' performance of private school teachers is presented in table 2. A comparison of the p-value of the test and the level of significance leads to the conclusion that there is significant association between employees' performance and work overload. This result is in line with Robbins & Judge (2014) who argued that change in workload tends to change the stress level of employees, which ultimately affect their performance and that Employees' performance can be improved as long as workloads are managed. Nugraha et al., (2018) also argues that a heavy workload can affect the physical and psychological condition of the employee.

### Hypothesis 3

The null hypothesis that work overload does not have significant association with staff turnover in private schools in Anambra State was tested and the contingency table with related results are presented in table 3.

**Table 3: contingency table of work overload and staff turnover**

QUS	SD	D	A	SA	Total
QUS 1	42(56.60)	68(77)	91(102)	139(104.40)	340
QUS 2	68(56.60)	66(77)	84(102)	122(104.40)	340
QUS 3	53(56.60)	89(77)	111(102)	87(104.40)	340
QUS 4	51(56.60)	83(77)	134(102)	72(104.40)	340
QUS 5	69(56.60)	79(77)	90(102)	102(104.40)	340

Chi-Sq = 58.627, DF = 12, P-Value = 0.000

The results of the test of hypothesis on the association between work overload and staff turnover of private school teachers has been presented in table 3. A

comparison of the p-value of the test and the level of significance leads to the conclusion that there is significant association between work overload and staff turnover. Turnover intention can be a mental decision between a person's attitude towards work and the decision to stay or leave the job. This mental decision is regarded as the immediate antecedent to employee exit behavior (Pradana & Salehudin, 2015). Employees' turnover has been recognized as a major managerial concern in recent times as high rate of turnover increased cost of acquisition and wasted training and developments investments (Dysvik & Kuvaas, 2010). This finding is in line with the findings of Pradana & Salehudin (2015) who found that work overload has a significant effect on increasing turnover intention through both job satisfaction and work related stress.

## CONCLUSION

The results of this study have been presented and discussed. The results reveal that there is significant association between work overload and employees job satisfaction. The result also shows that there is significant association between work overload and employee's performance and staff turnover respectively. These confirm extant findings on the influence of work overload and performance and the conclusion that work overload has significant association with performance in private secondary schools in Anambra State Nigeria. This study therefore recommends that private schools should give an optimum workload, to their employees, especially as prescribed by Federal and State Ministry of Educations respectively so as to reduce turnover intentions of staff, increase job satisfaction and improve performance of staff.

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