

## EFFECT OF WORK OVERLOAD AND WORK HOURS ON EMPLOYEE PERFORMANCE OF SELECTED MANUFACTURING INDUSTRIES IN OSUN STATE, NIGERIA

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### *Abstract*

*Work overload is identified as an indicator of migraine by Neurologists which had effect on human's well-being and performance at work. The nature of the job in Nigeria adds to the deteriorating work life balance as employees strive for competitive advantage at the expense of their wellbeing and family life. Today's employee, at the end of a working day is at times exhausted due to work overload and the long working hours. Work overload and work hour has been found to play a huge role in the quality of an employee's relationship with family, colleagues, among others, which in return affects their performances. The objective of this study is to determine the effect of work overload and work hour on employee's performance in selected manufacturing industries in Osun State, Nigeria. The study employed descriptive survey research design and the sample size of 400 was used. Questionnaire was used to obtain the data, and the collected data were analyzed using Regression and T-test analyses with the aid of statistical package for social sciences (SPSS). The findings showed work overload has a statistically significant effect on employee performance ( $F_{[1, 473]} = 22.752, P < 0.05, R^2 = 0.0457$ ), and work hour has a significant effect to employee performance ( $F_{[1, 472]} = 51.238, P < 0.05, R^2 = 0.0473$ ). The study concluded that work overload and work hours are connected with real aids for an organization. Based on this, the study recommended that the work load should be shared among the employees which in return would bring about reduced work hours.*

**Keywords:** Employee performance, Work hours, Work-life balance, Work overload, Manufacturing Industries.

### **1. Introduction**

In the past 20 years, there has been increasing interest in work overload in the scholarly journals and practitioners today. Work overload has received a great deal of attention from several organizational behavior since it significantly affects employees' mental and physical health. Work overload requires

attempting too much work within a too short period of time this has been a major source of stress at work (Alice& Tae-Yeol, 2007). An underlying assumption in work overload is that high levels of workload is damaging for both individuals and organizations.

Work hour(s) is the number of hours worked as agreed by an organization. Hours worked vary significantly within organizations due to the prevalence of part-time work and working hours regulations or agreements. Understanding how the number of hours worked affects employee performance is an important element in every organization. Still, there is a lot that is not known about the effect of working hours on employee performance (Collewet & Sauermann, 2017). Longer hours can lead to higher performance if a worker faces fixed set-up costs and fixed unproductive time during the day, or if longer hours lead to better utilization of capital goods. On the other hand, fatigue could set in after a number of hours worked, which could make the performance to decrease (Pencavel, 2015). Work overload and work hours is discovered to have significant effect on work-life balance of employee. A more integrated view of the work-life balance has been a dominant concept reflecting this perspective (Brough, Timms, Chan, Hawkes & Rasmussen, 2020). Work overload and work hours has increased the interest of researchers as there are concerns that unbalanced work-life relationships can result in reduced mental and physical health, which in return could affect performance outcomes for individuals, families and organisations (Helmle, Botero & Seibold, 2019).

A person can be seen to be happy, safe and prosperous in life, but when it comes to the connection between worker's satisfaction and efficiency in the workplace, there is a need to know the relationship that exist between their satisfaction and efficiency (Joo & Lee, 2017; Abualoush, Obeidat, Ali, Masa'deh, & Al-Badi, 2018a). Keeping workers safe and willing to work long hours effectively is a great challenge for human resources management. In this paper, the effect of work overload and work hours on employee performance of selected manufacturing industries in Osun state, Nigeria.

## **2. Statement of Problem**

Employee performance is important for every organization. The attitudes of employees are mostly affected by their qualification, training, experience, culture, reward systems, co-worker's behavior, authority and responsibility, work overload, work hour and the structure of the organization. Work overload has also been associated with reduced job satisfaction and continuing work-life stress complaints (Shah, 2014). Goveas (2011) argued that today's worker is completely drained at the end of a working day. Practically, employees face problems of work overload and longer work hours which consequently leads to stress at work, and ultimately affects their performance.

(Ashfaq, Mahmood & Ahmad, (2013). Therefore, this paper considered the effect of work overload and work hours on the performance of employee of selected manufacturing industries in Osun state, Nigeria.

The main objective of this research is to investigate the effect of work overload and work hours on employee performance in selected manufacturing industries in Osun State, Nigeria. The specific objectives are to:

- i. determine the effect of work overload on employee performance in selected manufacturing industry in Osun State.
- ii. examine the effect of work hours on employee performance in selected manufacturing industry in Osun State.

The study seek to test the following hypotheses

H<sub>01</sub>: Work overload has no significant effect on employees' performance in selected manufacturing industry in Osun State.

H<sub>02</sub>: Work hours has no significant effect on employees' performance in selected manufacturing industry in Osun State.

### **3. Review of Literature**

#### **Work Overload**

The highly competitive nature of the labor market creates an atmosphere in which workers participate in more work than they have the means to do satisfactorily, which is known as work overload. The consequent effect of this is the decrease in performance or output. Work overload is a dispute that happens when the demand level exceeds the resources available to an individual if the person has too many tasks that need attention (Ninijhawan, Dhruv & Ajayi, 2015). Work overload is connected to the total time demands imposed by multiple roles on a person. Work overload occurs when given the limited time available, a person has too many work requirements. Shah (2014) in his study posited that most employees are engaged with too much task because of the competitive nature in securing job, fear of the unknown, and accolades at the detriment of their wellbeing. Erbas, Osman and Tugay (2018) posited that when employees are taxed beyond their understanding, competence, talent and available working hours they tend to be less productive, job burnout, poor customer delivery, experience high family conflicts, emotional stress and exhaustion, and workplace accident.

#### **Work Life Balance**

The notion of work-life balance has gained high importance as changes in the work place which is brought about by advancement Information Technology (IT), has resulted to information overload. Work-life balance is drawn from an individual's multiple life roles derived from the early recognition that non-work (family or personal) demands may carry over into the working day and

adversely influence individual health and performance at work. This therefore requires attention as it puts increasing pressure on employees (Hye, 2014). The shift away from the image of traditional family towards an increasing appearance of single parent families and greater participation of women in the labour force represent factors requesting a greater work-life balance among employees (Hye, 2014). As shown by the results, workers with access to resources such as flexible hours, childcare, parental leave, and supervisor support seem to be more likely to have less overlapping work-life, greater job satisfaction, less stress, and are less likely to want to quit (Helmle, Botero & Seibold, 2019). The idea of "life", on the other hand, is not related to work and can be broken down into free time used in recreational activities and family time (Lawson, Davis, Crouter & O'Neill 2019). In comparison, the concept of "life" is not related to work. The definition of work-life balance thus determines the amount of time available to an employee to balance family and work demands. Work-life balance covers the time-sharing ratio of an employee. It does not signify pleasure with regard to the notion of enjoyment. Rather, it applies to pride, pleasure, celebration, as well as a sense of well-being. In life, accomplishment and satisfaction are closely related in terms of importance. This is why those who are considered successful do not feel comfortable or are not as happy as they are supposed to be. The concept consists of the recognition that work-life balance can only be accomplished as a collaborative endeavour between employers and employees.

### **Employee Performance**

Employee performance can be defined as responses in the form of behaviours that reflect what the employee has learnt or the type of training received by the employee. It covers the outcome of the mental and psychological abilities (Faiza & Nazir, 2015). Employee performance is an increasingly common term among management science researchers. Performance is the product of employee ability, which is multiplied by support and effort. Therefore, the reduction or non-existence of one factor can lead to a reduction in efficiency (Pawirosumarto, Sarjana & Muchtar 2017).

## **4. Theoretical Framework for the study**

### **Spill Over Theory**

Several studies have indicated that employees bring thoughts, attitudes, abilities and habits that they build into family life to work (Belsky, Pery-Jenkins & Crouter, 1985; Kelly & Voydanoff, 1985). The fundamental principle of the theory of spillovers is that the influence of spillovers from one domain to another is either positive or negative (Hill, Ferris & Martinson, 2017). There are two interpretations of spillover (Edwards & Akram, 2018): (a) the positive relation between life and job satisfaction and principles of life and work, and (b) the whole transfer of skills and actions between domains, such as when workplace exhaustion is encountered at home or when family

demands conflict with work requirements. The spillover may therefore be positive as well as negative. Positive spillover refers to the fact that satisfaction and achievement in one domain may bring along satisfaction and achievement in another domain. Negative spillover refers to the fact that difficulties and depression in one domain may bring along the same emotion in another domain (Xu, 2009).

### **Inter-Role Conflict Theory**

The theory of inter-role conflict applies to what happens when the demands in one domain are met, making it impossible to satisfy the demands in other domains (Greenhaus & Beutell, 1985). The underlying premise of this theory is that an important dimension influencing the dynamics of social structures may be the degree to which there is consensus on position classification (Russell, O'Connell & McGinnity, 2019). In literature, inter-role conflict theory has also been termed opposition or incompatibility theory (Edwards & Akram, 2018). Greenhaus and Beutell (1985) posited that an individual encounters role conflict when expectations or demand from one role interfere with an individual's capacity to meet expectations or demands of another role. Because of unreasonable work expectations, employees suffering work overload are unable to fulfill other life demands. This concept is clearly explained by the inter-role conflict theory as it explains a situation in which an attempt to satisfy the demands of a domain makes it impossible to meet the demands of other domains. This research therefore explores the impact of work overload against the backdrop of inter-role conflict.

## **5. Empirical Review**

The relationship between the availability of two common forms of flexible arrangements (flextime and shortened work week), work to family enrichment and, in turn, the relationship between work and family enrichment was examined by Oduma, Caroline and Were (2014). Ogbonnaya, Daniel, Connolly and Veldhoven (2017) pointed out an unusual outcome while most studies emphasize the advantages of flexible work arrangements over employee efficiency. Some researchers have shown evidence of unexpected responses to the provision of flexible work in organizations. For example, Dex and Smith (2017) asserted that many employees do not want to become recognizable as special cases or need special treatment from their colleagues. In a study investigating the effect of career development on employee engagement and loyalty, Au and Ahmed (2018) showed that there is a clear connection between career development and how dedicated an employee is to the organization. Therefore, employees are more dedicated when there are career advancement opportunities (Roselina & Roslina, 2017). Abdul, Nafees and Imran (2017) analyzed the connection between the effect of career growth on employee performance in the oil sector in Pakistan. Kristie (2017) examined the relationship between work overload and employee performance.

His study revealed that there was a significant positive effect of the implication of overload and employee performance. Sobia and Yasir (2014) investigated the effect of work overload on job satisfaction and the effect of job satisfaction on employee performance and employee engagement. The results of the study revealed that a negative relationship exists between work overload and job satisfaction. A positive relationship was identified between job satisfaction and employee performance. A positive relationship was identified between job satisfaction and employee engagement. Findings have shown that a key indicator of employee success is career growth. When career advancement options are available for use, even when suffering from overload, an employee may be more efficient.

## **6. Research Methods**

The study employed descriptive survey research design. The population of the study comprised of the Staff of Nigeria Machine Tools Mill, Osogbo, Bro Philip's Power Tools, Ikirun, International Breweries Plc, Ilesa, and Obelawo Plastic Pipe Industry, Osogbo, Osun State. A total population comprised of 6,754 employees; a simple random sampling technique was used to select 400 for the study. Simple random method was used to ensure randomness among the selected samples. The instrument used to obtain data is an adapted and structured questionnaire. The collected data were analyzed using Regression and T-test analyses with the aid of statistical package for social sciences (SPSS). The overall Cronbach's alpha co-efficient in parentheses indicating the internal consistency reliability of the scale to be  $\alpha = 0.996$ . Statistical Package for Social Sciences (SPSS) version 21 was used to analyze the data collected. Regression and T-test analyses at 5% level of significance were used in the analyses.

## **7. Result**

### **Hypotheses Testing**

#### **Hypothesis One**

HO<sub>1</sub>: Work overload has no significant effect on employees' performance in selected manufacturing industry in Osun State. The hypothesis was tested by t-test for independent measures. The result is shown in table 1 below.

The result in Table 1 revealed that there was a significant effect of work overload to employees' performance ( $F[1, 473] = 22.752, P < 0.05, R^2 = 0.0457$ ). Therefore, hypothesis one was rejected by the result of the study. This implies that work overload has a significant contribution to organizational productivity as employee's performance.

**Table 1: Summary of Linear Regression Analysis on Contribution of work overload to Employees' Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.338 <sup>a</sup>	.457	.106	1.09444		
Model	Sum of Squares		Df	Mean Square	F	Sig.
1	Regression	21.642	2	22.752	55.767	.000 <sup>b</sup>
	Residual	230.812	473	5.675		
	Total	255.154	475			
a. Dependent Variable: Employees' Performance						
b. Predictors: (Constant), Work overload						

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b. Dependent Variable: Employees' performance

### Hypothesis Two

H<sub>02</sub>: Work hours has no significant effect on employees' performance in selected manufacturing industry in Osun State.

**Table 2: Summary of Linear Regression Analysis on Contribution of work hours to employees' performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
	.378 <sup>a</sup>	.473	.108	1.09448		
Model	Sum of Squares		Df	Mean Square	F	Sig.
	Regression	21.642	3	22.152	51.238	.000 <sup>b</sup>
	Residual	230.812	472	5.675		
	Total	255.154	475			
a. Dependent Variable: Employees' performance						
b. Predictors: (Constant), Work hours						

a. Predictors: (Constant), Work hours

b. Dependent Variable: Employees' performance

The result in Table 2 revealed that there was a significant effect of work hours to employees' performance ( $F[1, 472] = 51.238, P < 0.05, R^2 = 0.0473$ ). Therefore, hypothesis two was rejected by the result of the study. This implies that work hours have a significant contribution to employees' performance by the respondents.

## **8. Discussion**

This paper examined the effect of work overload and work hour on performance of employees in selected manufacturing industries in Osun State. The results showed that there is a significant connection between the work overload and work hour on the performance of employees. It also revealed that workers are always overwhelmed with work which certainly influences their organizational efficiency. The relationship between the availability of two common forms of flexible arrangements (flextime and shortened work week), work to family enrichment and, in turn, the relationship between work and family enrichment was examined by Oduma, Caroline and Were (2014). Ogbonnaya, Daniel Connolly and Veldhoven (2017) pointed out an unusual outcome of arrangement. Smith (2017) affirmed that a lot of workers do not fancy becoming visible as special cases or requiring special treatment to their colleagues. This perception sometimes hinders such employees from utilizing the available flexible working opportunities which defeats the purpose of such provisions. Allen (2018) stated that co-workers tend to perceive employees who make use of work-life balance programs in organizations as less committed. It is therefore important for organizational leadership to ensure these perceptions are corrected so as to get the best from adopted flexible working practices. Umer and Akram (2018) in their study on investigation of employee retention in industry showed that career development has strong relation with turnover of workers.

## **9. Conclusion**

To achieve work-life balance, every employee should set the goal, and excel both in career and family. Some of the strategies and skills at work, such as planning, organizing and setting limits can be used at home and work place for accomplishing a satisfying and fulfilling well balanced life both professionally and personally. Low employee morale can negatively impact performance, if employees are stressed and overworked, they may not be able to perform optimally. Employer should consider providing their employee with flexible work options and more control over how their work is done. Also work for the accomplishment of organizational objectives and individual upliftment to satisfy the career needs. Organisations need to adopt human resource strategies and policies to overcome the issues of the work life balance of employees in the current business environment.

## **10. Recommendations**

It is therefore recommended that employers should try to cut meaningless work, and streamline time-consuming tasks for their employee. Also, team building, workshops, and other social activities should be encouraged among Staff as these events would help employees' bond and reduce their stress



levels. In essence, the staff would be encouraged to collaborate and distribute their workload evenly.

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