

**WORKLOAD, OCCUPATIONAL STRESS AND JOB SATISFACTION AMONG EMPLOYEES OF
FEDERAL POLYTECHNIC, BIDA, NIGERIA STATE, NIGERIA**

BY

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Abstract

Varying factors interfere with job satisfaction of employees in an organisation; among them are workload and occupational stress. This study determined the relationship among workload, occupational stress and job satisfaction among employees of Federal Polytechnic, Bida, Niger State, Nigeria. The correlational survey research design was adopted for the study. Out of the population size of 1461 (739 academic staff and 722 non-academic staff), 328 respondents were randomly selected as suggested by the Cochran (1997) formula. The self-developed questionnaires on workload, occupational stress and job satisfaction were used to collect data from the respondents, with Cronbach Alpha reliability indices of 0.92, 0.88 and 0.84 respectively. At the end of the instrument administration, 307 responses were adequate and valid for data analysis. The data collected were analysed using Pearson (r) statistic and multiple regression analysis. The study revealed that there is positive relationship between workload and employees' job satisfaction; while it shows a negative relationship with occupational stress. Occupational stress also revealed a negative relationship with job satisfaction; while both workload and occupational stress jointly contributed to job satisfaction of employees. Based on the findings, it was recommended among others that educational institution should adjust their employees' workload in line with the staff capacity and ability, so that they can become productive and satisfy with their job; thereby, contributing enormously to the growth and development of the Polytechnic institution.

Keywords: Workload, Occupational stress, Job satisfaction, Employees

Introduction

In today's dynamic and turbulent business world, achieving organizational performance is largely dependent on some workplace-related factors such as such as employees' workload, occupational stress and job satisfaction. An organisation might experience declined in employees' efficiency due to unfavourable conditions from these factors. Job satisfaction is one of the main factors that contribute to employees' level of performance and effectiveness in an organization. The new managerial approach which maintains that employees should be treated fairly by meeting their needs and personal desires is a perfect indicator for the importance of job satisfaction in an organisation. The simple logic behind this is that a satisfied employee is a happy employee and a happy employee is a successful employee. Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005). Job satisfaction represents a feeling that appears as a result of the perception that the job meets the material and psychological needs of the person (Aziri, 2008). It is the affective view that employees have towards their work or job. Lu, While and Barriball (2005) considered job satisfaction as the overall feeling about a job or as a related complex of attitudes about various aspects of the job. In the context of this study, job satisfaction is considered as employees' fulfillment or contentment or happiness with the performance or effectiveness in the five basic components of work and workplace, supervisor and management, benefits and reward, recognition and communication in an organisation.

Employees' positive or favourable affects towards the job might be an indication of job satisfaction; while their negative or unfavourable attitudes towards the job might imply dissatisfaction on the job (Armstrong, 2006). However, the satisfaction level might range from extreme satisfaction to extreme dissatisfaction. Among of the related factors that impact employees' job satisfaction in an organisation are workload and occupational stress. Goldschmied and Spitznagel (2020) described workload as the number of tasks or responsibilities that an employee must execute. It can either be much tasks assigned to the employees or employees incapability to manage that certain task as a result of poor knowledge, abilities and skills to accomplish that task. High workload may lead to

higher tendency of employees to quit the job, exert lower commitment to the job, experience psychological illness, fatigue and tension. Tufail and Sultan (2019) noted that workload is capable of affecting the well-being of employees in an organisation. In support of this, Virgolino, Coelho and Ribeiro (2017) described workload as “*a confusion, or difficulty in completing tasks, cognitive overload and rapid decision-making which serve as the contributory factors in causing occupational stress*”.

Occupation stress is the work or organizational pressure that is beyond the capacity of an employee to cope or adjust. When an employee is overwhelmed with the high level of work challenges or demands, such may be described as being under stress. A little amount of stress could serve as a motivation for an employee to perform effectively, but severe level of stress may incapacitate employees and affect them badly. For example, the study by Kanayo (2017) revealed that occupational stress may result into physical disorders, such as, heart disease, heartburn, high blood pressure, asthma, persistent fatigue, insomnia and cancer. Besides, Beheshtifar, Hoseinifar and Moghadam (2001) attributed work-related stress to physical, behavioural, mental outcomes, as well as poor performance, job dissatisfaction and poor organizational commitment. Workload and occupational stress are part of the key workplace health risks for employees in both developed and developing countries. Perhaps, this is why Munich (2012) considered occupational stress and job satisfaction of employees as two important workplace issues in these modern organizations. Tufail and Sultan (2019) stated that working environment such as workload can be a cause of occupational stress. The empirical study by Lee (2017a) has revealed a strong relationship between workload and occupational stress. Correa and Ferreira (2011); Yaacob and Long (2015); Inegbedion, Inegbedion, Peter and Harry (2020) found in their study that people with high level of workload tended to be less satisfied and direct more negative emotions towards their job.

In the higher educational system, such as Polytechnic, several studies (Ahsan, Abdullah, Fie & Alam, 2009; Manzoor, Usman, Naseem & Shafiq, 2011; Mansoor, Fida, Nasir & Ahmad, 2011; Byrne, Chughtai, Flood & Willis, 2012) have associated higher level of work-related stress with low levels of jobs satisfaction. Furthermore, Jemsittiparsert, Petchchedchoo, Kumsuprom and Panmeanee (2021) have shown that relationship exists among workload, occupational stress and job satisfaction among the public university lecturers examined. This current study thus aims at determining the relationship among workload, occupational stress and job satisfaction among employees of Federal Polytechnic, Bida, Niger State, Nigeria.

Statement of the Problem

Apart from earning a living, one of the purposes of occupation, work or job is to be fulfilled and happy with one's life. In other words, satisfaction with one's job might sometimes result to satisfaction with one's life. This is because workplace burden has been found to negatively impact personal life and wellbeing of employees. Faragher, Cass and Cooper (2005) have stated that employment conditions may have negative effects on job satisfaction and deteriorate the physical and mental health of employees. In this modern organisational setting, institutions can achieve stable and high productivity by ensuring that job employees are satisfaction with their job. Employees with greater job satisfaction are likely to contribute meaningfully and significantly to the organization success. Conversely, an organisation may cause significant impact on the wellbeing of their employees in several ways; too much workload that can result into unmanageable occupational stress may in turn lead to physiological, psychological and social disorders in employees. Haque, Aston and Kozlovski (2018) have demonstrated that there is a cause-and-effect relationship between employees' productivity and job satisfaction.

Job stressors are predictive of job dissatisfaction and a high probability to leave the organization (Fairbrother & Warn, 2003). Thus, both the employees and the organisation will suffer for occupational burdens and dissatisfaction experienced by the employees. In a comparative study of job stress among teaching staff of library and information science in four higher institutions in Nigeria, Oghenetega, Ejedafiru and Rabi (2014) findings revealed that there is a very high level of job stress among across the four institutions. They reported that job stress has lots of negative effects on health and family of academic staff, and the cause of job stress among the respondents include too much courses allocation, fear of being laid off, overtime working hours, too much administrative duties, too many number of students to supervise for projects or thesis works and frequent meetings, as well as inadequate of information to work with. Empirical studies are scarce on job satisfaction of Polytechnic employees in Niger State. This study therefore considered it germane to investigate the relationship among workload, occupational stress and job satisfaction among employees of Federal Polytechnic, Bida, Niger State, Nigeria.

Objectives of the Study

The study explored:

1. The relationship between workload and occupational stress among employees of Federal Polytechnic, Bida.
2. The relationship between workload and job satisfaction among employees of Federal Polytechnic, Bida.
3. The relationship between occupational stress and job satisfaction among employees of Federal Polytechnic, Bida.
4. The workload and occupational stress as joint contributors to job satisfaction among employees of Federal Polytechnic, Bida.

Research Hypotheses

The following null hypotheses were tested in the study:

1. There is no significant relationship between workload and occupational stress among employees of Federal Polytechnic, Bida.
2. There is no significant relationship between workload and job satisfaction among employees of Federal Polytechnic, Bida.
3. There is no significant relationship between occupational stress and job satisfaction among employees of Federal Polytechnic, Bida.
4. There is no significant joint contribution of workload and occupational stress to job satisfaction of employees of Federal Polytechnic, Bida.

Methodology

The descriptive survey design of correlational type was adopted for this study. Correlational survey is a research design that uses naturally occurring variation in independent variables to study relationship with dependent variables. Since this study determined the relationship among workload, occupational stress and job satisfaction among employees of Federal Polytechnic, Bida, correlational survey was considered appropriate for the study. The population of this study was given to be 1461 (739 academic staff and 722 non-academic staff). From this population size, Cochran (1977) formula was used to determine the sample size of 328 for this study but 307 questionnaires were valid for data analysis. Simple random sampling technique was used to select the respondents that participated in this study. Questionnaires were used as the research instruments; they include the workload, occupational stress and job satisfaction questionnaires. The questionnaires were self-structured by the researchers through a thorough review of related literature. The three instruments have 30 items (10 items under each of the variables) and were patterned on five point Likert-type format of Strongly Agree = 5, Agree = 4; Neutral = 3; Disagree = 2; and Strongly Disagree = 1. The instruments were validated by experts in business administration and management; with Cronbach Alpha reliability coefficients of 0.92, 0.88 and 0.84 respectively. The methods of data analyses adopted for this study were descriptive and inferential statistics. the descriptive statistic of percentage was used to presents the respondents demographic profiles; while the inferential statistic of Pearson (r) and Regression analysis were used to test the null hypotheses formulated at 0.05 level of significance. The SPSS software of version 23 was used as analysis tool.

Results

The results of this study start with the presentation of demographic characteristics of the respondents. Table 1 contains the demographic information of the respondents.

Table 1: Demographic Profiles of the Respondents

N	Variables		Frequency	Percentage %
1.	Gender	Male	141	45.9
		Female	166	54.1
		Total	307	100.0
2	Type of Employee	Academics	102	33.3
		Non-Academics	205	66.7
		Total	307	100.0
3	Work Experience	1-5 years	58	19.0
		6-10 years	137	44.6
		11-15 years	69	22.4
		16 year & above	43	14.0
		Total	307	100.0

Table 1 shows that out of the 207 respondents in the study, 141 (45.9%) were males; while 166 (54.1%) were females; thus, the females were more represented in the study. The academic staff in the study were 102 (33.3%);

while 205 (66.7%) represents the non-academic staff. So, non-academic staff were the majority in the study. With respect to work experience, 58 (19.0%) of the respondents have had between 1-5 years experience, 137 (44.6%) have spent between 6-10 years at work, 69 (22.4%) have been in service for between 11-15 years; while 43 (14.0%) have had experience of 16 years and above at the Federal Polytechnic, Bida, Niger State.

Hypothesis One: There is no significant relationship between workload and occupational stress among employees of Federal Polytechnic, Bida

Table 2: Pearson (r) Statistics on Relationship between Workload and Occupational Stress

Variables	N	Mean	SD	df	Cal. r	p-value	Remark
Workload	307	28.22	8.20	305	.962*	0.000	Rejected
Occupational stress	307	26.69	7.46				

* Sig. at $p < .05$

Table 2 shows that, at the degree of freedom (df) of 305, the calculated r-value of .562 ($p = .000 < .05$) is statistically significant; hence, the hypothesis is rejected. This indicates that there is a significant positive relationship between workload and occupational stress among employees of Federal Polytechnic, Bida.

Hypothesis Two: There is no significant relationship between workload and job satisfaction among employees of Federal Polytechnic, Bida

Table 3: Pearson (r) Statistics on Relationship between Workload and Job Satisfaction

Variables	N	Mean	SD	df	Cal. r	p-value	Remark
Workload	307	28.22	8.20	305	-.153*	0.007	Rejected
Job satisfaction	307	23.73	6.97				

* Sig. at $p < .05$

Table 3 shows that, at the degree of freedom (df) of 305, the calculated r-value of -.153 ($p = .007 < .05$) is statistically significant; hence, the hypothesis is rejected. This indicates that there is a significant negative relationship between workload and job satisfaction among employees of Federal Polytechnic, Bida.

Hypothesis Three: There is no significant relationship between occupational stress and job satisfaction among employees of Federal Polytechnic, Bida

Table 4: Pearson (r) Statistics on Relationship between Workload and Job Satisfaction

Variables	N	Mean	SD	df	Cal. r	p-value	Remark
Occupational stress	307	22.69	7.46	305	-.197*	0.001	Rejected
Job satisfaction	307	23.73	6.97				

* Sig. at $p < .05$

Table 4 shows that, at the degree of freedom (df) of 305, the calculated r-value of -.197 ($p = .001 < .05$) is statistically significant; hence, the hypothesis is rejected. This indicates that there is a significant negative relationship between occupational stress and job satisfaction among employees of Federal Polytechnic, Bida.

Hypothesis Four: Workload and occupational stress will not jointly contribute to job satisfaction of employees of Federal Polytechnic, Bida

Table 5: Multiple Regression Coefficients for Workload, Occupational Stress and Job Satisfaction

Variable	F	B	β	t	p
Constant		24.982		12.761	.000
Workload	10.139	.130	.154	2.766	.006
Occupational stress		-.185	-.198	-3.561	.000

Note: $R^2_{adj} = .056$ ($N = 306$; $p = .000$).

Table 5 presents the multiple regression analysis which shows that the independent variables explained 5.6% ($R^2 = .056$) proportion of variance in the dependent variable. This shows that workload ($\beta = .154$) and occupational stress ($\beta = -.198$) scores significantly predicts employees' job satisfaction, $F(2; 304) = 10.139$; $p = .000 < .05$; hence, the

null hypothesis is rejected. Therefore, there is a significant joint contribution of workload and occupational stress to employees' job satisfaction in Federal Polytechnic, Bida.

Discussion

The Pearson (r) statistic revealed that there is a significant positive relationship between workload and occupational stress among employees of Federal Polytechnic, Bida. This means that the higher the workload, the higher the level of occupational stress experienced by the employees. When there is too much workload that an employee must attend to without such agility and capability to accomplish the task, such individual may become overwhelmed with stress and unable to perform effectively. This in turn will lead to low productivity of an organisation and the overall achievement of set goals will be hampered. This current finding is similar with the findings of Lee (2017a) which revealed that positive relationship exists between workload and work stress among employees. This finding concurs with previous studies perhaps, because employees are human being and not machine, so, when they are overburdened with the excess workload in an organisation, they may become low performer and being incapacitated to contribute meaningfully in achieving the organisation goals and objectives.

The second hypothesis tested indicated that there is a significant negative relationship between workload and job satisfaction among employees of Federal Polytechnic, Bida. This finding implies that the higher the workload of employees, the lesser the level of satisfaction they derive from work. On the other hand, the lesser the workload, the higher the level of job satisfaction of employees. Little tasks to be accomplished within a favourable time frame is a motivator for an employee to strive in accomplishing such tasks with joy and happiness. Such employee is likely to develop good rapport and be contented with colleagues, supervisor and other management officials. This is because the work has strengthened his/her physical, psychological and emotional wellbeing; thus, contributing to their work performance, efficiency and overall success of the organisation. The finding of this study is in line with the study of Inegbedion, Inegbedion, Peter and Harry (2017) which reported that negative relationship exists between workload and occupational stress among the employees that participated in their study. This current finding suggests that employees' exposure to heavy workload is likely to incapacitate them from being functioning effectively in an organisation.

Hypothesis three tested also revealed that there is a significant negative relationship between occupational stress and job satisfaction among employees of Federal Polytechnic, Bida. This finding indicates that the higher the level of occupational stress experienced by an employee, the lesser the satisfaction they derive from the job. In other words, high stress level is associated with extreme dissatisfaction with one's job. Conversely, the lesser the occupational stress, the higher the level of job satisfaction experienced by an employee. Fewer burdens on employees is a strength on their part to work assiduously and develop positive affects towards the organisation environments and work policies; thus, making a positive impact in the growth and development of the organisation. The finding of this study is consistent with the studies of Ahsan, Abdullah, Fie and Alam (2009); Yaacob and Long (2015) whose findings showed that a negative relationship exists between occupational stress and job satisfaction among the study's participants. The finding of this study is confirmation of the hypothesis or theory that states that job satisfaction is a dependant of job stress that an organisation must consider in planning and implementation of their human resource policies.

The multiple regression analysis result indicated that there is a significant joint contribution of workload and occupational stress to employees' job satisfaction in Federal Polytechnic, Bida. This means that workload and occupational stress concurrently impact employees' job satisfaction. In an organisation where employees are overwhelmed with the workload and occupational stress, the employees are likely to become dissatisfied with their job. They may express their displeasure towards the physical workplace, supervisor and management, benefits and reward, recognition and communication process in an organisation. This current finding is in tandem with the previous study by Jermsittiparsert, Petchchedchoo, Kumsuprom and Panmeanee (2021) which established that joint relationship exists among workload, occupational stress and job satisfaction of employees.

Conclusion

This study concluded based on its results that the relationship between workload and employees' job satisfaction is positive; while it shows a negative relationship with occupational stress. Occupational stress also revealed a negative relationship with job satisfaction; while both workload and occupational stress jointly contributed to job satisfaction of employees. These findings constitute an evidence-based practice for educational institutions in designing their

human resource policies through the integration of workload and occupation stress reduction programme in their work policies; thereby, enhancing employees' job satisfaction for the growth and development of the organisation.

Recommendations

In view of the above findings, it was recommended that:

1. Educational institution should adjust their employees' workload in line with the staff capacity and ability, so that they can become productive, efficient and satisfy with the job; thereby, contributing enormously to the growth and development of the Polytechnic institution.
2. Administrators of the Polytechnic should introduce work stress inoculation programmes into the organizational staff welfare, so that employees can be able to adopt relevant and appropriate stress coping skills; thereby, reducing their occupational stress and in turn, enhancing their level of job satisfaction for the attainment of the institutional goals.
3. Educational organisation should continue working towards fulfilling employees' satisfaction on the job by empirically determining the factors influencing employees satisfaction and observing their possible impact on the organisation; thereby, taking prompt and appropriate measures to remedy the situation.

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