

AFRICA UNIVERSITY

(A United Methodist-Related Institution)

THE EFFECTS OF WORK OVERLOAD ON JOB PERFORMANCE AT
ZUVA PETROLEUM PRIVATE LIMITED IN ZIMBABWE

BY

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A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER IN EXECUTIVE
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Abstract

The aim of this research was to establish the effects of work overload on employees' job performance at Zuva Petroleum Private Limited. A sample of 50 respondents out of a population of 101 employees was targeted. Stratified random sampling was used to give the different employees' categories a fair representation in the survey. Validity and reliability of the questionnaire was also tested to ensure the validity of the results. The questionnaire was tested on its reliability and validity and results showed that all the key variables, that is, work overload and job performance were reliable with their Cronbach's Alpha values greater than 0.6 as shown in Table 4.9. The research revealed that there is a relationship between work overload and job performance. This implies that work overload influences the job performance of an employee. This was also confirmed by the hypothesis tests, which confirmed the same as indicated by the significant correlation between the two variables, that is, work overload and job performance. The research further provided guidance to companies for ways or strategies that can be put in place to cope with the work overload issues. It was also gathered that there is work overload at Zuva Petroleum which has affected employees' job performance. This work-overload influenced work life balance, which in turn has a negative impact on job performance and productivity. Thus, the research concluded that work overload had effect on job performance and there was also a relationship between work overload and performance. The research did not explicitly relate work overload to overall company performance but limited itself to employee job performance. It is possible that the company was performing well under the circumstances articulated by respondents in this research, which circumstances fell far short from ideal. It is therefore incumbent upon future researchers in this area, possibly within the same company, to seek empirical relationships between specifically work overload and company performance.

Key words: Workload, work over-load, job performance, efficiency

Declaration Page

I declare that this dissertation is my original work except where sources have been cited and acknowledged. The work has never been submitted, nor will it ever be submitted to another university for the award of a degree.

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25/03/2020

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Copyright Page

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Dedication

This work is dedicated to the Almighty God, for the strength and power to complete my studies, only I was a pencil in the hands of the creator.

I also dedicate this work to my husband Fungai Magaa and children, Blessing and Grace.

List of Acronyms and Abbreviations

BPSMS	BP and Shell Marketing Services
CODO	Company Owned Dealer Operated
EXCO	Executive Committee
HR	Human Resources
IC	Internal Control
IPC	Industrial Psychology Consultancy
USA	United States of America
HSE	Health Safety Environment
HSSE	Health Safety Security Environment

Definition of key terms

Workload - the amount of work assigned to an employee in a specified time or the intensity of job assignments.

Work – overload is defined as a situation where one has too much work to do.

Work – underload is defined as having work that fails to use an employee's full skills and abilities.

Work Study- is a systematic examination of activities to improve the effective use of human and other resources.

Work measurement– application of techniques designed to measure the time for a qualified worker to carry out defined task.

Job performance – is the measurement of whether the employee has done their job well or not.

Efficiency - is defined as performing in the best possible manner with least waste of time and effort. It is about doing the thing right.

Effective – is defined as doing the right thing.

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CHAPTER 1 INTRODUCTION

1.1 Introduction

A heavy workload is one of the primary causes of stress among employees. In a 2017 survey carried in Europe, sixty percent (60%) of workers said that work-related pressure has increased over the past five years (Picincu,2019). More than one-third of respondents cited excessive workloads and tight deadlines as their biggest concerns. Another twenty two percent (22%) were struggling to balance work and personal life. Thus, as a manager, it is important to realize the negative impact of work overload on employees and take the steps needed to manage it.

Thus, the effect of work overload on employee performance should not be underestimated. According to the American Institute of Stress, forty six percent (46%) of workers cite work overload as a major stressor. Approximately twenty- six percent (26%) of employees are often or very often burned out on the job. Work overload causes stress and anxiety, which in turn may lead to accidents, injuries, conflicts, health issues and poor overall performance.

1.2 Background to the Study

For any company to operate effectively and efficiently, it must know what its workload is (Dasgupta, 2013). Workload that is set too high or too low can negatively affect overall performance. According to Dasgupta (2013) the main objective of assessing and predicting workload is to achieve an evenly distributed, manageable workload and to accurately determine resource levels needed to carry out the work. For a long time, researchers in the human resources field have been interested to find out how workload affects task performance (Shah, Jaffari, Aziz, Ejaz, Ul-Haq & Raza, 2011). However,

knowledge remained limited regarding the characteristics and dynamics of the workload that are relevant to work performance. In 1993, the national research council identified workload transition as an important concern for human factors research. Indeed, workload history (and more specifically, a workload shift) has important implications for many occupations, especially those in which employees are confronted with varying workload levels (Huey & Wickens, 1993).

In a 2018 survey by Flex jobs, seventy - three (73%) of respondents said that work-life balance is more important than salary when assessing job opportunities. Twenty eight percent (28%) prefer to receive lower wages in exchange for the option to work remotely. About fifty percent (50%) of employees believe that a flexible job would improve their quality of life. The survey further concluded that a staggering sixty one percent (61%) of workers quit their jobs or consider doing so because they did not have a flexible work arrangement.

It is important for any employer therefore to understand that employees care about their jobs, but they also have personal needs to meet Picincu (2019). Just like anyone else, employees wish to spend time with their families, take a day off occasionally and enjoy work flexibility (Smith & Nicholls, 2015). Work overload can affect employee morale and result in affecting the overall company negatively. This problem is common in companies that restructure to cut costs and expect people to take on more work, also common when companies change shareholding.

A stressed workforce can have detrimental effects on the Company. Employees may lose their motivation, engage in conflicts, and have a difficult time completing their tasks (Fan & Smith, 2017). Fatigue, sleep deprivation, poor mental focus and

psychosomatic disorders are all common side effects of work-related stress. Studies conducted over the years indicate a direct link between workload and exhaustion. Diminished performance, high blood pressure and digestive disorders are all effects or results of job burnout (Fan & Smith, 2017).

1.2.1 Zuva Petroleum Background

Following the change in shareholding in 2010 from BPSMS to Zuva Petroleum, there were a lot of changes that happened in terms of manpower structures. There were changes to the company structure, where some senior managers were terminated, and other employees frustrated such that they left employment. Some employees were put in the new roles that were created whilst others had to combine roles. No proper analysis of this process was done in terms of the effect this process was going to have on the employees.

The company started to receive a lot of customer complaints whereby the overall external customer satisfaction survey for the company dropped from sixty percent (60%) to fifty one percent (51%) in 2015. The main departments which had a huge negative impact on the customer satisfaction were Engineering (30%), Accounts Payable (45%) and Credit department (50%) and the whole of Finance department (49%).

From the Engineering department there were lots of re-works in terms of their maintenance scheduled both at customer sites and company premises. This constituted to 70% of all their works calling for re-works due to poor workmanship. This affected customer service with the dealers as well as internal customers like the Retail

department and Operations department. As a result of the poor workmanship, Retail and Operations performance were indirectly affected as their projects were delayed being completed due to re-works.

In Finance department, they were failing to do their month-end closure on time thereby affecting the performance reporting deadlines to the shareholders. The Accounts Payable department had challenges in meeting the payments deadline for suppliers which then led many suppliers not wanting to deal with the company on credit basis but on a payment upfront basis. This delay in payments affected suppliers across the whole company as all payments are done via the Accounts payable. This affected relationships with departments and their respective suppliers thereby crippling provision of effective services. On another note the Credit department, which is also part of the Finance function, had challenges in failing to give customers' account statements that are accurate and on time. Being a company, which operate a franchise model, where the model is Company Owned Dealer Operated (CODO), dealers started to complain on balances that were not properly reconciled. All this started to reflect negatively on the company.

Reports submitted by heads of department for the monthly management meetings had to undergo a lot of scrutiny and corrections in the management meetings. Retail department would report different volume figures as those with the finance department thereby spending more time correcting and aligning figures in the management meeting rather than having these sorted and regularised prior the meeting. Deadlines were met but the quality of reports were substandard. This became a worry to the company as meetings were now unproductive with lots of corrections being done instead of making

decisions for the business. Furthermore, customer service is a distinct competitive advantage in the Oil Industry.

In January 2016, Human Resources was tasked to carry-out a general survey to check the hours that employees were spending at work versus the normal working hours. The expected work normal time is supposed to be four hundred and thirty-three minutes (433) excluding tea and lunch break. On average the results showed that employees were working on average five hundred and forty minutes (540) to six hundred minutes (600) in a day. Below is the summary of the results that were received by HR from the survey they carried out. Showing actual time worked in a day versus expected time worked in a day by the ten (10) departments. Results showed that every department was working more than the expected working time of four hundred and thirty-three (433) minutes, with majority of the departments working at least five hundred (500) minutes and above. This became an indicator that there was work overload which need to be further investigated. It was then critical to check on whether the work overload influenced the performance of the employees.

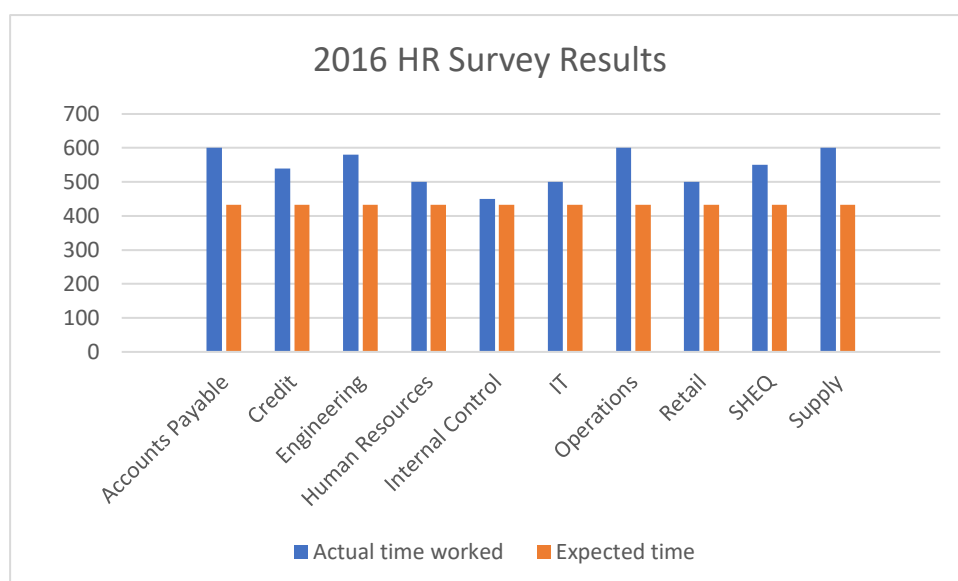


Figure 1.1: HR 2016 Survey results

To investigate further Zuva Petroleum hired Industrial Psychology Consultants (IPC) to carry out an independent review of the staff complement and advise the company on whether the people were overloaded with work or skills gap. In their conclusion and recommendation IPC advised that overall, Zuva Petroleum's staff complement was at 88% of what is required if the company's labour was operating at average labour productivity instead of at least 98% to 100% full complement. In other words, given the current business activity then, Zuva Petroleum was using fewer employees to achieve its objectives. IPC then concluded that this can be one of two things: high labour productivity or understaffing. The report therefore recommended for an investigation to be carried out to establish if the company is not understaffed in those departments that had been identified to have less roles than required i.e. Engineering. The aim being to ensure that employees are not handling too much work which may lead to employee burnout which results in high employee turnover.

Following this recommendation, the company did not get assistance as the expectation was that a precise recommendation will be done and not give an either or. Despite the exercise done by IPC, in September 2017, another HR consultancy company, Enhancement Consultancy was engaged again with an objective to check how the human capital is optimised within the business processes thereby supporting the organization in setting appropriate human capital numbers needed by the business processes at any given time. The consultant engaged with HODs and their team members and unfortunately due to their failure to appreciate the business they could not challenge some of the work that employees were saying they were doing. This was evidenced in the Zuva Petroleum Workload Analysis Report of September 2017. Work-

overload effects on job performance was never established thereby leaving the research question unanswered. Despite all these interventions, the issue of work overload and job performance was never established and resolved in the company.

1.3 Statement of the Problem

According to researchers like Lopes (2017), Ali and Farooqi (2014) and Shah et al., (2011) work-overload has effects on job performance. Abbasi (2015) confirmed that there is a positive and significant influence of work overload and job performance. In the context of Zuva Petroleum this could neither be commented nor answered, thereby motivating the researcher to unpack on the effects of work overload on job performance of Zuva Petroleum employees and establish if the findings by the other researchers will confirm the relationship of work overload and job performance.

1.4 Research Objectives

The aim of this research was to establish the effects of work overload on employees' job performance at Zuva Petroleum. The objectives were to:

- 1.4.1 Identify the causes of work overload at Zuva Petroleum.
- 1.4.2 Establish the impact of the work-overload on the employees and job performance at Zuva Petroleum
- 1.4.3 Assess the work balancing at Zuva Petroleum.
- 1.4.4 Suggest ways of addressing work overload at Zuva Petroleum.

1.5 Research Questions

The study examined what the effects of work overload on employees' job performance at Zuva Petroleum are? The research answered the following questions:

- 1.4.5 What are the causes of employee work overload at Zuva Petroleum?
- 1.4.6 What is the impact of employee work overload on employees and Zuva Petroleum?
- 1.4.7 What is the work balance at Zuva Petroleum?
- 1.5.4 What are the ways to address the work overload at Zuva Petroleum?

1.6 Assumptions / Hypothesis

The hypothesis resulted from establishing the effects of work overload and job performance and confirmed that a relationship existed between these two variables. For an effect to exist between two variables, there should be at least some form of a relationship. Thus, the research tested on the following hypothesis:

H1: There was a relationship between work-overload and performance in Zuva Petroleum.

H0: There was no relationship between work overload and performance in Zuva Petroleum.

Further to the hypothesis tested the researcher also presumed that the participants would answer the following questions truthfully:

- Employees were stressed because of work overload issues
- Employees were failing to perform and meet deadlines because of work overload.

1.7 Significance of the Study

As alluded in the general background, it is important for any company to understand its workload for it to operate effectively and efficiently (Shah et al; 2011). The main objective of assessing and predicting workload is to achieve an evenly distributed, manageable workload and to accurately determine resource levels needed to carry out the work, thus this research will assist other researchers to understand if there is any relationship between work overload and performance as for a long time, researchers in the human resources field have taken workload as an important issue (Shah et al; 2011).

The research enhanced the researcher's knowledge on understanding the effects of work overload on employees and their job performance. With the findings obtained the research assisted the researcher to identify ways that Zuva Petroleum can put in place to manage its work overload and ensure there is work balance among the employees. The researcher being in the HR department, has already started to put in measures to address the issues to do with work overload and ensure work balance. Training and career succession plans have started to be worked on to ensure balancing of work. Proposals for flexitime have already been shared with the EXCO.

The industry will benefit from this research as evidence has been gathered that when employees have work overload, they will perform negatively in their work thereby affecting the overall performance of the company. In Zuva customers had complaints of delayed payments, poor workmanship, and incorrect customer statements.

Overall, this research will help the nation to understand that work should be balanced on employees as work overload impacts negatively on job performance. The research

established that there is a relationship between work overload and job performance, so any employer will know that any work-overload on their employees will influence their performance thus they will become proactive in managing workload issues.

1.8 Delimitations of the Study

Sampling was done in Harare based operations. The researcher used a unique set of data from one company which limited generalising but adds to an important stream of literature where effects of work-overload on performance was being investigated.

1.9 Limitation of the Study

The return rate of the questionnaires was not 100% as some respondents did not return or fully complete the questionnaire. The research could not separate between the individual performances from the company performance. If the existence of a relationship is established its nature needs to be specified which can be either zero, positive or inverse.

This research work was limited to one company, Zuva Petroleum with no reference made to other Oil companies, thus making the whole study limited in knowledge and information gathered. Zuva Petroleum is a local company with little or no international recognition; thus, the dissertation will have a limited or no international flair and the findings might not represent the correct effects. The dependency on one company for data will also mean that the study results will have no comparison basis, thus the findings cannot be generalized. The economy of Zimbabwe has been unstable for the past ten to twelve years, thus this research might not be generalized to economies that are stable.

1.10 Summary

In this chapter of introduction, the researcher examined among others, the background to the study, research problem, objectives, research questions and significance of study. This chapter is followed by chapters 2, 3, 4 and 5. Chapter 2 explains what the other researchers have reviewed on the work overload and its effects on job performance. Furthermore, the literature review also looked at both theoretical and conceptual framework on work overload as well as what other researchers say about workload, as it can be work overload or work underload. In chapter 3, the research methodology is discussed. The study used an experimental research design complemented by a blended research, where both qualitative and quantitative methods were used. This chapter also highlighted the research tools used for this research which were mainly a questionnaire and a business process activity form. It is from these tools that data was gathered, analysed and interpreted. Data analysis and interpretation form chapter 4 where a detailed analysis was given following consolidation of gathered data. Data was analysed and results presented to check if they can answer research hypothesis testing as well as give answers to the research questions. From this analysis, the research concludes with chapter 5 which gives the research summary, conclusion and recommendations.

CHAPTER 2 REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter is focusing on the literature that is related to the research conducted on the effects of work-overload on job performance. It includes associated conceptual and theoretical frameworks on work overload and their effects on the employee's job performance. The literature review also reviews the objectives of the study.

2.2 Theoretical Framework

This study draws on the diverse approaches to the causes and impact of workload on employee job performance. According to Shah, Jaffari, Aziz, Ejaz, Ul-Haq and Raza, (2011) many researchers have given due importance to the topic and have explored many variables affecting the performance of employees. Today, in the practical life each employee seems to be experiencing the workload problem (Shah et al.,2011). Lopes, (2017) also discussed the aspect of workload and states that work overload can lead to decreased employee engagement, resulting in reduced productivity which results in poor performance. Ali and Farooqi (2014) also state that the problem of workload increases day by day and produces stress and work life conflict and decreases the morale of the employees which ultimately decreases the performance and reduces the employee involvement in their job.

According to Shah et al, (2011) performance of employees is major concern for all the company. They went on to say that inadequate policies at managerial level badly affect performance and not allow employees to produce at their full potential and yet it is the most dynamic factor of production. To support this argument, Lopes (2017) further

states that managers need to identify how an organization can be managed in a manner that takes care to prevent its employees from suffering from physical and mental exhaustion.

According to Yang, Edwards and Love (2004), previous research identified six variables (involving many elements) that affect performance of employees. One of them being workload. They went on to mention that the empirical examination strengthens the hypothesis that workload has significant impact on the performance of employees. Dasgupta (2013) define workload analysis as a methodology to determine the time, effort and resources necessary to carry out operations in a department resulting in identifying the actual human resources needs of the company both in terms of the quantity and quality to achieve the goals and strategies that the company wants to achieve. In this methodology the workload is analysed by evaluating the current human resources structure and then the company's actual needs of human resources are identified (Dasgupta, 2013). There are a series of process to work out the workload of a job and the number of needed for employees to fill the job. It is very important to calculate exactly how many employees are needed to complete all the tasks in a department (Dasgupta, 2013).

There are three main stages described to assess workload by Dasgupta (2013), and these are determining the main output of a department and identify the sequence of work required to produce these outputs; breakdown chain of events into a more specific task-force and calculating the total amount of time required to complete a group task. For example, how much total time is needed to conduct research data collection, how long to do the analysis and how long to compile the results of research. From total number

of hours to this activity could predict how the needs of the number of employees required for completing the entire task.

Qualitative and Quantitative factors have been defined by Dasgupta (2013) as the two methods that are used to assess workload. Qualitative factors are the ones that drive workload and these factors basically focus on Structural workload and task demands. Performance of essential tasks is taken into consideration whilst assessment of workload is given high priority while deciding on the workload of the employee. Furthermore, background of the employees and other needs of employees are also considered as high drivers of workload and are considered on assessment of the workload.

According to Dasgupta (2013), quantitative factors are based on the quantity of work and time required to complete the given task. They are mainly time required vs time available. Once this has been estimated, the workload can be assessed as either Low (less than 60% structural workload) or Medium (between 60-75% structural workload) or High (75-90% structural workload) and Extreme (greater than 90% structural workload).

According to Yerkes and Dodson (1908), performance and arousal have an inverted U relationship and is called Yerkes -Dodson Law, performance increases with arousal up to an optimal point and then it declines as workload and the arousal associated with it continues to build. The Yerkes -Dodson law dictates that performance increases with physical or mental stimulation but only to a point (Yerkes & Dodson, 1908). According to Yerkes and Dodson (1908) as levels of arousal become too high, performance decreases. It has been found by research that different tasks require different levels of

stimulation for maximum performance for an example, difficult or intellectually demanding tasks may require a lower level of arousal so as to facilitate concentration, whilst tasks demanding resilience may be performed better with higher levels of arousal to increase motivation. The process is often shown graphically as a bell-shaped curve which increases and then decreases with higher levels of arousal. The effect of workload will have a bearing on the arousal effect of the employee thereby affect the performance of the individual one way or the other. Below is the diagram which shows the relationship between performance and arousal.

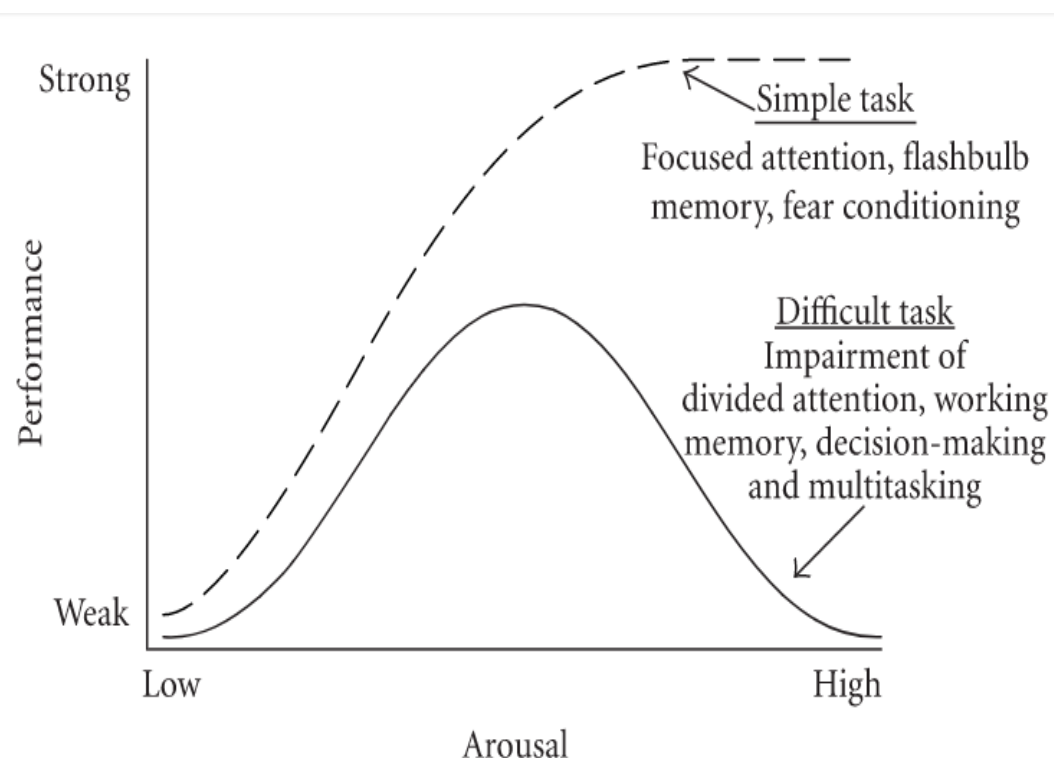


Figure 2.1: Original Yerkes - Dodson Law

Due to the task differences, the shape of the curve can be highly flexible. Simple or well-understood tasks, the relationship is monotonic, and performance improves as arousal increases (Yerkes & Dodson, 1908). Furthermore, complicated, unusual, or

difficult tasks, the relationship between arousal and performance changes after a point, and performance thereafter declines as arousal increases (Yerkes & Dodson, 1908).

According to Benish and Raza (2017), they highlighted the aspects that are involved in assessing the issue of workload in relation to job performance. Their theoretical framework shown in figure 2 shows the various elements. Where employees will have a certain perception of the complexity of their tasks coupled with support they have within the company as well as family will result in certain level of stress and ultimately determine job performance (Benish & Raza, 2017).

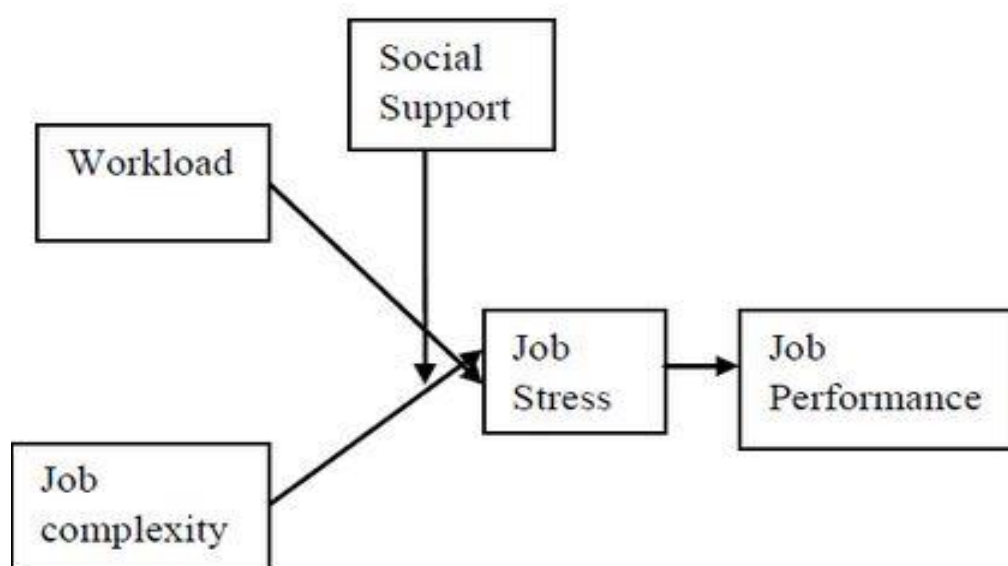


Figure 2.2: Theoretical Framework Model, (Benish & Raza, 2017)

The above model is explaining the relationship of job performance and other factors like social support, workload, job stress and job complexity. All these factors affect job performance, in the research, the focus is on work overload and job performance which has been proved by the above model that workload affects job performance. From the research background there are issues to do with re-works in the Engineering department,

incorrect statements in Credit department, late supplier payments and poor quality of reports for management meetings. According to Benish and Raza (2017) job complexity, workload and social support leads to job stress which will affect the job performance. They are of the view that it is not only workload that affects job performance there are also other factors as mentioned in their model above in Figure 2. Therefore, one cannot conclude that job performance is only affected by work overload but, there are quite several factors which Shah et al. (2011) is also in support of.

With the same lenses, Harini, Sudarijatiad and Kartiwi (2018) also advance their idea where they say that employees are regarded as an asset that is owned by the company because its existence is crucial to the company success. They further alluded that the use of directed labour is a determining factor in efforts to improve employee performance. Furthermore, they also advanced that company policies are put in place to enable the employees to work at their full capacity.

Good job performance by an employee is a step towards achieving the company goals. According to Harini et al., (2018) factors that affect employee performance can be intrinsic and extrinsic factors. The intrinsic factors refer to personal or individual factors namely knowledge, skills, abilities, confidence, motivation, and commitment that is owned by each individual employee. Extrinsic factors are leadership, quality aspects of the manager and team leader in giving encouragement, enthusiasm, direction and work support to employees as well as team factors including aspects of support and enthusiasm given by colleagues in one team, trust in fellow team members, cohesiveness and closeness of team members (Harini et al., 2018). Referring to the research background this aligns with the problems that the company was facing from

the Engineering department, Finance function and poor-quality reports generated for management meetings by the various HODs.

Schaffer (2008) said that “In a very simple sense, motivation is effort. People who are motivated are willing to exert high levels of effort towards goals conditioned by this effort’s ability to satisfy specific individual need s” (p. 6). Some researchers say motivation is a word that was derived from the word ‘motive’ which means needs, desires, wants, or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals. In the work goal context, the psychological factors stimulating the people’s behaviour can be desire for money, success, recognition, job satisfaction and teamwork.

Motivation is therefore a contributing factor to job performance as well. One of the key functions of a leader is to create willingness amongst the employees to perform in the best of their abilities. A leader therefore has an obligation to influence interest in performance of employees in their jobs. According to Urošević and Milijić (2012), motivation is defined as energy which guides people towards fulfilling a goal. Motivation of an employee has an impact on their performance. When an employee is motivated, they tend to produce positive results unlike when they lack motivation.

Looking at the Herzberg theory which looks at the motivating and hygiene factors, the presence of motivating factors will make an employee to work harder and these are usually found within the actual job. On the other hand, the hygiene factors will make an employee to work less hard as these are not found in the actual job but surrounding the job. Thus, workload is not the only contributing factor to good or bad performance.

Garwel (1996) in his research did a review of Herzberg and Maslow's theory of motivation where he concluded that although Herzberg's paradigm of hygiene and motivating factors and Maslow's hierarchy of needs may still have broad applicability in the business world, at least one aspect of each, salary as a hygiene factor (Herzberg) and esteem as a lower order need than self-actualization (Maslow). Motivation therefore is still a key factor in making employees to perform and achieve the company goals.

2.3 Relevance of Theoretical Framework to the Study

Relevant literature will be reviewed in this section in line with the four research objectives for this research which are stated in section 1.4 of this research.

2.3.1 Identify Causes of Work Overload

In any company setting, a job represents a set of behavioural expectations that are assigned to an employee. It is rarely the case that each employee has one clearly defined job that is recognisable and different from the jobs of other employees. In most companies, employees hold multiple jobs and these jobs may overlap and occasionally conflict and may change from time to time. As a result, this can increase or decrease the amount of work demands that an employee can possess. Work overload occurs when employees have too much to do whilst work underload occurs when employees have too little to do. Work overload may occur in a quantitative sense, that is the employee who occupies the job might have more items on their to do list than can be accomplished in the available period.

Overload can also occur in a qualitative sense where an employee may have enough time to accomplish their task, but the task may be too difficult to handle. This is in line

with the assertion by Lopes (2017) that workload of employees increases when hiring does not match the growth of the company. In addition, she further discusses that excessive workloads can negatively affect employees' health, productivity, and morale. As a manager, it is your responsibility to plan things ahead and distribute the workload evenly to reduce the burden on your staff (Lopes, 2017).

Another cause for work overload can be the job itself. The complex the job or the simple the job the more it has an impact on the individual. Some jobs are bigger than others regardless of what the company does. In most cases jobs that supervise others tend to be larger than the jobs that do not have any supervisory responsibilities. Likewise, boundary -spanning jobs tend to be bigger than roles in which all the people interact with and are set within the company.

Temporary circumstances may also lead to role overload, an example is where in a department of five employees, one quits, it creates overload on the remaining team. As much as the employee will be replaced, it can take time whilst in the meantime the team members may be requested to do job cover. The same applies when companies retrench, the survivors are left with more work to do than before.

The sources of job-related information for an employee are known as that person's job set. Within an employee's job set, some employees are obviously more important than others (e.g., supervisor), but an employee must pay attention to all members. In an ideal world, the team members of an employee's work set would regularly meet to discuss the messages they are conveying and to make sure they are reasonable. Companies, however, are not ideal, so it is possible that an employee may receive too many or too

few jobs demands, or the demands of different employees of the job set may be in conflict. The focus here will be role demands that are too big or too small and how this is created.

There are several different explanations for workload from a role theory perspective. Shah et al.,(2011) say that many variables like intellectual and physical abilities of the employees, their qualification, training, experience, culture of the company, reward systems, career progression opportunities, co-worker's behaviour, authority and responsibility, workload and structure of the company, influence the performance of the employees. As a result, in today's real life every employee is vulnerable to the workload problem. It therefore marks individual range of stress variables both at home and work which result in either health or performance problems. Usually both health and performance can be affected by workload. Workload and stress issues have then become the talk of the day which requires detailed and thorough studies to resolve them.

One cannot talk of workload without also talking of stress as the two go hand in hand. Robbin (1996) defines stress as an active state of mind in which a human being faces both an opportunity and constraint. Schultz and Schultz (2016) says that certain individuals, in different occupations are increasingly exposed to be under unacceptable level of workload stress.

Naturally, though it makes sense that if people can have too much to do it can also be either way where and this can be regarded as work underload, they can have too little to do as well. Work underload can also be viewed from both the view of qualitative and quantitative. Qualitative underload employee refers to an employee who has adequate work to do but the nature of work is far below their abilities whilst quantitative

underload means an employee has too few tasks to do and may even experience periods of idleness or boredom on the job (Dasgupta, 2013). It is therefore important to make sure that it should not be a daily thing but a once off thing. When the job market is tight, employees are forced to accept jobs for which they are over-qualified and thus they may be subject to some degree of qualitative work underload. This is typical of the current situation in the Zimbabwean economy where degreed people are taking jobs that are not in line with their line of qualification for example, 80% of staff at service stations are degreed people but they are working as fuel attendant.

At times companies may intentionally design the job to be as simple as possible and these jobs have high potential for role underload. Research that has been done on job design has shown that simplifying jobs may increase efficiency and decrease the company's manpower costs because the skill requirements are reduced. For any company to operate efficiently and effectively, it must know what its workload is, (Dasgupta, 2013). Four primary causes of overload are identified by Kirsh (2000) as too much tasking and interruption, inadequate workplace infrastructure to help reduce the need for planning, monitoring, reminding and reclassifying information.

2.3.2 Impact of the Work Overload on the Employee's Job Performance

Following the discussions above, it is clear and evident that there are many factors that influence performance and impact on the company. These include work related circumstances, company resources and their performance. Employee job performance plays an important role in any company because employee job performance will reflect as well as affect the organization performance in today's competitive business environment (Benish & Raza, 2017). Lopes (2017) adds onto that and states that job

insecurity, financial problems and the competitive job market may force employees to take on heavy workloads and make compromises. In other working environments, working long hours is associated with loyalty and commitment whereas some might consider it as poor planning.

However, companies always want and expect good performance from their workers time to time. Majority of research that has been undertaken in the field of workload cited role conflict and role ambiguity as some of the results or effects of workload on employees which will negatively impact on the employee's job performance. These have shown that both role stressors are associated with negative psychological effects e.g. job dissatisfaction, anxiety, physical e.g. self-reported symptoms, sick leave and behavioural e.g. decreased performance, increased absenteeism outcomes, (Smith & Smith, 2017). According to Smith and Smith (2017) the effects of workload are often referred to as stress and fatigue and it may be these conditions that mediate the effects of workload on performance.

Looking at job performance Mangkunegara and Octrend (2015) stated that the issue of performance is the result of work given to employees both in quality and quantity. As much as workload might affect performance there are also other factors like work environment which can be extrinsic factors as mentioned by (Harini et al., 2018). Furthermore, high, or low performance of employees can be caused by the workload received and the work environment that the employee is exposed to. Thus, both work-overload and work environment might have a significant impact on job performance. In addition, Glaser, Tatum, Nebeker, Sorenson and Aiello (1999) in their research on work simulation to test the effects of workload on stress and performance concluded

that managers need to consider employee workloads when developing performance goals.

Work overload is more strongly related to physical symptoms and physical exhaustion than other work stressors. Most research has focused on the quantitative overload. When considering the impact of work overload, it is important to take note that the effect of work overload may vary from one employee to another. Employees who manage their time very well, those who have great deal of help and support from others, and those who simply do not view being overloaded as negative probably do not respond to this stressor as negatively as others.

In a research done by Abbasi, (2015) findings indicated that work overload has negative effect on stress, turnover, and job performance. His aim of the research was to see the effect of work overload that is a dilemma in almost every company with employees expected to perform more activities at one time. Consequences identified were in the form of stress, turnover intentions, and lower job satisfaction

With the increase in market competition and dynamic work environment, work overload seems to have become a common issue suffered by almost every employee (Altaf & Awan, 2011). Work -overload, usually results in not only poor health conditions but also mental circumstances. These problems then become a threat to the companies in the form of poor performance and lack of ability to reach standards. There is a relationship of workplace job overload and employee's satisfaction or performance.

As employees experience work overload, there is the probability that related pressures may extend to their personal lives hence affecting their work life balance (Duxbury, 2004). In her research, she defined work life balance as involving three things: role overload, work to family interference and family to work interference. Role overload is having too much to do in the amount of time one has to do it in (Duxbury, 2004). Thus, it leads to the feeling of stress, fatigue, and time crunch. Work to family interference occurs when work demands, and responsibilities make it more complicated for an employee to fulfill family role responsibilities. Family to work interference occurs when family needs, and responsibilities make it more difficult for an employee to fulfill work role responsibilities.

2.3.3 Assess the Work Balancing

Being in the era of globalisation, performance of employees is now a concern for management as they now seek to recruit high performance employees. Companies have moved to hunting and keeping talented employees to strive in the global market. According to Shah et al. (2011) company develop systems to avail optimal utilisation of human resources. They advised that this creates high performance teams. They went on further to say that the high-performance work systems are comprised of many interrelated parts that speak to one another to reach the goal of a company, big or small. Further they say that change in workload tends to change in stress level of employees which ultimately affect the performance of employees.

As much as workload can be taken as an opportunity to learn and prosper quickly since employees gain more work experience which enrich their exposure, this can also have detrimental effects if not managed properly. In the late 1980s, a survey of HSE

department, USA showed that stress is second major cause of ill health in serving employees (Cousins, Mackay, Clarke, Kelly, Kelly & McCaig, 2004). The main aim for the HSE according to Cousins et al. (2004) is to enable companies to effectively tackle work-related stress, and subsequently reduce both its incidence and prevalence.

Cox-Fuenzalida, Beeler and Sohl, (2006) carried out a study to examine the sudden changes in workload level with the aim of making direct comparison between the sudden increase and decrease in workload situations. The results indicated that the performance was impaired for both conditions. The study suggested that a sudden decrease may result in greater detrimental effects.

Generally, the process of performance management requires that managers do at least three things well, that is, define performance, facilitate performance and encourage performance, distinction between work and non – work life has been blurred (Hall & Mirvis, 1995). According to Clarkberg and Merola (2003) of late there has been an increase in the number of managers working relatively longer hours in developed countries. According to O'Driscoll (1996) the non- work context has a negative impact on career outcomes, including the likelihood of participation in career focused learning and development. Examples of non-work contextual variables that negatively impact behaviours include work and family resources, work and family demands, gender, and dependents (O'Driscoll, Brough, & Kalliath, 2006). Watland and Santori (2014) further discusses that in order to establish a balance of workload in organizations, there is need to review team's current workload, identified over and under allocated staff, account for skills and absences and then adjust your assignments.

2.4.4 Suggested Ways for Addressing Work Overload

Noe, Hollenbeck, Gerhart, and Wright (2001) say that it is the responsibility of the human resources department to develop committed, productive workforce in challenging economic conditions to get efficient performance. Picincu (2019) then says that managing employees' workload can result in lower turnover rates, improved performance, and higher revenue for the company. She further asserts that workload can be scheduled in advance based on job cycles as this will allow employees to work at a more relaxed pace, achieve better results and anticipate potential issues before it is too late.

The influence of stress for a long time may develop high blood pressure, ulcers, irritability, difficulty in making routine decisions and the like. According to Shah et al (2011) the findings about the satisfaction and level of productivity relationships have more important implications for managers. They suggest that the goal of making employees happy on the assumption that this will lead to high productivity is probably misleading. According to Robbins (1999) managers who follow the strategy could end up with a very happy but unproductive group of employees.

Workload management reduces the need for specialised, technical skills and allows people to organise, manage and monitor workload according to business goals (Dasgupta, 2013). Below is the diagram that summarises the workload management by (Dasgupta, 2013).

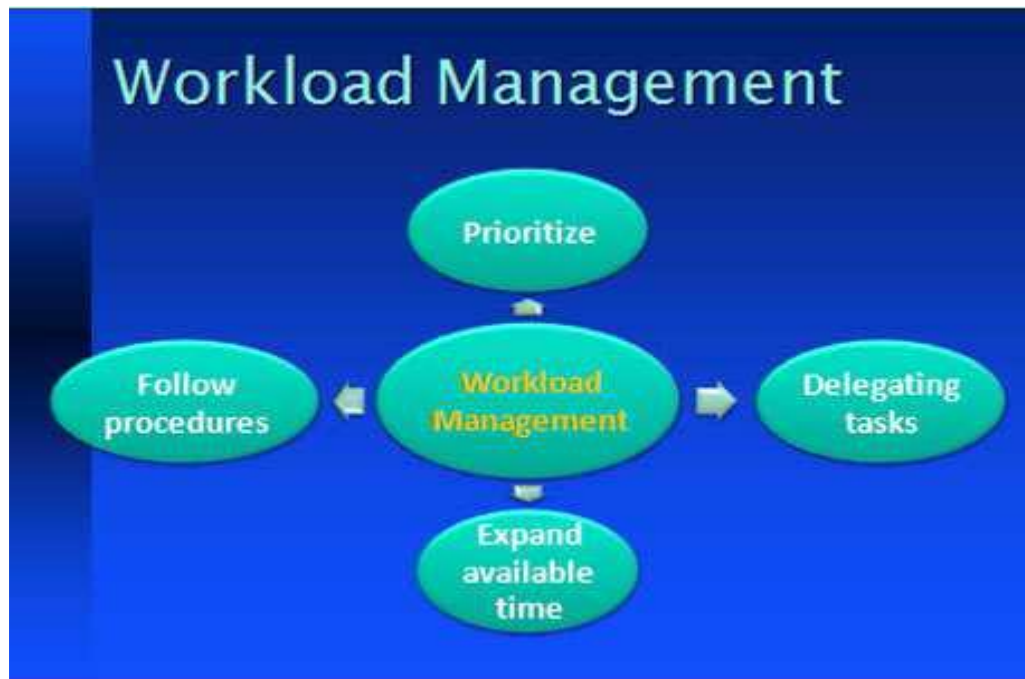


Figure 2.3: Workload management principles

According to the principles above, workload can be managed if employees learn to prioritise their work, delegate tasks, follow procedures and expand time. Delegating of tasks is important to everyone who has a team that reports to them. Failure to delegate can lead to unnecessary work overload. On another note delegation must be done tactful to ensure one remains accountable and responsible for the work to be done. Through delegation, the manager will also be empowering and enhancing skills of subordinates which will ease their job into the future. This can also motivate subordinates.

Following of procedures will also help in managing workload. When procedures to carry out as specific task is put in place, it becomes easy to do the work as there are structured systems in place that will guide the employee and reduce on any mistakes or accidents. Procedures can ease the burden if the job is very operational, there are times when the job requires more of mental thinking than a procedure that is where the complication can arise. Managers can therefore delegate their operation duties to their

team members whilst they focus more on difficult or complex task that require a working memory.

On expanding time available Dasgupta (2013) people can use time available efficiently to complete tasks. This can be linked to prioritise. Prioritize and schedule tasks effectively by understanding the priorities in the job, we and can focus on important activities and minimize work on other tasks as much as possible (Dasgupta, 2013). Prioritising of work can be linked to time management as per Czarto, (2012). Below is the four-quadrant time management concept by Czarto, (2012), which puts priorities into four quadrants where he indicates urgent, not urgent, important, and not important.

The quadrants are also labelled Q1 – Quadrant 1, Q2 – Quadrant 2, Q3-Quadrant 3 and Q4-Quadrant. Czarto A. 2012 explains these quadrants in detail. Q1 Crises emergencies: It is crisis, pressing problems, deadline driven, projects, meeting preparations. Should be completed like today. If not done there will be serious consequences. Q2 Prevention panning improvement: these are things that should be done soon, nice to do these today but they can be put off for a later time. If not completed, nothing significant will happen.

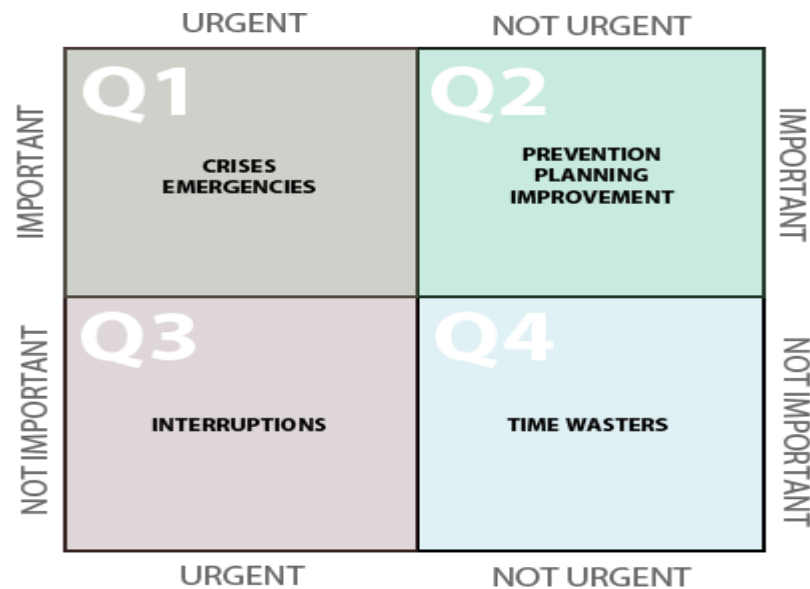


Figure 2.4: Four quadrants of time management by Czarto (2012)

Highly effective people make time for the Q2 activities thereby reducing the time spent in other quadrants thereby it assists them to manage their time well.

Q3 Interruptions: there is no set time frame, nice to do items for example, some reports, some meetings, some phone calls, interruptions. If not done, nothing significant will happen. There is no set time frame. Nice to do items e.g. some reports, some meetings, interruptions, some phone calls. If not done nothing significant will happen. Q4 Time wasters: Trivia, busy work, junk mail, some calls, time thieves, escape activities. These are time eaters. Effective people stay out of Q3 and Q4 because urgent and are not important. Shrink Q1 down to size by spending more time in Q2 which is the heart of effective personal management. Our effectiveness takes a quantum leap when we start doing the things in Q2 on a regular basis (Czarto, 2012).

While being the most exercised of the human skills, communication is also the main source of misunderstandings and human failures, even in our times (Valerica & Daniel

2014). This happens at all levels of the social life as people are different and these differences (education, temper, environment, genetics etc) can affect communication when they are not understood (Valerica & Daniel, 2014). According to Valerica and Daniel (2014) if communication is controlled in time, the communication process contributes to reducing stress, and the desired result can be achieved easier, saving time and energy as well as work done on time. In 2014, Valerica and Daniel suggested that:

Time has the following characteristics:•it is inelastic (it can't be accumulated nor saved);•it is atypical (it can't be compared to any other resource);•it is equally available (anyone has the same amount of time everyday –24 hours);•it is indispensable;•it can't be substituted. (p. 296).

According to Valerica and Daniel, (2014), how well people organize their time is up to them, it shows how disciplined they are and how they control their desires, how they refrain that need for immediate reward which we all know brings us more regret than satisfaction most of the time.

Kaber, Omal and Endsley (1999) suggest that automation of task implementation portion in manufacturing processes gives major benefit to operator in normal operating conditions. The suggestion is that compatible utilisation of human /automation resources improve performance. Sherwin D (2000) economic systems of developed countries are now dependent upon computerisation, which has its proven worth for lowering production costs, increasing productivity, raising business competitiveness, and generating higher profit margins. Although workload and performance are clearly related, however relationship between these two is much complex.

The diagram below shows a guide through a process flowchart of managing workload as adapted by Queensland Government (2017). This is with commitment to working with employees to improve the health, safety, and wellbeing of all people – creating work environments and practices that help people live productive working lives. The Flowchart then helps to assist managers’ work with employees to design work practices that promote wellbeing, work-life balance and prevent harm.

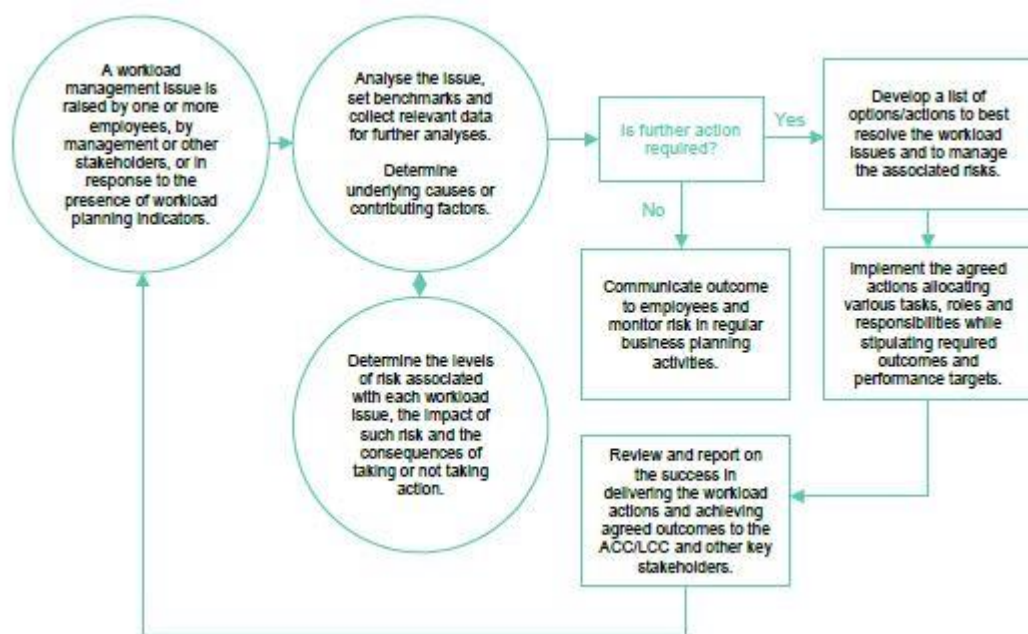


Figure 2.5: Process Flow Chart to Manage Workload (Queensland Government 2017)

The above process flow charts for Queensland Government 2017 is demonstrating the process that the company can embark on when it comes to address workload issues. This becomes quite relevant to the research objectives as the researcher identified ways to address work overload issues from the findings. The above flow chart gives guidance on how measures to address workload can be addressed. Carrying this research forms part off the process to be followed through in addressing workload issues where unpacking deeper into the issue is required. The findings from this research that there

is work overload on the employees at Zuva and it is affecting their performance. Effects identified are stress due to lack of work life balance, job burnout and poor quality of work. Thus, the flow chart assist managers to at least design and put measures that will manage and mitigate workload that will affect performance.

2.5 Summary

This chapter covered the literature review consisting of the theoretical and conceptual framework on workload that enabled the researcher to answer and achieve the research objectives of the study. The various researchers share their different views on work-overload. Some researchers went on to say work overload is not the only factor that affects job performance but other factors like career progression, skills and competencies thereby make every employee open to workload challenges that can be over or under load. Motivation has been cited as one of the major contributors to job performance despite workload issues. A motivated employee performs better than a demotivated employee. Job performance is therefore a variable that is affected by various factors apart from workload e.g. work environment and levels of employee motivation.

This literature review assists to see if there are any alignment with the findings of other researchers given what other researchers have discovered on the work-overload and job performance. Overall, all the researchers agree that there is a relationship between work-overload and job performance and Sherwin (2000) further postulates that as much as work overload and job performance are related, the relationship is complex. The next chapter is going to discuss the Research Methodology that was used to arrive at the given findings that is aligning with the researchers.

CHAPTER 3 METHODOLOGY

3.1 Introduction

This chapter focuses on the research methodology used to study the effects of workload on job performance at Zuva Petroleum (Pvt) Limited. The methodology highlights the description of research design implemented for the study, the target population as well as sampling process. Detail of the research instruments, how data for the study was collected and analysed is also included.

3.2 Research Design

The researcher used an experimental research design that saw both qualitative and quantitative elements of the research based on a case study of Zuva Petroleum being analysed. The research was aimed at establishing the effects of work overload on job performance at Zuva Petroleum. There is a causal effect relationship to be established on two variables, i.e. work overload and job performance.

The study did not involve every employee but a sample that would give a full representation was used. This case study comprised of employees at Zuva Petroleum, the results of which can be generalized across the entire company given that since the respondents represented the various levels of management and non- management, were from all the existing departments of the company and with various and different work responsibilities. As indicated in the Background to the Study Chapter, Zuva Petroleum has 101 direct employees to make the population of this study. The focus of this selection was based on respondents from the Harare office.

Being of a qualitative nature, the was aimed at bringing out the exploratory nature of the data to be analysed as well as to explain the ‘how’, ‘what’ and ‘why’ workload is at it is at Zuva Petroleum. Given that, the qualitative aspect would then focus on the employer Zuva Petroleum to guide understanding on:

- Causes of work overload in the company
- Effects of the workload on job performance and personal life
- Possible solutions to manage the workload across the company

3.3 Population and Sampling

Insight of the population target and the sample used for this research is discussed under this section.

3.3.1 Population

In addition to the purpose of the study and population size, the criteria were specified to determine the appropriate sample size i.e. the level of precision, level of confidence or risk and degree of variability in attributes being measured (Miaoulis & Michener, 1976). From a population of 101 employees using sample size calculators, the Research advisors and Israel (1992) state that with a 95% confidence level and 5% error margin, the sample size is ideal. This gives a sample size of 50 respondents.

3.3.2 Sample Selection

Stratified random sampling was used to collect the data. The total population was divided into non-overlapping sub-groups and this constituted into Executive, Managerial and Non- managerial groups. The sample of 50 employees duly represented the total population as specified by research advisors. This gave representation at different levels of employees in the survey, as well as being based on the employees’

shared characteristics and attributes. Non-managerial employees who are key business processes personnel completed the business process activity forms and time tracker as well as completed the questionnaire.

3.4 Data Collection Instruments

Questionnaires, business process activity forms and time tracker sheets were used to collect data from the respondents.

3.4.1 Questionnaire

A questionnaire was used to provide for the qualitative and quantitative elements of the research. The questions included open and closed ended questions to cover every employee in the sample. As a guide to establish the nature of workload, aspects of literature regarding workload were included to structure the responses that respondents would choose from. Part A of the questionnaire focused on the respondents' background. This included length of service with the company, age, qualification as well as the level of the employee. This information would provide insights into how experience within the company would relate to workload.

Part B of the questionnaire focused on the nature of work of the individual. This detailed aspect of which department the employee belongs to, whether they have any subordinates or not as well as the number of hours they spend at work in a day. Data collected in this section would provide more detail pertaining to tasks in relation to working with others as well as time spent at work.

Part C of the questionnaire focused on the general workload of the respondent. This was with the aim to find out which sections or roles are experiencing workload as well as

define causes of the workload. Respondents would also outline any suggested solutions to solve the workload at the role level as well as general solutions on improvements on the workload across the whole company.

Given that workload affects everyone in the company, the questionnaire was sent to the sample size with the same questions. It is probable that during data collection some respondents are illiterate whilst others are literate. According to Dalela (1983), the expectation is that those who are literate will answer the questionnaires themselves, whilst guidance will be provided for those who may not be able to read and write. Only non-managerial staff completed the business process activity form supported by the time sheet tracker. The aim was to check if the employee is over or under loaded on agreed lead time.

3.4.2 Business Process Forms

These were used to track on the times employees would take to carry out a specific activity with an aim to check if there was any overload as employees would put lead time versus actual time.

3.4.3 Daily time sheet tracker

This was used hand in glove with the business process activity form as it will track the actual time the employee has worked for the day. This form assisted to confirm on the actual expected working time of four hundred and thirty-three minutes (433) and the extra time employees worked.

3.5 Pilot Study

No pilot study was carried out for this research

3.6 Data Collection Procedure

This section discusses the procedure that was used in collecting data, primary and secondary data.

3.6.1 Primary data

The primary data was collected through distribution of the questionnaires, business process activity and time tracker forms to employees and this was done in person by the researcher. This promoted the assurance of the questionnaires reaching the respondents, saving on time as well as further engagement with respondents to provide for clarity where need. The questionnaire covered questions on demographical issues of the respondents, their years of service with Zuva Petroleum, workload management and perceived or suggested ways to improve on the work overload by Zuva Petroleum and at individual level. The questionnaires were collected after 72 hours to enable the respondents enough time to understand the questionnaire and respond appropriately without pressure.

To compliment the questionnaire non- managerial staff would be asked to complete a business process activity form and time tracker form for a period of 14 days. This assisted the researcher to check if the employees were doing their work within the specified lead times thereby enabling to see whether there is any genuine workload, or it is matter of organising ability. The researcher al so took time to see through observation some of the tasks that the employees do and confirm on the business process form. The business process activity form summarises the activities that one does in line with the department defined procedure, this would indicate the lead time for the activity and the actual time being taken. The time tracker was another tool used to measure the

lead time and the actual time. It is critical to know working times of the individual to track the times correctly.

At Zuva Petroleum, an employee should work four hundred and thirty -three minutes (433) i.e. (7hours and 21 minutes). The time tracker is completed as soon as one starts the work for the day and log in every activity from start to end of activity. At the end of the day the employee and team leader sign off the tracker and see if the employee has worked over or under the four hundred and thirty-three minutes (433). By so doing, the employee and team leader will be able to identify any surplus or deficit of resources. Furthermore, this assists in doing the resource levelling.

3.6.2 Secondary data

This was collected from existing reports done by IPC in December 2016 and Enhancement workload reports done in September 2017. Existing journals and publications on workload management were also used.

3.7 Analysis and Company of Data

The researcher used an inductive approach in analysing data.

A four- step process was used by the researcher:

- Organising the data i.e. label data into familiarising and structuring
- Identifying the framework explanatory (guided by the research question) and exploratory (guided by data)
- Sorting data into framework i.e. code the data and modify the framework
- Using the framework for descriptive analysis which will look at the range of responses in categories and identify recurrent themes.

a) Qualitative data

Thematic analysis Saunders, Lewis, and Thornhill (2009) was employed to identify the key themes.

b) Quantitative data

Through use of tables, graphs as well as charts, statistics established ensured that the data analysis was used to provide detail into workload as well as factors that can be associated with job performance. Hypothesis testing was to be done by testing the data at a 0.05% significance level.

3.8 Ethical Considerations

The researcher got informed consent from the participants through verbal engagements on handing the questionnaires to the participants as well as written on the introductory section of the questionnaire. Voluntary participation was also sort from the participants. Issues of confidentiality and anonymity were also considered as participants were not asked to fill their names on the questionnaires. This was done by asking participants not to disclose their names on the questionnaire even on the envelope when they returned the completed questionnaire. Furthermore, the introductory section of the questionnaire also emphasised on this.

3.9 Summary

The research design was an experimental research design where the research population was 101 employees and a sample of 50 employees who were sampled based on stratified random sampling. No pilot study was carried out and the researcher ensures that there was compliance to the ethical considerations as stated in section 3.8 above.

The research instruments used helped the researcher to be able to ensure that they could be checked on their reliability and validity to confirm the outcome from the data collection results to see if they are acceptable or not. As the research design was an experimental one, the hypothesis testing was done to establish the relationship between the work-overload variable and the job performance. Hypothesis testing accepted the alternate hypothesis which stated that there is a relationship between work overload and job performance. On the last note the chapter discussed how the data collected will be analysed for the research. In this case SPSS software was used to analyse the results explained in the next chapter, which is Chapter (4) which discussed the data analysis and interpretation.

CHAPTER 4 DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter is going to discuss on the outcome of the findings or results received from the data collection tools used. Thus, the structure of the questionnaire guided the collection of the data as well as the presentation of the data which was analysed. The first section looked at the response rate, demographic data followed by data analysis and interpretation by each research objective. These will be analysed and review with what other researchers find out and link if there is any relationship on the findings

4.2 Data Presentation and Analysis

The presentation and analysis of the data gathered is going to be discussed in this section

4.2.1 Response Rate

Questionnaire responses were received from 42 respondents. The seven were not returned in time to be incorporated for the research and one was not completed fully hence not usable for this research. The 42 questionnaires equated to an 84% response rate. According to Mugenda and Mugenda (2003), a response rate of above 70% is adequate to generalize the findings to the entire population, as it is very good, therefore this validates the study results.

4.2.2 Respondents by Level of Company

The response statistics for the questionnaires were collected across the three main company levels as indicated in the table below. The respondents were categorised in three levels, i.e. Executive, Managerial and Non- Managerial Employees. This was to ensure that every level was catered for and give results that will be supported. From the composition of the respondents, 3 were Executives which is the full complement of the Executives, 17 Managerial employees and 22 Non - Managerial employees as shown in the table below. By segmenting by level in the company this will assist in assessing if the company is properly structured and take note of where work overload is more so that proper interventions are done.

Table 4. 1: Proportion of respondents by level in the company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Executive	3	7.1	7.1	7.1
Managerial	17	40.5	40.5	47.6
Non-Managerial	22	52.4	52.4	100.0
Total	42	100.0	100.0	

Majority of the respondents were Non-Managerial constituting 52.4% of the survey. These statistics stand to confirm that in any company, the level in a company have more non- managerial employees, followed by management and then executives.

4.2.3 Respondents by Gender

There are more males in the company as compared to female employees. This is fully represented from the results where majority of the respondents were male as opposed to

females. There are 60% male respondents and 40% female respondents. This also gave a true representation of the total population like alluded to. Gender might also have an impact when it comes to work overload. Female employees tend to have added responsibilities at home of care giving to the family which are also quite demanding and need to be fulfilled. Failure to meet these needs at home might also create problems with work -life balance. This can even result is mental health problems. Below is the diagrammatical representation or composition of the respondents.

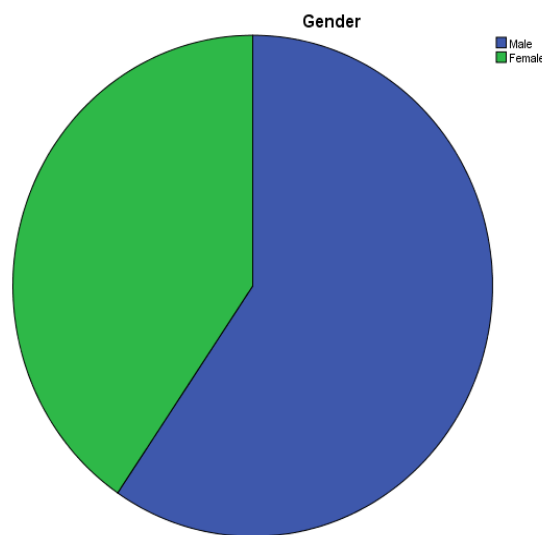


Figure 4.1: Gender of respondents

4.2.4 Age Distribution

The results in the table below shows the age distribution of the respondents. Zuva Petroleum is constituted by young employees, with the average age of the company being 39 years as majority of staff are 39years and below. About seventy percent (71%) of the respondents are 39 year and below and the minority of 40years and above constitute only twenty eight percent (28%). Age has an impact on the way work overload is viewed. As depicted in the table below majority of the respondents are within the age group of 30 to 39 years. This mean that the company is made up of

millennials or generation Y. According to Smith and Nicholls (2015) millennials are family focused and thus need to have a better work life balance. Millennials prefer focusing on their private lives as opposed to their careers, (Ng, Schweitzer & Lyons, 2010).

Thus, work overload will affect their work balance as more time will be spent at work and fail to concentrate on their families. For the newly married they also need to have time with their spouses as failure to do so might even create tension in their marriages as trust can be broken with spouses assuming cheating by the other spouse due to coming home late hours. Thus, the age composition will also assist in understanding the right interventions to be employed to manage issues to do with work overload. This is a generation which is more interested in use of technology too. The table below gives the age distribution of the respondents which also gives a true representation of the total population.

Table 4. 2: Age distribution of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
20-29	10	23.8	23.8	23.8
30-39	20	47.6	47.6	71.4
40-49	10	23.8	23.8	95.2
50-59	2	4.8	4.8	100.0
Total	42	100.0	100.0	

4.2.5 Number of Years Working in Company

The figure below shows the number of years or service that respondents have spent with the company. Like alluded in the problem statement that there was a change in

shareholding in 2010 from BPSMS to Zuva Petroleum and then in 2014 from Zuva Masawara to Zuva Woble investments respectively, this shows that as much as there was a going concern, most employees from BPSMS left the company leaving new people joining in with little or no experience in the industry. The respondents indicated the length of time they have been with Zuva Petroleum. This helped in analysing whether aspects of time with company as well as level at the company have a relationship with workload experienced by the employees. Most of the employees across all managerial levels have been with the company for a period of between 1 and 5 years. Most Managers are 5 years and below, indicating that literally there quite an insignificant number of managers that came through from BPSMS.

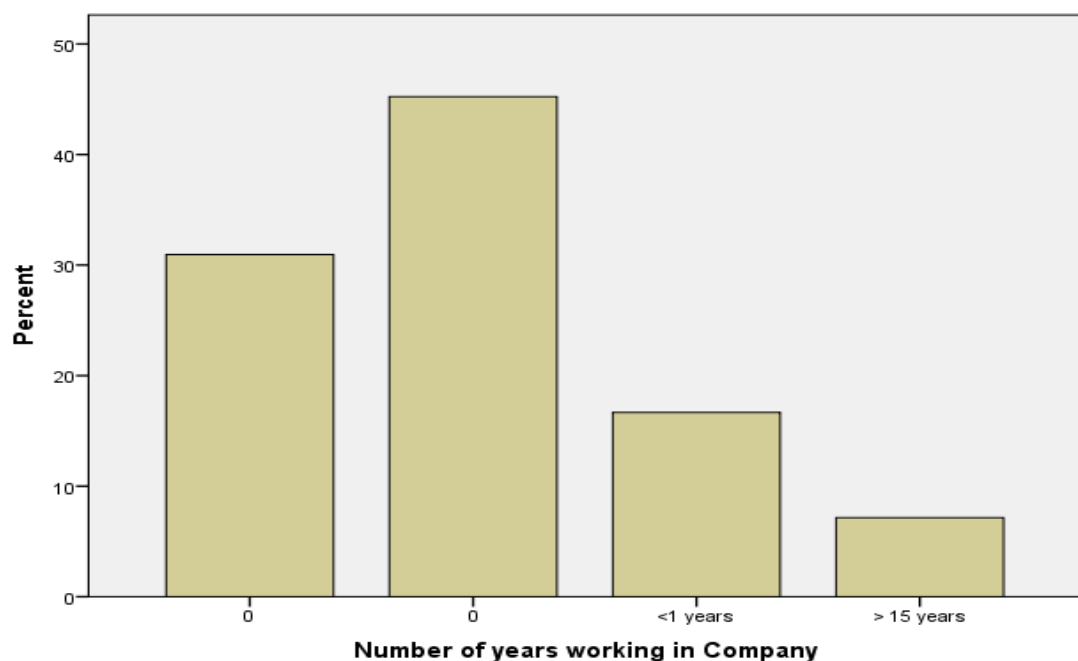


Figure 4. 2: Length of service with the employer

With previous research done by Schultz & Schultz, (2015) to indicate how length of time with company and managerial level could help employees manage workload, this

data well either prove or support this assertion. The data representation clearly shows that nearly all employees came in with Zuva Petroleum and the transition aspect might have failed to carry out a proper due diligence on the workflow processes and procedures thereby leaving employees overloaded with work through in -experience as well. Petroleum industry is a unique industry which normally requires employees to undergo a through induction. From the respondents only ten percent (10%) of employees have more than fifteen (15) years with the company and the 90% is less than 15 years.

4.2.6 Education Level

The table below shows the distribution of respondents by the educational level. Education level will assist in workload assessment to check if the employees have the right level of education to be able to deliver on their work competently.

Table 4. 3: Highest Educational level of respondents

Highest Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	3	7.1	7.1	7.1
	Diploma	8	19.0	19.0	26.2
	Degree	20	47.6	47.6	73.8
	Postgraduate	11	26.2	26.2	100.0
	Total	42	100.0	100.0	

An analysis of the data above indicates the respondents have all attained formal education with the least being of secondary level. Seventy four percent (74%) of employees have a degree and above. This analysis shows that Zuva Petroleum has people with the educational qualifications required for them to do their work which then

might point to the fact that there is work overload as employees carry the right education level for them to do their work. Moreover, all recruitments in Zuva Petroleum also take note of the qualifications required for each job.

According to Omolayo and Omole (2013), there is no significant interaction influence of age, educational qualifications and length of service was found on job performance.

Based on the questionnaire structure, the next analysis of results will be from Part B that looked at nature of work of the respondents.

4.2.7 Department Category

The table below shows the category of the department where respondents worked on. Zuva Petroleum is made up of various departments which have been broken down as Support services; Retail, Commercial and Marketing Services; Operations, Supply and Engineering. Support services is made up of the Finance, HR, IC and HSSEQ departments. These departments are cost drivers as they are mainly there to support the business. Retail, Commercial and Marketing Services are the business, they drive the volumes and revenue of the business. Operations, Engineering and Supply are both cost, margin and volume based. Supply does the procurement of both fuels and non -fuels for the business. Operations does the warehousing, distribution, and transportation of the products. Engineering does the maintenance of the assets and equipment of the business to ensure there is no loss in sales due to breakdowns

Table 4. 4: Category of department

	Frequency	Percent	Valid Percent	Cumulative Percent
Support Services (Legal, Finance, HR, HSSEQ, IC)	11	26.2	26.2	26.2
Valid Retail, Commercial and Marketing Services	19	45.2	45.2	71.4
Operations, Supply and Engineering	12	28.6	28.6	100.0
Total	42	100.0	100.0	

From the above analysis employees in the business which is forty five percent of respondents have work overload. With the support functions constituting twenty six percent of the respondents. The data shows the various departments represented by the respondents. To be compared with perception on workload, these statistics highlighted which sections of Zuva Petroleum have respondents that show they have higher workload. This has also been linked to the number of subordinates as described below

4.2.8 Number of Subordinates

Below is the number of subordinates per each managerial level.

Table 4. 5: Respondents with subordinates

Number of Subordinates				
	Frequency	Percent	Valid Percent	Cumulative Percent
0	17	40.5	40.5	40.5
1-5	17	40.5	40.5	81.0
6-10	4	9.5	9.5	90.5
>10	4	9.5	9.5	100.0
Total	42	100.0	100.0	

The above data highlights the differences in number of subordinates across each level of management. This data helped to establish extent of workload at the level given the level of people management. The higher percentage of people management is at Executive level with 33% as highest.

4.3 Discussion and Interpretation

Being an experimental research design complimented by blended research, both the qualitative and quantitative methodology was adopted, and the data was analysed together under each objective of the research. The qualitative section informs the research questions and inevitably the research objectives. This is in complementation of the quantitative section whose ultimate mandate is addressing the research hypothesis.

The research objectives which correspond to the research questions are presented together with the main themes that the researcher considered as attempting to inform.

4.3.1 Causes of Employee Work Overload

The hours worked per day was another indicator to determine how much time employees were spending at work. This will also go in hand with the time sheets, for the non-managerial staff. The below diagram indicates the overview of all respondents in terms of hours they spent daily at work. Most of the respondents work a nine -hour (9) hour day as shown by the data below. The results confirm that there is work overload at Zuva Petroleum as majority of employees in the sample work at most nine hours(9) which amounts to five hundred and forty minutes (540) and above every day against the expected time of four hundred and thirty three (433) minutes as indicated earlier on. There is no job cover to ensure that the employees have a work life balance. The results from the qualitative study revealed the causes to be:

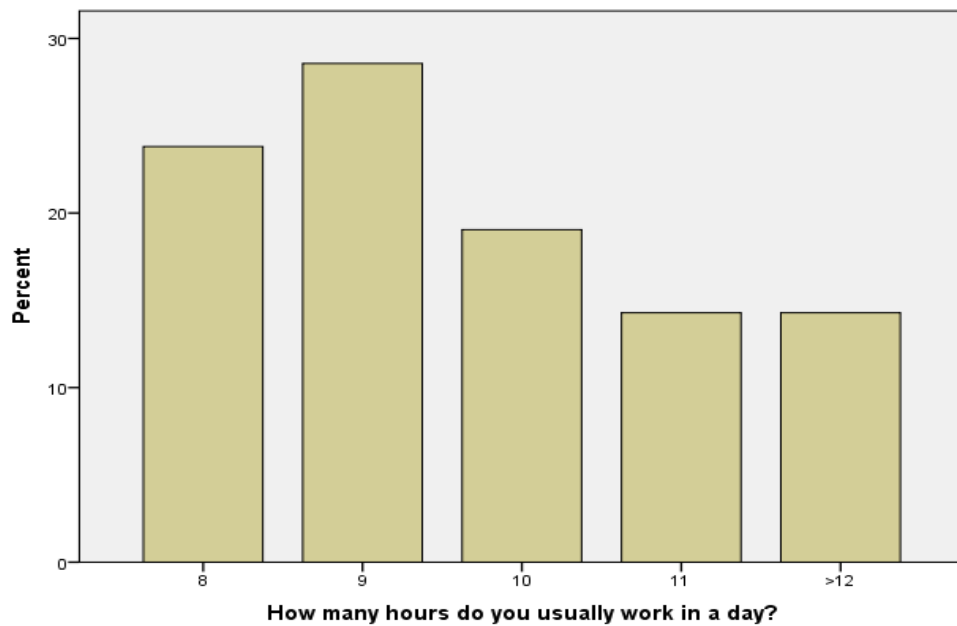


Figure 4. 3: Employee Daily hours spent at work

- Ad hoc and excessive work assignments.

These causes were pinned down to poor planning inclusive of unplanned activities on the part of the company according to respondents. A lot of reports were also attributed for their poor structure to the setting of unrealistic deadlines thus weighing down employees with excessive work. There was also attribution of work overload to poor communication, after hours communication which disrupts the work life balance.

- Poor communication was also cited in terms of inadequate updates on work assignments. Reporting lines are disrupted as communication crosscuts across functional boundaries. Human resources and technologies are inadequate for the enormous transactions that the company deals with.

These findings are in line with the findings by Kirk (2000) where he also highlighted causes of work overload as too much information demand, constant multi- tasking and interruptions and poor infrastructures. In summary the causes could be presented as poor planning, poor communication, and inadequate human and technological resources. This data is further analysed according to managerial level as indicated below.

Table 4. 6: Hours spent at work by respondents

Hours worked in a day	Executive(n)	%	Managerial(n)	%	Non-Managerial (n)	%
8	0	0	1	6	9	41
9	0	0	5	29	7	32
10	0	0	5	29	3	14
11	1	33	4	24	1	5
12	2	67	2	12	2	9
	3	100	17	100	22	100

The above data shows that more hours at work are spent by Executives of the company at 67%, who also have the highest number of subordinates as indicated by data from table above. These results reflect the true population as the company streamlined functions thus there is Chief Operating Officer in charge of Engineering department, Operations department, Retail department, Marketing Services department and Commercial department. These departments are also headed by HODs. Chief Finance Officer is responsible for Finance and Investments analysis and IT. Whilst the Corporate Services Executive looks after HR, Legal, Services, HSSE.

Thus, it makes the Executives have many subordinates reporting into them. With the analysis to check at which level is work overload high, it can assist the company to also review if streamlining of functions is the best way to manage work in the company.

Another cause for work overload can be the job itself. Some jobs are bigger than others regardless of what the company does. In most cases jobs that supervise others tend to be larger than the jobs that do not have any supervisory responsibilities. Likewise, boundary -spanning jobs tend to be bigger than roles in which all the people interact with and are set within the company. According to Clarkberg and Merola (2003) of late there has been an increase in the number of managers working relatively longer hours in developed countries.

These findings are supported by Shah et al (2011) where he says performance of employees is major concern for all the company as inadequate policies at managerial level badly affect performance and not allow employees to produce at their full potential and yet it is the most dynamic factor of production. This therefore will cause work overload. Lopes (2017) further states that managers need to identify how an organization can be managed in a manner that takes care to prevent its employees from suffering from physical and mental exhaustion.

The questionnaire analysis moves on to the next section to analyse the factors concerning workload and looks at how employees view their workload to be. Below is a diagram showing the distribution of view on workload across respondents.

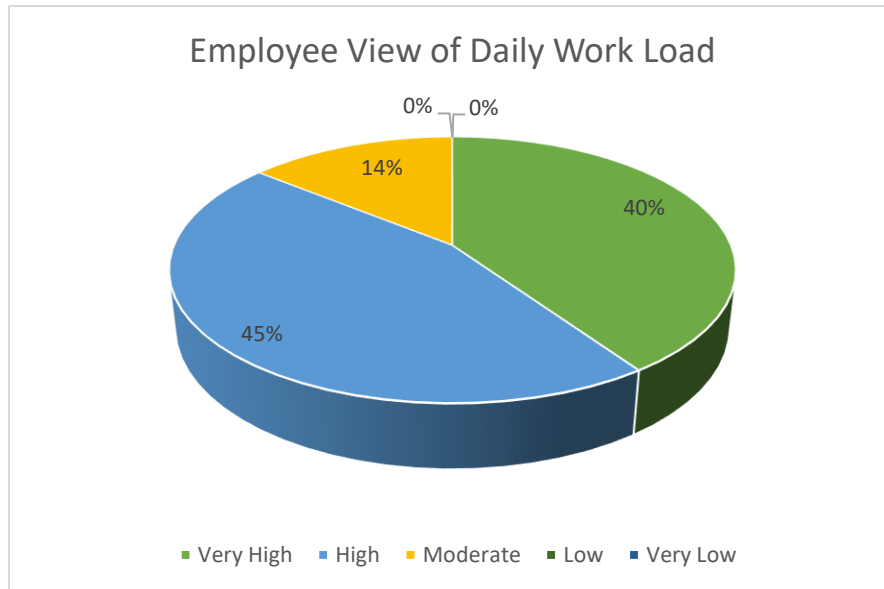


Figure 4. 4: Employee Daily Workload

Following that, the workload was analysed by factoring in managerial level of the employees as indicated by the table below. Generally, the larger percentage of respondents view the workload to be high represented by 45% as the highest view followed by very high at 40% then moderate at 14%. No respondents indicated the workload to be either low or very low. The table below shows the employee view on daily workload.

Table 4. 7 Employees' View on Daily Workload

Daily Workload	Executive(n)	%	Managerial(n)	%	Non-Managerial (n)	%
Very High	2	67	10	59	5	23
High	1	33	6	35	12	55
Moderate	0	0	1	6	5	23
Low	0	0	0	0	0	0
Very Low	0	0	0	0	0	0
	3	100	17	100	22	100

The above data shows the varied view on work overload across different levels of employees with the Executive facing the highest percentage at 67% with a very high

view of work overload. Managers also indicate work overload as very high mostly at 59%. According to the findings, work overload is high at the EXCO level as they have the largest number of subordinates reporting to them.

4.3.2 The Impact of Work Overload on the Employees and Job Performance.

This feedback from respondents was closely analysed with responses pertaining to general perception of work overload at Zuva Petroleum and if respondents think there is need to improve work overload management at Zuva Petroleum. The general perception is that there is work overload (40.5%) which greatly affect the employees job performance (52.4%). This is further analysed against level of employees at the company. There is some division of opinion with regards to work overload by managerial employees and executives with some acknowledging the existence of work overload. Except for managerial category the rest of the categories i.e. executives and non-managerial have majority of respondents acknowledging that work overload was impacting performance. Quality and quantity of output is low.

Table 4. 8: General Employee Perception on Workload

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid There is no work overload	2	4.8	4.8	4.8
There is work overload	17	40.5	40.5	45.2
Workload greatly affect the employees job performance	22	52.4	52.4	97.6
Workload does not greatly affect the employees job performance	1	2.4	2.4	100.0
Total	42	100.0	100.0	

which precludes the company from efficient performance and realisation of its optimum potential. On the part of the employees' stress was identified as one of the negative consequences. This is accompanied by burn-out, increased time off due to illness with little time spent with families leading to poor work life balance. The disruption emanating from work overload has also been attributed to the poor performance even on unplanned duties. Fifty two percent (52%) of the respondents feel that workload affect their performance. This confirms the results of the hypothesis testing that there is a relationship between workload and performance. They greatly affect each other in a trend.

Looking at the Yerkes-Dodson Law, workload has an impact on performance. According to Yerkes and Dodson (1908), performance increases with arousal up to an optimal point and then it declines as workload and the arousal associated with it continues to build. Depending on the type of task, arousal and performance can either be very high, moderate, or low. Making reference to the bell shaped diagram depicting the original law by Yerkes and Dodson (1908), simple tasks which need focused attention, flashbulb memory and fear conditioning tend to realise have strong performance and high arousal whilst difficult task characterised by impairment of divided attention, working memory. Decision making and multi -tasking has moderate performance and diminished arousal levels.

However, it is not only workload that affect performance but other factors like motivation, skills, abilities, and attitudes of an employee. Harini et al. (2018) identified job performance to be affected by intrinsic and extrinsic factors over and above workload. Yang et al (2004) is also of the view that there are other variables that affect workload e.g. intellectual capacity of the individual. Job complexity, social support, and

workload are also some of the factors that affect job performance according to Benish and Raza (2017) These variables if they have issues, they lead to job stress which will then affect job performance.

4.3.3 Assess the Work Balance at Zuva Petroleum

Respondents further went on to indicate what they thought of on the need for work overload to be improved at Zuva Petroleum. By asking the question, the researcher wanted to confirm if there is any work overload in the company of which there was an overwhelming response of above 80% saying there is need to improve workload in the company. The response indirectly confirms work overload in the company. From the findings it has been proved that there is no work balance in Zuva and thus the need to come up with improvement areas to deal with the issues of work-overload. Also linking the response to the age distribution where majority of the age are millennials who value work life balance as they like to give attention to their private lives as opposed to the careers. From the findings, this is in line with the other theoretical framework of Lopes (2017).

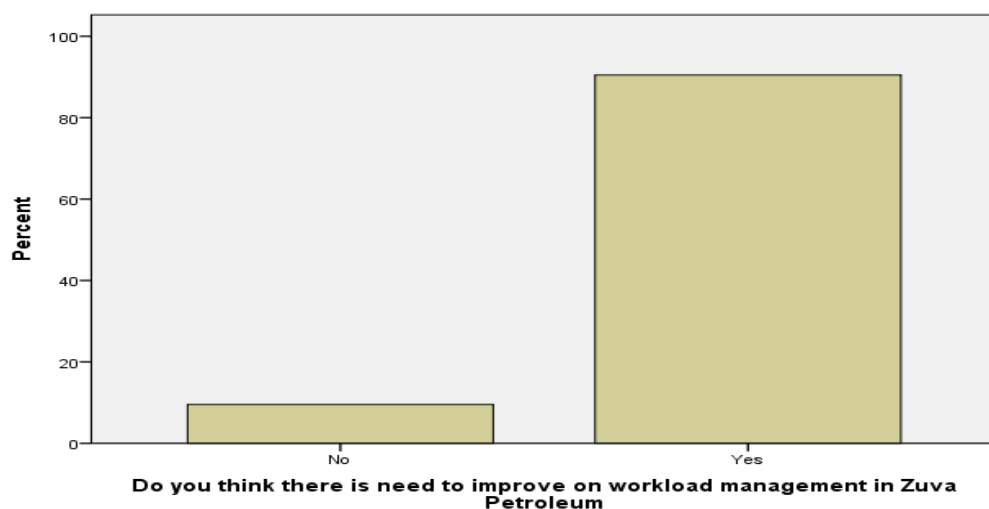


Figure 4. 5: Employees perception workload improvement at Zuva Petroleum

The consensus from the research was that there is a need for improvement in the work overload management at Zuva Petroleum as indicated in figure above. The results confirmed that there was no work balance in Zuva as more than 80% of the respondents responded that there was need to improve work overload at Zuva petroleum so that there is work balance. What remains are the suggested ways for addressing work overload at Zuva Petroleum.

4.3.4 Suggested Ways of Addressing Work Overload at Zuva Petroleum

This was also enquired into as illustrated by the results represented in figure below. The need for proper human capital levelling was the dominant solution advocated by the respondents to improve work overload management. This was followed by training of staff with career succession plan being the least favoured. These results could have been determined by other factors mostly demographics, on the part of respondents as one can speculate self-interest being one of them. Career succession plan for example could have been least favoured because most respondents were much less than 15 years at the company, appropriately educated with majority having degrees, majority below 50 years of age and could not favour career succession planning especially where they have subordinates. In short, the respondents could be comfortable with training of staff and human capital levelling.

The overall recommendation from respondents was that the company should recruit more people. This position is vindicated by one report from IPC cited in chapter 1 in this research which revealed that the complement is 88% of what is required if the company's labour was operating average productivity. Other recommendations and/or suggestions from respondents included flexible working conditions, restructuring of tasks, and staggered work hours. Looking at the recommendations from the respondents,

it can easily relate to age distribution and service of employees with the company. Millennials are known for lobbying for work life balance thereby suggestions to do with flexitime. Also, millennials are technologically driven thus talking of the company looking at the appropriate resource levelling of the manpower structure. The service of employees with the company is also being depicted by the suggestion of training, these employees have serviced less than five years with the company and therefore lack some necessary or relevant experience in the petroleum industry. For example, a Retail Manager in the Petroleum industry is very different from a Retail Manager in the normal retail sector, thereby confirms the need for the training.

Career succession planning is crucial for those who have been with the company for long as they see the need to put in place business continuity plans and ensure that there is no breakdown in the systems in the event of another company sale transaction. On another aspect it motivates the millennials to know that they can grow with the business.

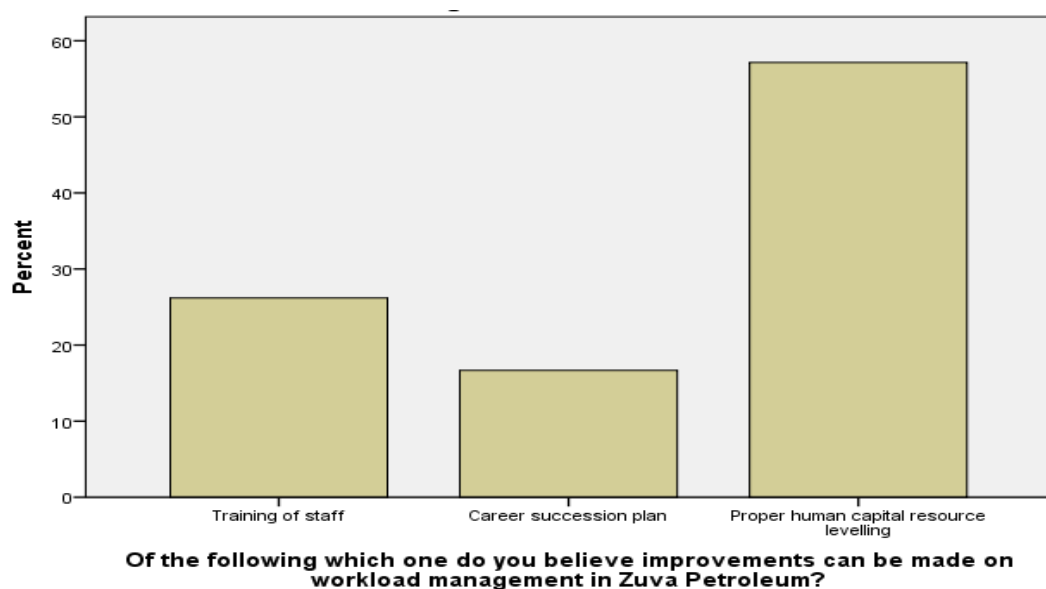


Figure 4. 6: Suggested ways for addressing workload at Zuva Petroleum

Validity and Reliability of the Questionnaire

Reliability is the ability of a questionnaire to produce similar results whenever it is used in a similar study under similar conditions. In other words, reliability is simply the dependability of a questionnaire i.e. it will produce trustworthy, truthful, or consistent results whenever it is used in a similar study in the future. The verification of the reliability of a questionnaire is important to any study as it guarantees the truthfulness of the findings. For a questionnaire to be regarded as reliable, its Cronbach's alpha coefficient should be at least 0.6 although a value close to 1 is preferable. In this study, reliability was tested using Cronbach's alpha coefficient.

Validity is the extent to which the research instrument measures what it is supposed to measure. Through this, the researcher addressed all the issues of validity that is face, content, construct, and criterion validity. The result of this was a valid research instrument. The table below shows the reliability of the questionnaire.

Table 4. 9: Reliability of the questionnaire

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Workload	.683	.751	7
Job performance	.622	.651	8

The results above show that all the key variables were reliable with their Cronbach's Alpha values greater than 0.6.

Descriptive and Correlation Analysis- Hypothesis Testing

The descriptive statistics for the key variable are shown in the table below.

Table 4. 10: Descriptive Statistics

	N	Minimum	Maximum	Sum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Work overload	42	13.00	23.00	796.00	18.9524	2.63145	-.435	.365	-1.053	.717
Job Performance	42	18.00	33.00	1137.00	27.0714	5.25168	-.356	.365	-1.553	.717
Valid N (listwise)	42									

The mean values for the job performance were above the 21.00 threshold showing a deviation. However, for workload it was below the cut-off of 21.00. The main purpose of conducting correlation analysis is to ascertain the existence of a relationship between the independent and dependent variable(s). In this research the independent variable is the work overload and the dependent variable is the job performance. The research could not separate between the individual performances from the company performance. If the existence of a relationship is established its nature needs to be specified which can be either zero, positive or inverse.

Table 4. 11: Non- parametric correlations (Spearman's rho) Correlations

			Workload	Job Performance
Spearman's rho	Workload	Correlation Coefficient	1.000	.737**
		Sig. (2-tailed)	.	.000
		N	42	42
	Job Performance	Correlation Coefficient	.737**	1.000
		Sig. (2-tailed)	.000	.
		N	42	42

There is significant and positive correlation between work overload and job performance as indicated by the relationship between the two parameters above. This in turn aligns to our alternate hypothesis which said that there is a relationship between work overload and performance at Zuva Petroleum.

4.4 Summary

The foregoing chapter communicated the results and findings from the research. The results were communicated using tables, bar graphs and pie-charts in addition to discussion of results. The over-arching finding was generally that work overload had an impact on job performance specifically. This was supported by the hypothesis tests which confirmed the same as indicated by the significant correlation between the two variables. To confirm on the reliability of the data, validity, reliability was also tested using the SPSS software and from the analysis the research instruments used were valid and reliable.

The findings from the research are supported by the literature reviewed in this study where researchers like Abbasi (2015); Shah et al. (2011) and Lopes (2017) had findings that there is a relationship between work overload and job performance. This has been

tested and proved in the findings where they alternate hypothesis was accepted. This research is therefore aligned to the theoretical framework where there is consensus that work overload influences job performance.

On another note, researchers like Yang et al (2004) argued that it is not only workload that affects job performance there are also other variables. This researcher is in alignment with Harini et al (2018), who expounded further on factors that affect job performance apart from workload. He mentioned variables like motivation, which he cited that it has an impact on the job performance of an employee.

As much as most of the research believe that work overload impacts on job performance and this has been proved from the findings, it is also important to note other factors that affect job performance like the work environment and motivation issues. For the purposes of the study the research objectives have been answered. The effects of work overload on job performance have been established thereby also confirming the relationship between work overload and job performance. The problem statement has been unpacked and context for Zuva Petroleum is in line with (Shah et al.,2011). Both the theoretical and conceptual framework have been aligned with the findings of the research.

The next chapter will dwell on the discussion of the summary conclusion and recommendations insofar as they relate to the research objectives.

CHAPTER 5 SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The chapter is tasked with the discussion of the research summary and make recommendations as per each research objectives. A summary of each chapter will also be given as well as the limitations faced, and solutions provided. This therefore brings in the conclusion of the whole research. To this end it is important for Zuva Petroleum to adopt the shared recommendations such as flexi working conditions, restructuring of tasks and staggered work. These will mitigate on work overload issues and it brings back the work life balance.

Overall recommendations from respondents is that, there should a review on the proper human resource levelling for the business, which can be speaking to recruiting more people so that there is job cover and even distribution of human resources in the whole company. From the demographic data, it has been clear that the company's major workforce is in the millennial group and this group is more worried about their private lives as opposed to their careers thus work life balance is also important to them. Furthermore, in IPC of December 2016 report they had also indicated the company operating at 88% level for the average capacity.

5.2 Summary

With the hypothesis having been accepted from the research that work overload and job performance were significantly and positively related at 0.05 level it follows that job performance trend work overload in either direction. This means that when work

overload is high performance is negatively affected and when workload is low job performance is enhanced.

This is supported by the findings that poor planning, under resourcing of both human and technological needs were not commensurate with the volume of work. However, this volume of work could be aggravated by the fact that there were factors such as poor and inadequate communication, poor delegation of tasks and so on as pointed out in the qualitative section of the preceding chapter. These need to be addressed first as pointed out in the recommendations by respondents, well before the major recommendation of hiring more people.

In summary, this research focused on the effects of work overload on job performance at Zuva Petroleum. Chapter 1 introduced the research area, background to the problem, research objectives, hypothesis, and significance of the study as well as limitations of the study. From the research, the researcher managed to accept the alternate hypothesis and all research objectives have been fully answered.

Chapter 2, which reviewed the literature of other researchers indicated that all the researchers vouched that work overload impacts on the job performance, with other researchers also looking at both aspects in terms of work overload and work underload.

Chapter 3 focused on the research methodology and the response rate was 84% which gives a 95% confidence level that the results are valid and reliable. Stratified sampling was used to sample the 50 people from the total population of 101 employees. Both the executive, management and non- management were chosen to be part of the sample, this was to ensure we cater for the different employee categories in the company. In

analysing the data both the quantitative and qualitative was taken at the same time under each research objective.

Chapter 4 analysed and interpreted data collected. The results of the research have been proved to be valid and reliable. Alternate hypothesis was accepted to be true where it states that there is a positive relationship between work overload and job performance. All the four research objectives were analysed and interpreted. Results confirmed there is work overload at Zuva and this affect the job performance. The employees suggested ways such as flexible working conditions, restructuring of tasks and staggered work and would help to manage the workload issues and brings in the work life balance which has been an outcry by the employees. The overall recommendation from respondents was that the company should recruit more people.

The researcher encountered several challenges when conducting this research. First, accessing an updated SPSS software for data analysis was a struggle as free trials of SPSS downloaded from the internet were incompatible with the laptop used by the researcher. This delayed progress on chapter 4. The researcher resolved the problem by using SPSS software and laptop of a colleague. Second, work overload at work was a challenge. The company the researcher worked for was going through an ISO certification programme where the researcher was an ISO project member and required to run with the ISO project over and above normal duties. However, to resolve this, the researcher asked for flexi – time from the team leader who graciously granted the time thus making it possible for the researcher to complete this dissertation. Third, power - cuts interrupted access to both internet and Wi-Fi thus derailing smooth research. In addition, the researcher had health problems for a while that slowed the progress of the writing of the dissertation.

5.3 Conclusion

The summary and recommendations from the preceding section speak to the need for improvement in rationalising operations at the company so that employees realise work life balance that is acceptable for their well-being as well as that of the company. This is supported by Shah et al. (2011), when they state that, every employee faces work overload, stress at work and personal life which ultimately affect their performance and job satisfaction. It is important to realise that this area should be the first port of call before the company can determine whether other aspects of the company are needed to enhance its performance.

5.3.1 The Causes of Work Overload at Zuva Petroleum

The research established and concluded that ad-hoc and excessive work assignments as well as poor communication were the main causes of work overload at Zuva Petroleum. This was drilled down to poor planning inclusive of unplanned activities on the part of the company according to respondents. A lot of reports were also attributed for the poor structure to the setting of unrealistic deadlines thus weighing down employees with excessive work.

There was also attribution of work overload to poor communication as well as after-hours communication which disrupts the work life balance. Poor communication was also cited in terms of inadequate updates on work assignments. Reporting lines are disrupted as communication crosscuts across functional boundaries. On another hand the human resources and technologies are inadequate for the enormous transactions that the company deals with.

While being the most exercised of the human skills, communication has been the main source of misinterpretations and human failures always even from long back to current times (Valerica & Daniel, 2014). This happens at all levels of the social life as people are different and these differences (education, temper, environment, genetics etc) can affect communication when they are not understood (Valerica & Daniel, 2014). It is therefore highly recommended that the company put in place communication measures that are clear and well understood across the company to avoid communication breakdown when employees do their work. Furthermore Dasgupta (2013) prescribes that work needs to be prioritised and expand time. If this is practiced there will be less of ad-hoc work on employees and employees will work in a structured way. Furthermore, Glacier et al. (1999) advises managers to take into consideration employee workloads when they develop performance goals.

In summary the causes of work overload could be presented as poor planning, poor communication, and inadequate human and technological resources. Thus this in line with Dasgupta (2013) in his definition of workload where he defines workload analysis as a methodology to determine the time, effort and resources necessary to carry out operations in a department resulting in identifying the actual human resources needs of the company both in terms of the quantity and quality to achieve the goals and strategies that the company wants to achieve. He further went on to prescribe how a company can follow through the three stages he identified and then assess the workload in the form of qualitative or quantitative workload.

5.3.2 The Impact of Work-Overload on Job Performance at Zuva Petroleum

The research concluded that there is work overload which greatly affect the employees job performance. Further analysing by level of employees at the company there is some division of opinion with regards to work overload by managerial employees and executives with some acknowledging the existence of work overload. Except for managerial level the rest of the levels i.e. executives and non-managerial acknowledged that work overload was impacting performance. Due to work overload, quality and quantity of output is low which precludes the company from efficient performance and realisation of its optimum potential.

On the employee's side, stress was identified as one of the negative consequences. This is accompanied by burn-out, increased time off due to illness with little time spent with families leading to poor work life balance. The disruption emanating from work overload has also been attributed to the poor performance even on planned duties. Overload can also occur in a qualitative sense where an employee may have enough time to accomplish their task, but the task may be too difficult to handle.

This is in line with the assertion by Lopes (2017) that workload of employees increases when hiring does not match the growth of the company. In addition, she further discusses that excessive workloads can negatively affect employees' health, productivity, and morale. As a manager, thus it becomes their responsibility to plan things ahead and distribute the workload evenly to reduce the burden on their staff.

Following the research by Harini et al. (2018), there is more to job performance apart from work overload. He mentioned intrinsic and extrinsic factors as some of the issues that affect the performance of an employee, thus workload cannot be looked in isolation when it comes to job performance. According to Benish and Raza (2017), variables like social support, workload and job complexity can either lead to job stress which will influence the job performance at the end of the day. These variables therefore affect an employees' performance, lack of social support can also influence an employees' job performance as the employee lacks self -belonging and being in a team. A complex job can also lead to job stress and thereby poor job performance. One cannot conclude that only workload affects job performance. Adding to the discussion, Yerkes and Dodson , (1908), also bring in their law which emphasise performance to be related to arousal, simple tasks call for strong performance and high arousal whilst complex or difficult tasks tend to be performed at moderate and diminishing arousal rate. Complex tasks require working memory, decision making and multi-tasking. Simple tasks call for focused attention, flashbulb memory and fear conditioning (Yerkes & Dodson, 1908).

5.3.3 Work Balance at Zuva Petroleum

The assessment of work balance at Zuva Petroleum revealed that there is no work balance at Zuva Petroleum. Most employees indicated that they work nine (9) hours and above in a day. These results confirmed that there was no work balance in Zuva Petroleum as more than 80% of the respondents responded that there was need to improve work overload management at Zuva Petroleum. Given the age distribution of the company, the company's average age is thirty-nine years (39) years with majority lying between 30 and 39 years which falls in the generation Y group. This group on its

own has got its own perspective about life which the company needs to consider when addressing work life balance issues.

Millennials are family focused according to Smith and Nicholls (2015) and thus need to have a better work life balance. Millennials prefer focusing on their private lives as opposed to their careers (Ng et al, 2010). Therefore, work overload will affect their work balance as more time will be spent at work and fail to concentrate on their families.

5.3.4 Ways for Addressing Work-Overload at Zuva Petroleum

Results concluded that there was a need for proper human capital levelling to improve work overload management. Training of staff was the second way suggested as a measure to mitigate work overload with career succession plan being the least favoured. Demographics might also have influenced the results as most of the respondents are less than five (5) years with the company and thereby respondents could just have speculated mainly with self-interest being one of them.

Career succession plan for example could have been least favoured because most respondents are much less than 15 years at the company, appropriately educated with majority having degrees, majority below 50 years of age and could not favour career succession planning especially where they have subordinates. Other suggested ways from respondents included flexible working conditions, restructuring of tasks, and staggered work ours. Overload can also occur in a qualitative sense where an employee may have enough time to accomplish their task, but the task may be too difficult to handle. According to Okoye and Ezejiofor (2013), it is the responsibility of the human resources department to develop committed, productive workforce in challenging economic conditions to get efficient performance.

5.4 Implications

The hypothesis having been accepted from the research that work overload and job performance were significantly and positively related at 0.05 level it follows that job performance trend work overload in either direction. This means that when work overload is high, performance is negatively affected and when it is low, job performance is enhanced. There is therefore a need to ensure that the structures of the company are conducive for employees to have normal workloads as this will have a bearing on their performance. Fatigue and poor concentration caused by work overload can result in poor quality of work from employees.

5.5 Recommendations

Based on the results and analysis of this study, the following recommendations are proposed:

5.5.1 Causes of Work Overload at Zuva Petroleum

It is recommended that Zuva company put in place proper manpower structures to ensure ad-hoc work and excessive assignments are well managed. Proper company structures should be put to ensure a smooth flow of information thereby improving on poor communication. This point is well supported by Okoye and Ezejiofor (2013) who advises that HR department must ensure that the company is properly staffed to manage all issues to do with work overload be it work overload or work underload.

5.5.2 The Impact of Work Overload on the Employees Job Performance.

It is recommended that the company carries out a proper human resource levelling to address the work overload at Zuva Petroleum that has been confirmed in this study. This, recommendation is supported by Watland and Santori (2014) who argues that

human resource requirements need to be fully established so that roles can be adjusted or increase manpower numbers. This is critical as it has been proven that work overload can lead to poor job performance as there is a positive relationship between the two variables, work overload and job performance. According to Watland and Santori (2014) to establish a balance of workload in organizations, there is need to review the team's current workload, identify over and under allocated staff, account for skills absences and then adjust the assignments.

5.5.3 Work Balance at Zuva Petroleum

It is recommended that Zuva Petroleum implement flexitime to address the lack of work balance at the company. Furthermore, proper business continuity plans, or career succession plans will assist to ensure there is job cover for each role thereby giving an employee room to go for a break before they break down. In making this recommendation the researcher concurs with Picincu (2019) who says that managing employees' workload can result in lower turnover rates, improved performance, and higher revenue for one's business. Workload can be scheduled in advance based on job cycles. This will allow employees to work at a more relaxed pace, achieve better results and anticipate potential issues before it is too late. Addressing workload issues will assist the employer to have work balance thereby improve performance and revenue of staff and reduce unnecessary labour turnover (Picincu, 2019).

Millennials are family focused according to Smith and Nicholls (2015) and thus need to have a better work life balance. Millennials prefer focusing on their private lives as opposed to their careers (Ng et al.,2010). Therefore, work overload will affect their work balance as more time will be spent at work and fail to concentrate on their families. A proper assessment via employee engagement surveys can be done to align on what it is

that makes the Generation Y perform better and how to manage work overload. Flexi time can assist to manage work life balance issues. Lack of work life balance can lead to a lot of stress. Benish and Raza, (2017) in their theoretical model they advised that workload could lead to stress thereby affect performance, thus stress management is important to address the work life balance issues at work. Reviewing structures using Dasgupta (2013) workload techniques assessment will also assist especially going further to define if the workload is qualitative or quantitative.

5.5.4 Ways for Addressing Work Overload at Zuva Petroleum

Overall, it is recommended that the company increase its manpower from the 88% capacity to 98%-100%. The respondents highly recommended that the company carry out human resource levelling, restructuring of tasks and staggered work. Planning resources need to be enhanced through human and technological interventions. Reviewing of the Enterprise Resource Plan system is key to reduce a lot of manual processes and automate systems. Lopes (2017) discusses that excessive workloads can negatively affect employees' health, productivity and morale and thus it is the responsibility of any manager to plan things ahead and distribute the workload evenly in order to reduce the burden on staff.

Shah et al., (2011) say that many variables like intellectual and physical abilities of the employees, their qualification, training, experience, culture of the company, reward systems, career progression opportunities, co-worker's behaviour, authority and responsibility, workload and structure of the company, influence the performance of the employees. Thus, in today's practical life each employee is exposing the workload problem. This marks individual range of stress variables both at home and work which

result in their health and performance problems. Workload and stress issues have become the talk of the day which requires concrete studies to solve them. This author as much as he accepts that workload affect job performance, he also explains that there are other further variables that also affect job performance.

Workload management principles by Dasgupta (2013) can be adopted by the company whereby, employees will have to learn to prioritise their work, delegate tasks for those that can delegate e.g. EXCO which has been found to have more extra, expand time that is planning accordingly and follow procedures. As suggested by staff to have staff training, thus staff can be trained on time management skills so that they learn to prioritise their work. Supervisors and Managers also to undergo some supervisory or management development programmes so that they also learn delegation skills.

Zuva Petroleum Private Limited was ISO certified in November 2018 and the principle for ISO certification is to ensure that processes and procedures are put in place for all operations, thus all the departments and the company at large is now having efficient internal business processes that assist employees to work following procedures. ISO certification is a continuous improvement process; thus, the company will continue to review their processes and procedures to enhance their performance as well as improve on the customer service.

5.6 Suggestions for Further Research

The research did not explicitly relate work overload to overall company performance but limited itself to employee job performance. It is possible that the company is performing well under the circumstances articulated by respondents in this research.,

which circumstances fall far short from the ideal. It is therefore incumbent upon future research in this area, possibly within the same company to seek empirical relationships between specifically work overload and company performance.

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APPENDICES

APPENDIX 1: Questionnaire



This research is being undertaken under the guidance of Africa University, Executive master's in business administration. The aim of the research is to study the effects of workload on job performance in Zuva Petroleum (Pvt) Ltd. May you fill in this questionnaire the responses of which will be used only for academic purposes within the strictest confidence.

Instructions to complete the questionnaire

- For Likert-Scale type of questions answers with a click (X) in the appropriate box
- For open ended questions, please type in your answer in the space provided

My contacts are Patience Magaa on 0772 374 561 or rmagaa@gmail.com for any enquires or feedback on the questionnaire before collection date.

PART A – DEMOGRAPHICS

This section provides the general profile of the Employee

1. What is your level in the Company?

Executive ☐

Managerial ☐

Non- Managerial ☐

2. Gender?

Male ☐

Female ☐

3. What is your age?

20 – 29 years ☐

30 – 39 years ☐

40 – 49years ☐

50 –59years ☐

60+years ☐

4. Length of period you have been with the Company

Less than 1 Year ☐

1 – 5 Years ☐

6 – 10 Years ☐

11 –15 Years ☐

Above 15 Years ☐

5. What is your highest level of Education?

Primary ☐

Secondary ☐

Diploma ☐

Degree ☐

Postgraduate ☐

SECTION B – THE NATURE OF WORK

The purpose of this section is to establish the nature of your work

6. Category of your department

Support Services (Legal, Finance, HR, HSSEQ, IC) ☐

Retail, Commercial and Marketing Services ☐

Operations, Supply and Engineering ☐

7. **Do you have any subordinates?**

Yes ☐

No ☐

8. Number of Subordinates?

0 ☐

1-5 ☐

6 - 10 ☐

10+ ☐

9. How many hours do you usually work in a day?

8 ☐

9 ☐

10 ☐

11 ☐

12+ ☐

SECTION C – FACTORS CONCERNING WORKOVERLOAD

10.a How is your day to day workload?

Very High ☐

High ☐

Moderate ☐

Low ☐

Very Low ☐

10.b On a Likert scale 1-5 with Strongly disagree (1) to strongly agree (5), Answer the following questions that apply most accurately to you by ticking the relevant answer in line with workload.

i.I have the necessary resources and equipment to do my job well

Strongly Disagree (1)	Disagree (2)	Not sure (3)	Agree (4)	Strongly Agree (5)
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ii.I feel encouraged to come up with better ways of doing appropriate things

Strongly Disagree (1)	Disagree (2)	Not sure (3)	Agree (4)	Strongly Agree (5)
--------------------------------------	-------------------------	-----------------------------	----------------------	-----------------------------------

iii.Through my work I gain personal accomplishment

Strongly Disagree (1)	Disagree (2)	Not sure (3)	Agree (4)	Strongly Agree (5)
--------------------------------------	-------------------------	-----------------------------	----------------------	-----------------------------------

iv.At my work, my skills and abilities are put into good use

Strongly Disagree (1)	Disagree (2)	Not sure (3)	Agree (4)	Strongly Agree (5)
--------------------------------------	-------------------------	-----------------------------	----------------------	-----------------------------------

v. All company employees are kept informed about the matters affecting us

Strongly	Disagree	Not	Agree	Strongly
Disagree	(2)	sure	(4)	Agree
(1)		(3)		(5)

vi. On decision making, I am satisfied with my involvement that affect my work

Strongly	Disagree	Not	Agree	Strongly
Disagree	(2)	sure	(4)	Agree
(1)		(3)		(5)

10.c What are the main causes of the work overload?

11 On a Likert scale 1-5 with Strongly disagree (1) to strongly agree (5), Answer the following questions that apply most accurately to you by ticking the relevant answer in line with job performance.

i. Most of the time I feel performing my normal job task

Strongly	Disagree	Not	Agree	Strongly
Disagree	(2)	sure	(4)	Agree
(1)		(3)		(5)

ii. There is a strong corporation among team members and subordinates

Strongly	Disagree	Not	Agree	Strongly
Disagree	(2)	sure	(4)	Agree
(1)		(3)		(5)

iii. The level of communication within our company is admirable

Strongly Disagree (1)	Disagree (2)	Not sure (3)	Agree (4)	Strongly Agree (5)
--------------------------------------	-------------------------	-----------------------------	----------------------	-----------------------------------

iv.I am happy with my job at Zuva Petroleum

Strongly Disagree (1)	Disagree (2)	Not sure (3)	Agree (4)	Strongly Agree (5)
--------------------------------------	-------------------------	-----------------------------	----------------------	-----------------------------------

v.I gain personal growth by learning various skills in my work

Strongly Disagree (1)	Disagree (2)	Not sure (3)	Agree (4)	Strongly Agree (5)
--------------------------------------	-------------------------	-----------------------------	----------------------	-----------------------------------

vi.I am rewarded for the quality of my efforts

Strongly Disagree (1)	Disagree (2)	Not sure (3)	Agree (4)	Strongly Agree (5)
--------------------------------------	-------------------------	-----------------------------	----------------------	-----------------------------------

vii.My job brings positive changes to me

Strongly Disagree (1)	Disagree (2)	Not sure (3)	Agree (4)	Strongly Agree (5)
--------------------------------------	-------------------------	-----------------------------	----------------------	-----------------------------------

viii.The company has a positive image towards my friends and family

Strongly Disagree (1)	Disagree (2)	Not sure (3)	Agree (4)	Strongly Agree (5)
--------------------------------------	-------------------------	-----------------------------	----------------------	-----------------------------------

12. How has the workload affected your job performance?

13. How has the workload affected your personal life?

14. Do you hold any other roles outside your normal role?

No ☐

Yes ☐

If yes specify the role and the time that this role takes in your normal day to day duties.....

15. What is your opinion in terms of the extra roles that you have in relation to your day to day workload?

16. What are your suggested solutions to your workload?

17. What is your general perception on the workload in Zuva Petroleum?

There is no work overload ☐

There is work overload ☐

Workload greatly affect the employees job performance ☐

Workload does not greatly affect the employees job performance ☐

18. Do you think there is need to improve on workload management in Zuva Petroleum

No ☐

Yes ☐

19. Of the following which one do you believe improvements can be made on workload management in Zuva Petroleum?

Training of staff ☐

Career succession plan ☐

Proper human capital resource levelling ☐

Any other suggestions

The End

Thank you

APPENDIX 2: Business Process Form

Department name..... Name of Employee.....

TeamLeader..... Date.....

PROCESS	ACTIVITIES	STEPS	BY WHO	TIME BASED – LEAD TIME (hrs, days)	TIME BASED – ACTUAL (hrs, days	Employee Signature	Team leader signature

APPENDIX 3: Daily Time Sheet Form

Department name..... Employee.....

TeamLeader..... Date.....

START TIME	FINISH TIME	TIME TAKEN	ACTIVITY	Employee Signature	Team leader signature

APPENDIX 4: Approval Letter from AUREC



(A United Methodist-Related Institution)

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Ref: AU931/19

3 April, 2019

Patience Rudo Magaa
C/O CBPLG
Africa University
Box 1320
Mutare

RE: THE EFFECTS OF WORK OVERLOAD ON JOB PERFORMANCE: A CASE STUDY OF ZUVA PETROLEUM (PVT) LIMITED IN ZIMBABWE

Thank you for the above titled proposal that you submitted to the Africa University Research Ethics Committee for review. Please be advised that AUREC has reviewed and approved your application to conduct the above research.

The approval is based on the following.

- a) Research proposal
- b) Questionnaires
- c) Informed consent form

- **APPROVAL NUMBER** AUREC931/19
This number should be used on all correspondences, consent forms, and appropriate documents.
- **AUREC MEETING DATE** NA
- **APPROVAL DATE** April 3, 2019
- **EXPIRATION DATE** April 3, 2020
- **TYPE OF MEETING** Expedited

After the expiration date this research may only continue upon renewal. For purposes of renewal, a progress report on a standard AUREC form should be submitted a month before expiration date.

- **SERIOUS ADVERSE EVENTS** All serious problems having to do with subject safety must be reported to AUREC within 3 working days on standard AUREC form.
- **MODIFICATIONS** Prior AUREC approval is required before implementing any changes in the proposal (including changes in the consent documents)
- **TERMINATION OF STUDY** Upon termination of the study a report has to be submitted to AUREC.

Yours Faithfully

MARY CHINZOU – A/AUREC RESEARCH ETHICS OFFICER
FOR CHAIRPERSON, AFRICA UNIVERSITY RESEARCH ETHICS COMMITTEE



