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# INTERACTIONS/DYNAMICS BETWEEN EMPLOYEE WELLBEING AND ORGANISATIONAL PERFORMANCE

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## Abstract

Every organization strives to be successful and remain successful, however, if their employees are not in a good state of health, this may likely prevent the organization from achieving a successful performance. The major objective of this study is to explore how excessive work can affect the wellbeing of the employee and in turn affect the performance of the organization. For this purpose, relevant data was obtained from 137 respondents in one of the branches of a telecommunication company in Nigeria through the use of questionnaire. The data was analyzed using the Statistical Package for Social Sciences Software (SPSS). Results of this study reveal that work overload affects the wellbeing of the employee which also affects the organizational performance. The study shows that when employees are overburdened with work they experience ill health and if excessive it results into stress. Furthermore, employees that are in a state of ill health tend to take leave of absence from work, making it impossible for them to adequately discharge their duties.

**Keywords:** *Work overload, Ill health, Employee wellbeing, Organizational performance, Employee performance, Stress*

## Introduction

The well-being of a work force is very essential to an organization; it is believed to determine the performance of not just the employees but that of the organization as well. Workplace health is an issue that is fast becoming a major concern for employers at all levels (Emerald, 2009). All organizations strive to function and grow at a healthy state, but for an organization to grow it needs to have employers and managers who can respond to the diverse range of forces that impacts them (McHugh and Brennan, 1993). However, there are a number of factors which may have negative effects on the health of the employee and may lead to illness or pressure at work. "While it certainly cannot be said that work is the cause of all ill-health, there is a growing literature that demonstrates that work continues to impact the health and wellbeing of employees" (Roslender, 2010). Baptiste (2008) opines that wellbeing is linked to an environment that employees find rewarding, exciting, stimulating and enjoyable. One which is believed to have the potential of improving the performance of the organization. The health of employees is becoming a foremost factor in the progress of any organization and for organizations to remain successful; their employees need to be in a healthy state. Poor health of workers affects not only individual performance but also the performance of the organization as a whole (Price, 2004).

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Takuma, Belen, Pilar (2018) argue that work overload is a critical but understudied stressor at work, and while individuals face myriad challenges every day in their workplace, if such is not properly handled may result into ill health of the individual. Although, it is believed that it is healthy and essential that individuals experience challenges which generate some level of pressure that is believed to improve performance and the quality of life of an individual. However, the pressure individuals' face in their work life can lead to stress if it is excessive. Also, other factors can lead to stress such as excessive workload, lack of training, lack of control or autonomy, poor work place relationship, lack of involvement at work and so on (Chartered Institute of Personnel Development, 2009).

Experts say that stress is the root cause of all issues in the modern world and it badly affects employees and the business organizations (Updegraff & Taylor, 2000). Stress can arise when the employees are pressured or are faced with other types of work demand placed on them and they are worried that they cannot cope. Experts say that stress is the root cause of all issues in the modern world and it badly affects employees and the business organizations, although stress is a side effect of modern life it is an essential element of many activities both at work and at home but it becomes harmful when it reaches a stage it begins to affect daily activities (Pretrus and Kleiner, 2003). Although stress can

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be harmful both physically and psychologically it is still believed to be essential for life (Nawe, 1995). This in the long run could however lead to burnout - defined as physical or mental exhaustion brought about by overwork. Thus, putting everyone's health at risk: the individual, other employees and, of course, that of the company and no employee will desire to be in a state of ill health as a basis for employment.

Some organizations fail to acknowledge the link between stress and the performance of the organization and subsequently deciding the best way to manage stress in the organization (McHugh and Brennen, 1993). However, the extent to which individuals are pressured at work should be minimal in order to reduce absence from work due to sickness which may result from work overload of employees. Occupational stress occurs due to factors which include work overload, lack of job security, poor work relations with others which has negative effect on job satisfaction (Paktinat & Rafeei, 2012).

Occupational health has been viewed in the past as the role of specialist employed in the mining industries to help in the issues of injuries occurring in the work place. In those days, it was believed that, with no NHS it was difficult and inconsistent for injuries that occurred at work or in the course of work to be looked into immediately, it was also realized that most of the illness suffered by the employees in the organizations was not physical but rather it was psychological, promoting and maintaining better wellbeing was viewed as the responsibility of the specialist and not the industry itself. However, the situation is changing and the need of a healthy workforce is bringing this new role firmly into the sphere of what occupational health can do to help not only peoples state of health but also the sustainable success of a business (Cooper & Patterson, 2008).

Employees are concerned with the issue of health, safety and welfare in the organization which is vital because it has to do with their lives and futures being at risk. As a result, health and safety has been receiving increasing recognitions and emphasis by employers and organizations (Torrington, D., Hall, L., Taylor, S. 2002). This shows that gradually organization executives are beginning to realize that a good health-care plan improves the employees' wellbeing and increases their performance and productivity which in turn increases the performance and productivity level of the organization (Steward and Brown, 2009).

Work overload is a factor that leads to poor performance of the employee which ultimately leads to job dissatisfaction, but if effective incentives plans, proper training, and improved working conditions is made available to employees, then their performance can be enhanced and employees will become more satisfied with his/her job (Tahir, Yusoff, Azam, Khan, & Kaleem, 2012). Organizations should be more concerned with the state of wellbeing of their workforce because in order for organizations to be successful, it needs to take into account the health and wellbeing of its workforce who are viewed as the most important resources in the organization. If employees are unable to perform due to ill health brought about by stress, not only will employee performance be affected, but also the organizations' performance, its productivity level, customers and the financial resources of the organization will all be affected.

## Review of related Literature

### Employee Wellbeing and Organizational Performance

Every employee faces work overload, stress at work and personal life which ultimately affect their performance and job satisfaction (Syed, Saad, Hussain Shah, 2011).

In an article published by Thompson (2018) on the Negative effect of a heavy work load, according to a study published in the summer 2010 issue of "Personnel Psychology," employees who reported feeling overworked also reported feelings of psychological and emotional distress and a reduction in their overall levels of well-being. These effects were found to be less severe when employees felt that the organization placed a high level of value on their work and gave them a sense of control over their circumstances. Negative effects were more severe when employees felt not only overworked but also powerless and not valued by the organization. Also, the same study found that employees who felt overworked showed a higher tendency of experiencing high blood pressure than employees who were not. Because high blood pressure is correlated with higher rates of cardiovascular diseases, chronically heavy workloads could be associated with higher risks of heart attacks and other heart related shealth problems. The study found that blood pressure levels would spike on the same day as the increased workload, so the effect is immediate (Thompson, 2018)

In a study published "in the Journal of Applied Psychology" (2007) it showed that when employees felt

overworked it tends to affect their family life. The study found that when employees are overworked they become stressed and they exhibit hostile attitudes toward their home environment and it results into family conflicts and decreased family stability. Stress is believed to occur when employees are faced with the challenge of meeting deadlines or when they have excess work and have limited time to complete it (Khan & Khurshid, 2017). It is also believed that, overburdened employees are more inclined to commit more errors, feel displeasure or disdain towards their employers, encounter large amounts of anxiety, have shoddier wellbeing, and look for livelihood somewhere else (Qaiser, Gulzar, Hussian, Shabbir, 2015). According to Bashir (2010), stress in work environment reduces the intention of employees to perform better in jobs, and when the level of stress increases employees get demoralized and their tendency to work effectively also decreases. Also, in this study it was observed that although employees do their job regularly, due to heavy workloads and time constraints their performance reduces. Stress is the major factor that affects the performance of employees. It has therefore become a critical problem for the workforce due to increased role demands and work pressures (Ram, Khoso, Shah, & Chandio, 2011). Moreover, stress can occur in employees regardless of their age, gender and job status. Therefore, it is important that organizations have clear understanding of the word stress and the risk it can create, (Parvaiz, Batool, Khalid, Aftabfarooqi, 2015) one of such risks is absenteeism which will affect the productivity level of the organization. According to MacGregor, J.N., Cunningham, J.B., Caverley, N. (2008), "The cost of absenteeism to organizations and society is believed to be substantial". For example, in a research carried out by William (2003) the result points out that, in Canada, as a result of the absence of employees, an estimation of a billion dollars are lost each year.

In a competitive work environment, the success of any organization depends on the capability of its work force. There are some positive links that have been found between the wellbeing of the employees and the performance and productivity of the organization (Fenton, Roncancio, Sing, Sadhra, Carmichael, 2014). The health of employees is a very important factor in any organization, in order for an organization to succeed and gain competitive advantage over its competitors, it needs to have skilled, motivated, committed and a healthy workforce. The wellbeing of the employee is attracting more attention in organizations today, and there is increasing recognition that the

employees' wellbeing has direct impact on both the employees' and organization's performance and productivity level (Juniper, B., White, N., Bellamy, P. 2009).

It is the employer's responsibility to create a work environment that promotes employee well-being. Physiological well-being leads to mental well-being and together they help individuals to achieve work life balance. If the employee is satisfied and happy with the organization he/she is committed towards the organization and can easily balance their work-life (Khan, Khurshid, 2017). The issue of employee wellbeing at work is believed to be attracting so much attention over the years (Baptiste, 2007). Also its recognition has increased the chances of organizations having a healthy workforce, and the understanding of employee wellbeing at work makes it essential to understand different factors that affects the quality of life at work (Baptiste, 2009).

Employees are believed to be the most important capital in an organization (Kahn, H., Stevenson, J.E, Roslender, R. 2010). which shows that if the employees experience poor health their ability to contribute to the value, performance and to the productivity of the organization will be impaired, and this will in turn affect the organization's level of performance and productivity (Caicedo, M.H., Martensson, M., Roslender, R. 2010). As a result, organizations should seek to improve the health and wellbeing of their employees in order to reduce absence from work, as this could result in the inability of employees to contribute to the value creation and delivery process in the organization (Kahn *et al*, 2010).

Jain & Sinha (2005), as cited by Jain, K.A., Giga, S.I., Cooper, C.L. (2009) point out that there is evidence that suggests that factors such as emotional intelligence, trust and perceived organizational support are likely to have positive effects on the general health of the employees at work. Employees' wellbeing at work is believed to include the physical and mental health of the workforce, this implies that employees should work in a stress-free and physically safe environment (Currie, 2001 cited by Baptiste, 2009). The issue of employee wellbeing has continued to gained recognition over the years and as a result some employers have developed staff questionnaires, which is used to measure and manage the wellbeing levels of their employees (Juniper *et al*, 2009). An example of such measures is the work and well-being assessment (WWBA), which measures "work-related well-being" -this is defined as that part of employees overall wellbeing which is

determined primarily by work and which can be influenced by work place intervention- (Juniper, 2007 cited by Juniper *et al*, 2009). All the policies regarding the wellbeing of the employees are steps taken in order to improve the health of the employee in order to make them valuable to the organization and improve their performance which will in turn improve the performance of the organization and its productivity. In today's organizations, many employers associate poor health with reduced employee performance and morale. The organizational costs of workers in poor health, and those with behavioral risk factors include, high medical disability and workers' compensation expenses, elevated absenteeism and employee turnover and decreased productivity at work. In addition, a worker's poor health may negatively affect the performance and productivity level of other workers working with him or her (Goetzel and Ozminkowski, 2006).

However, by promoting health in the workplace, employers will not only improve employee health but they might deepen the employer and employee relationship. Thus motivating employees to be more dedicated to the organization by taking up the responsibility for the organization's destiny (Basinska-Zych, Springer, 2017). Many researches have been carried out on work overload as a stressor and many have concluded that when employees are overwhelmed with work it affects not only their performance but also the performance of the organization. A research carried out by Chadha, Sood, Malhotra, 2012 on the effects of organizational stress on the quality of life of primary and secondary school teachers in Delhi identified some stressors like workload pressure, role overload (being overwhelmed by the amount or complexity of work), role ambiguity (uncertainty about job description), conflicting job roles among others as organizational stress and they concluded that it can lead to negative emotional states such as frustration, worry, anxiety and depression. According to Price (2004) stress in individuals is believed to be the result of pressures, boredom, overwork, threat and ambiguity, which may lead to poor performance at work or lack of commitment. Cooper *et al* (1993) cited by Ho (1995) point out that stress is "any force that puts a psychological or physical factor beyond its range of stability, producing a strain within the individual". Individuals will not deliver quality performance if their work environment is perceived as stressful (Varca, 1999). Stress occurs as a result of various factors that affect the individual at work, stress impairs the health of the individual and may result in absence due to sickness which affects the performance and productivity

level of not only the individual but that of the organization as well, which are the aim and the purpose of this research.

A research carried out by Ali and Farooq (2014) showed that work overload leads to poor performance of the employees which has ultimately led toward the employee job dissatisfaction and when employees are dissatisfied with their work they tend to exhibit poor performance at work.

**Hypothesis:** *Work overload is negatively associated with the performance of the organization*

## Methodology

To execute this research, the quantitative method of data collection is employed. The quantitative method usually makes use of the survey strategy. The sample survey research method involves analyzing data quantitatively using descriptive and inferential statistics in order to correlate the relationships between variables (Saunders *et al*, 2008), and usually gathers information from respondents through the use of questionnaire.

The reason why the sample survey research method is chosen is because it is believed to be a reliable method of data collection. A survey research produces well detailed information; it is good for gathering first-hand information from respondents which is believed to be more reliable than drawing a personal conclusion from observing people (). It was chosen also because it can be used to reach a large number of respondents through the use of questionnaires at a short notice and draw different responses from the respondents. In addition, due to the limited time available to carry out this research the sample survey research method is believed to be a reliable technique because it is quantitative in nature and able to reach a large number of respondents within a short period.

The respondents for the survey were randomly selected within a private organization in Nigeria, targeting a general population of both senior managers and junior employees in the organization. A total of 250 questionnaires were administered to both senior and junior staff members in various departments within the organization. This was done in order to ensure that the information collected are reliable and valid. Out of the 250 questionnaires that were distributed 137 were returned, representing approximately 55% recovery.

Some factors which we believe to be stressors were analyzed and used as a bases for our results and discussion.

## Results and Discussion

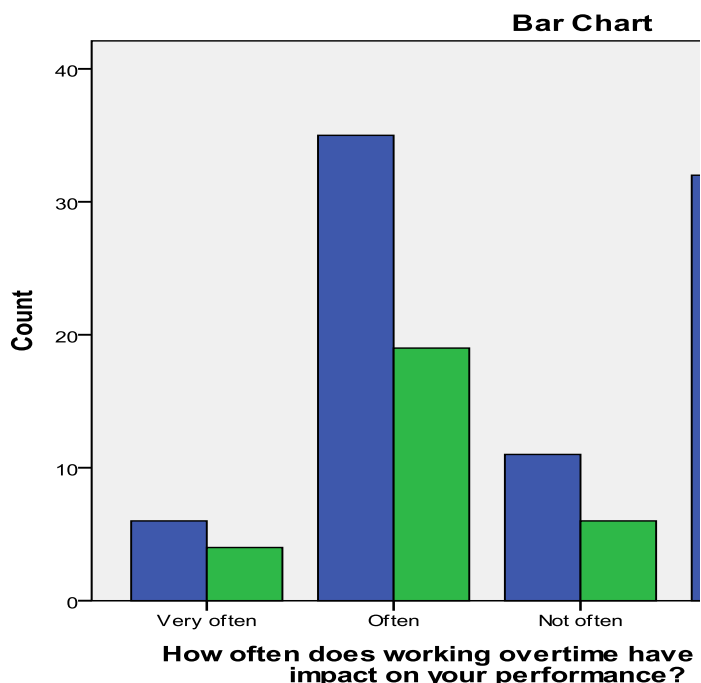
### Working overtime and employee performance

Table 1 shows the response of the respondents on how often working overtime have positive impact on their performance. 60.0% of the males and 40.0% of the females who represents a total number of 10 from the total number of 137 respondents said that it very often has positive impact on their performance. 64.8% of the male and 35.2% of the females said it often has positive impact on their performance and this represents 54 of the total number of 137 respondents and 64.7% of the males and 35.3% of the females who represent a number of 17 from the total number of 137 said it does not often have positive impact on their performance. Looking at the analysis from table 1 it shows that individuals do achieve both negative and positive performance from working overtime, however they do not often achieve a positive performance from working overtime.

**Figure 1: Impact of working overtime on employee performance**

### Impact of extra workload on employee wellbeing

Relating to the impact of work overload on the wellbeing of the employees, table 2 shows that 61.3% of the respondents said work overload affect their wellbeing at work and this represents 84 respondents who said work overload affects their wellbeing at work out of a total of 137 respondents in which 60 are males and 24 are females, 36.5% of the respondents said work overload does not affect their health and this represents 50 respondents out of a total of 137 respondents which includes 23 males and 27 females and 2.2% said that they do not know and this represents 3 respondents out of a total of 137 which includes 1 male and 2 females. The analysis in table 2 shows that the number of people who believe that work overload affects their wellbeing is higher than the number of people who believe that it does not affect their wellbeing and those who said they do not know. This shows that work overload affects the health of the employees at work and linking table 2 to table 1 when work is excessive it tends to affect the wellbeing of the employees therefore affect their performance at work. Figure 2 below shows the analysis in table 2 in other to aid a better understanding. The chart in figure 2 show that work do affect the wellbeing of the individuals at work as the highest number of respondents said work overload affect their health at work.



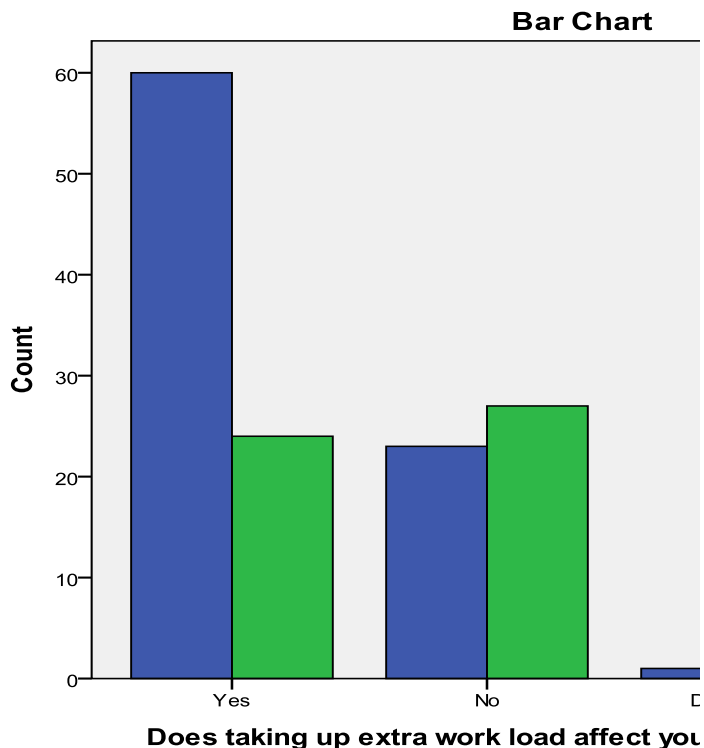


Figure 2: Impact of extra workload on employees' wellbeing

**Interaction between Poor health and Absence from work, its impact on Performance**

On the factors that affects the performance of the organization, it is believed that when employees experience poor health they tend to take sick leave from work and when they are absent from work they are unable to perform as they are supposed to which affects the performance of the organization. As a result of this, the question on if the employees have experienced poor health and if absence affects the performance of the organization were cross tabulated to in other to know how poor health affects the performance of the organization.

Table C shows that 84.9% of the respondents, which is 116 respondents out of a total of 137 respondents, said that their performance affects the performance of the organization and 52.6% out of the 84.7% respondents said that they have experienced stress as a result of work, 25.5% of the respondents who said that absence affects the performance of the organization said that they have not experienced poor health as a result of work and 6.6% of the respondents said they do not know if they have experienced stress at work but believe that absence affects the performance of the organization.

A total of 12.4% of the respondents, which is a total of 12 respondents out of 137 respondents, said that absence does not affect the performance of the organization and 3.6% of the 12 respondents who said absence does not affect the performance of the organization said they have experienced poor health due to work, 5.1% said they have not experienced stress at work and 3.6% said they do not know if they have experienced stress at work.

2.9% of the respondents, which is 4 out of a total of 137 respondents said that they do not know if absence affects the performance of the organization and the 2.9% said that they have experienced poor health due to work.

The highest number of respondents said that absence affects the performance of the organization and said they have experienced poor health as a result of work. The chart represented by figure 3 gives a more insight into the analysis.

Figure 3 represents the analysis from table 3 which shows that the highest population believes that absence do affect the performance of the organization.

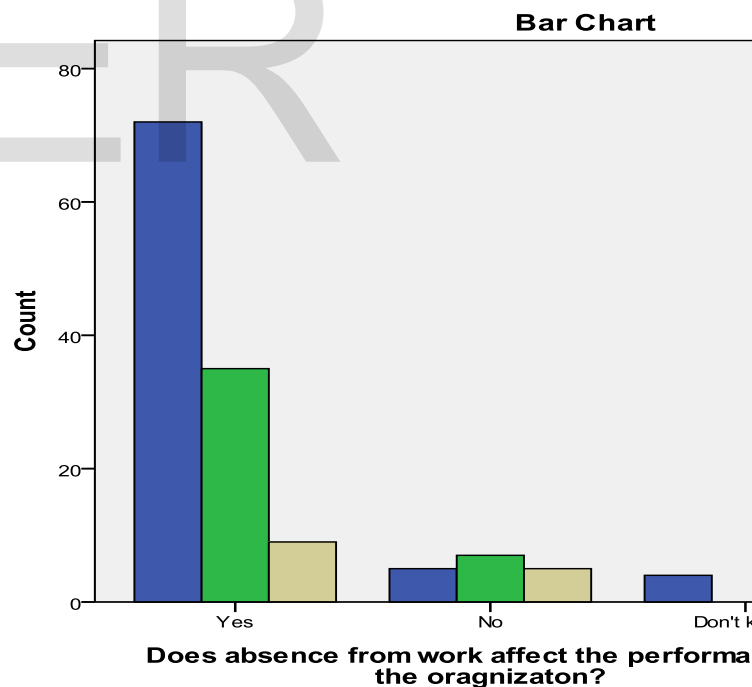


Figure 3: Impact of poor health on Performance

The wellbeing of the employee is becoming an issue of importance in organizations today. Tehrani, N., Humpage, S., Willmott, B. and Haslam, I. (2007) points out that "Wellbeing in the work place is steadily rising up the business agenda as more employees recognize the benefits

and contribution that can be made by introducing workplace health and wellness policies". The survival of any organization depends on its human capital and Baptiste (2008) assumes that for an organization to survive its survival is predicted by the performance of its human capital which is its employees.

Therefore, in order to achieve a successful performance an individual needs to feel safe in the environment in which they work and not see their work as a burden. And based on the analysis of Table 1 and 2, Figure 1 and Figure 2, if the employees are overworked it may not lead to an increase in their performance but may have a negative impact on their health and their performance as most of the respondents said that work overload affects their health and working overtime does not necessarily yield positive performance.

Also, we realized that when employees are overworked it may lead to ill health and as a result take leave of absence from work. When the employees are absent from they are unable to perform their duties and this will affect the performance of the organization and Figure 3 shows that absence does affect the performance of the organization. Absenteeism does not only affect the performance of the organization but it is believed to also affect the profit level of the organization. Sickness is believed to be one of the major reasons employees take leave of absence from work, and from our results from Table 2, work is believed to be a factor that leads to ill health in the organization and this develops from the pressures individuals face at work or from challenges which they are faced with at work and are unable to handle and as a result of this they become stressed and are unable to achieve a successful performance. Once the performance of the employee is affected the performance of the organization is also affected and table 3 shows that the performance of the employee does affect the performance of the organization therefore if they are unable to perform in the organization the performance and productivity level of the organization will be affected.

## Conclusion

The wellbeing of the individual is very essential to an organization and from our findings, work overload is believed to lead to ill health. Also if employees are sick and are unable to work, they tend to take leave of absence from work and when they are absent from work they are unable to add to the value creation of that organization. However,

by controlling the wellbeing of the employee and regularly appraising their health can help improve their health at work. In addition, it is important to recognize that stress resulting from work overload is a very vital issue in organizations and it does not only determine the performance of an employee but also the performance of an organization likewise its competitive advantage. When the employees are unable to perform as they should as a result of poor health, knowing that any organization is dependent on its staff to provide an efficient and effective service, it affects the performance of the organization.

The findings also showed that when individuals are stressed it tends to affect their family life and the family plays an important role in the attitude of the individual towards work. Also, if the individuals do not have a positive attitude at home it will in turn affect their performance at work. It can therefore be said that different factors lead to stress in the organization therefore the organization needs to have an open mind to the factors that lead to stress. Furthermore, in order to be able to manage stress in the organization, the organization needs to know that no single cure is available for stress.

However, in order to understand the impact of work overload on employee wellbeing as a stressor, more research needs to be carried out on the issue of stress management in organizations and on the impacts of stress in organizations.

The impact of stress on the performance of the employee will not only affect the employees but the organization, and from our findings we developed that the performance of the employee affects the performance of the organization. We have established that individuals face challenges all the time at work and this may result into pressure which becomes stress if excessive, and this impacts on the wellbeing of the employee, and from our findings the highest number of respondents said they have experienced ill-health due to work and also believe that absence affects their performance at work therefore when the individuals experience ill-health they fail to perform effectively at work.

## Recommendations

Our findings show that the individuals at work do work under pressure as a result of working overtime and taking up extra work which is believed to affect their health at



work. However, it is believed that the awareness of policies against absence and a stress management program will have positive effect on the employees at work, as a result of this the following recommendations were made:

From our findings, some respondents said working overtime yields positive result while some said it does not yield positive result. This shows that the issue of working overtime as a factor of good organizational performance is not applicable to every employee. Every staff experience stress at different level of the organization and the way staffs cope with stress is different from the other. Also different factors lead to stress in the organization, However, organizations should be aware of the existence of stress as it has been pointed out that stress is inevitable in life, individuals in one way or the other experience stress in life and there are no ready answers to how to reduce stress at work, however, according to Akande (1992:30) "individuals can combat excessive stress by, first, acknowledging its existence; second, developing coping mechanism; and third, probing their unacknowledged needs. Also increasing the self-awareness of what bothers an employee on the job is also a vital step in reducing stress at work (Cooper *et al*, 1988).

From our finding on work overload and its impact on the health of the employee, the respondents said work overload as negative effect on their health. Sickness is believed to be one of the major reasons employees take leave of absence from work, and from our results from Table B, work is believed to be one of the factors that leads to ill health in the organization and this develops from the pressures individuals face at work or from challenges which they are faced with at work and are unable to handle and as a result of this they become stressed and are unable to achieve a successful performance (McClean, 2008). One the performance of the employee is affected the performance of the individual is also affect and productivity level of the organization will be affected. We believe that training should be given to the staffs on how to handle extra work load dropped on them by absent staffs.

As a result of the employees taking leave of absence from work due to ill-health brought about by working overtime and work overload which from our findings is believed to have impact on the performance of the employee and the organization, organizations should develop a training program to help its employees cope with the burden of doing the work of others who are absent from work

therefore adding to their workload. According to Cooper *et al* (1988) the organization should make efforts to develop the skills and the competencies of its workforce to do stressful task better and easier and this can be done by training the employees to be able to do does tasks they believe is difficult to do so also organizations needs to set up a training program for its employees to help in the areas they may feel is difficult for them to handle therefore reducing their level of stress. It is important for staffs to be equipped in other to cope with pressures which they face at work (McHugh, 1997).

Social supports and networking can also help reduce stress in the organization. "A way of ameliorating the unavoidable loneliness of operating a business is to rub minds with counterparts who are also business owners. The objectivity gained from such sharing of experience is two folds in such that both the triumphs and the errors of others are revealed which is therapeutic in itself" (Boyed and Gumpert, 1983).

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**Table 1: How often does working overtime have positive impact on your performance? \* What is your gender? Cross tabulation**

				Total	
		Male	Female		
Count		6	4	10	
Does taking up extra work load affect your health	Very Often	% within How often does working overtime have positive impact on your performance ? 60.0%	40.0%	100.0%	
	Often	7.1%	7.5%	7.3%	
		4.4%	2.9%	7.3%	
		%within What is your gender? % of Total			
	Count		35	19	54
	Often	% within How often does working overtime have positive impact on your performance ? 64.8%	35.2%	100.0%	
Often	41.7%	35.8%	39.4%		
	25.5%	13.9%	39.4%		
	%within What is your gender? % of Total				

	your performance ? %with What is your gender? % of Total			
Count		11	6	17
Not Often	% within How often does working overtime have positive impact on your performance ? %within What is your gender? % of Total	64.7%	35.3%	100.0%
		13.1%	11.3%	12.4%
		8.0%	4.4%	12.4%
Count		32	24	56
Not at all	% within How often does working overtime have positive impact on your performance ? % within What is your gender? % of Total	57.1%	42.9%	100.0%
		38.1%	45.3%	40.9%
		23.4%	17.5%	40.9%
Count		84	53	137
Total	%within How often does working overtime have	61.3%	38.7%	100.0%
		100.0%	100.0%	100.0%

	positive impact on your performance ?	61.3%	38.7%	100.0%
	%within What is your gender%			
	%of Total			

**Table 2: Does taking up extra work load affect your health? \* What is your gender? cross tabulation**

		Male	Female	Total	
Count		60	24	84	
How often does working overtime have positive impact on your performance ?	Yes	% within Does taking up extra workload affect your health?	71.4%	28.6%	100.0%
		%within What is your gender?	71.4%	45.3%	61.3%
		% of Total	43.8%	17.5%	61.3%
	Count		23	27	50
	No	% within Does taking up extra workload affect your	46.0%	54.0%	100.0%
		%within What is your gender?	27.4%	50.9%	36.5%
% of Total		16.8%	19.7%	36.5%	

		Count	1	2	3
health? %with What is your gender? % of Total	Don't Know	% within Does taking up extra workload affect your health?	33.3%	66.7%	100.0%
	%within What is your gender?	% of Total	1.2%	3.8%	2.2%
	% of Total		0.7%	1.5%	2.2%
Total	Count		84	53	137
	% within Does taking up extra workload affect your	% of Total	61.3%	38.7%	100.0%
	% within Does taking up extra workload affect your	% of Total	100.0%	100.0%	100.0%
	% within Does taking up extra workload affect your	% of Total	61.3%	38.7%	100.0%

		health?			
		% within			
		What is your gender?			
		% of Total			

**Table 3: Does absence from work affect the performance of the organization? \* Have you ever experienced poor health due to work? Cross tabulation**

		Have you ever experienced poor health due to work?			Total	
		Yes	No	Don't Know		
Count		72	35	9	116	
Does absence from work affect the performance of your organization?	Yes	% within	62.1%	30.2%	7.8%	100.0%
		Does absence from work affect the performance of your organization?			64.3%	84.7%
		% within What is your gender?	88.9%	83.3%	6.6%	84.7%
		% of Total	52.6%	25.5%		
Count		5	7	5	17	
	No	% within	29.4%	41.2%	29.4%	100.0%

		Does absence from work affect the performance of your organization?	%	%	%	0%
			6.2%	16.7%	35.7%	12.4%
			3.6%	5.1%	3.6%	12.4%
	%with What is your gender?					
	% of Total					
Count			4	0	0	4
Don't Know	% within	100.0%	0%	0%	0%	100.0%
	Does absence from work affect the performance of your organization?			0%		2.9%
	% within What is your gender?	4.9%	0%	0%		2.9%
	% of Total	2.9%				
Count		81	42	14	137	
Total	% within	59.1%	30.7%	10.2%	100.0%	
	Does absence from work affect the performance of your organization?	100.0%	100.0%	10.2%	100.0%	

		% within	59.1	30.7	%	0%
		What is	%	%		
		your				
		gender?				
		% of				
		Total				

**QUESTIONNAIRE**

All information captured in this survey will be treated as confidential, your response and anonymity will be highly confidential. Thank you for taking the time to fill this questionnaire.

Q1. What is your gender?

- A. Male  B. Female

Q2. How long have you worked for the organization?

- A. 0-1 year  B. 2-5 years  C. 6-10 years   
D. 10-20 years

Q3. What level of the organization are you?

- A. Managerial level  B. Junior Staff  C. Executive level

Q4. Have you ever experienced stress at work?

- A. Yes  B. No  C. Don't know

Q5. Which of the following is most applicable to your situation at work?

- A. Work overload  B. Lack of encouragement   
C. Insufficient pay

- D. Working overtime  E. No rewards   
F. Lack of involvement   
G. Poor working environment  F. Others

Q6. How often does working overtime have positive impact on your performance?

- A. Very often  B. Often  C. Not Often   
D. Not at all

Q7. Have you ever experienced poor health due to work?

- A. Yes  B. No  C. Don't know

Q8. Does taking up extra workload affect your health?

- A. Yes  B. No  C. Don't know

Q9. Does absence from work affect your performance at work?

- A. Yes  B. No  C. Don't know

Q10. Does absence from work affect the performance of the organization?

- A. Yes  B. No  C. Don't know

Q11. How would you rate the appraisal of your organization on the health of its work force?

- A. Very efficient  B. Efficient  3. Not efficient  4. Unsure

Q12. Would you agree that the appraisal help to reduce work related stress?

- A. Strongly agree  B. Agree  C. Disagree  
 D. Strongly disagree  E. Unsure

Q13. Does the organization have policies against absence from work?

- A. Yes  B. No  C. Don't know

Q14. How efficient is the organization on the issue of performance?

- A. Very efficient  B. Efficient  C. Not efficient  D. Unsure

Q15. How would you rate your organizations awareness on the issue of stress?

- A. Excellent  B. Good  C. Weak   
D. Poor

Q16. Do you think your output at work is well rewarded?

- A. Yes  B. No  C. Don't know

Q17. Do you think that your performance affects the profit of the organization?

- A. Yes  B. No  C. Don't know

Q18. Does your family life have any impact on your attitude towards work?

- A. Yes  B. No  C. Don't know

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