

**Original Article**

**WORKLOAD AND JOB SATISFACTION OF UNIVERSITY STAFF IN LAGOS STATE, NIGERIA**

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**Abstract**

Job satisfaction and workload in the world of work today are becoming paramount for effective delivery of service and performance. Work is an important aspect of human life that must be taken care of, and balance should be found between work, personal life, satisfaction and every other important aspects of man. This study, therefore, examined the relationship between workload and job satisfaction of university staff in Lagos State, Nigeria. The study adopted a descriptive survey research design as three research questions and hypotheses were developed to guide this study. The population of the study comprises all university staff in Lagos State, Nigeria. Purposive random sampling technique was used to select a foremost public university and a foremost private university in Lagos who's both combined number of members of staff is 1,998. Taro Yamane sampling technique was used to select a sample size of 335 respondents out of the 1,998. Structured questionnaire was used as instrument for data collection and was validated by experts. The reliable co-efficient of 0.97 was obtained for the instrument. The data collected were analysed using descriptive and inferential statistics of chi square to test the hypotheses at 0.05 significance level. The outcome of the study revealed that there is a significant connection between workload and job satisfaction among university staff in Lagos State, Nigeria. The study concluded and recommended that HR managers, government and private university owners should try channeling workload towards positive behaviour and not to affect members of staff in a negative way; assessment should be done from time to time to avoid a situation whereby some members or units are overworking while some others are underworking; NUC should look into annual staff engagement and student enrolment in Nigerian universities, especially private universities to be able to find a balance in student-staff ratio in these institutions.

**Keyword:** Workload, Job Satisfaction, University Staff.

**Introduction**

In today's fast-paced world, human lifestyle is faced with seriously increased complexity and serious

challenges compared to the lifestyle of previous generations who were less stressed and less bothered. Nowadays, people constantly deal with stress arising from their job or workplace. However, work is one of the essential aspects of one's work behavior and life and job stress cannot simply be dealt with simply by eliminating the source of stress, as it can further lead to other hazards. Therefore, it is important to understand that stress does not always cause negative effects rather it can also influence individuals in a constructive manner (Chienwattanasook, Kumsupron Panmanee, & Jernsittiparsert, 2021; Kerdpitak & Jernsittiparsert, 2020).

Stress can be of many types, such as, technical stress, managerial stress, mental stress and burnout stress, etc. It may arise in every kind of job. Job stress refers to the pressures and demands arising from organizations toward their employees (Stimec & Grima, 2019). However, positive stress brings motivation among workers to improve their productivity and performance for better career. On the contrary, unmanageable stress may cause negative impact on employees, leading to physiological, psychological and social disorders. Kanayo (2017) study found empirical evidence that job stress may possibly causes physical disorders, such as, heartburn, heart disease, asthma, high blood pressure, insomnia, persistent fatigue and cancer. Besides, it can also cause damage to psychological health of employees, such as, dissatisfaction, depression, and lack of concentration.

Stress at work may bring serious consequences for the employees. It is interesting to study this topic since the cases of burnout; mental disorder and

depression among workers have been rapidly increasing among employees. Every organization must address and manage two main issues, namely employees' job satisfaction and stress among employees. At first, they seem to be unrelated to one another, however, the in-depth analysis of these matters show that one usually tends to influence the other one and may bring positive outcomes both for the organization and the employees, only if they are managed properly (Haque, Sartelli, McKimm & Abu Bakar, 2018). Job satisfaction can be a possible cause of stress. Several theories proposed during 1920- 1950 have supported the idea that employee's work is affected by level of satisfaction towards his or her job. Haque et al. (2018) assumed that cause-and-effect relationship exists between employees' productivity and satisfaction. He further pointed out that nowadays, organizations are majorly concerned to achieve stable and high productivity, and therefore organisations are required to manage job satisfaction of their members of staff, since job satisfaction is assumed to have a direct impact on employee's mental health.

Job satisfaction of every worker in an organization is one of the most important things that must be maintained by every company in various industries of the world today. Human resources or employees are the main assets of the company, so companies should make efforts that can help their workers feel safe and comfortable to keep working at the company, which will ultimately result in job satisfaction. Satisfied employees at work have high organisational commitment and will and will contribute to the success of the company where they work through good performance.

Afonja (2018) and Amie-Ogan & Fekarurhobo (2021) see the notion of job satisfaction more specifically. According to them, job satisfaction is a positive or pleasant emotional condition resulting from the assessment of one's work. Where job

satisfaction is reflected in the cognitive, affective, and evaluative behavior of an employee towards his work. Job satisfaction reflects a person's attitude and feelings towards his work. Satisfaction with the nature of a job or the job itself has the greatest influence on job satisfaction. Some experts state that the achievement of employee job satisfaction is the main goal of an organization. Chienwattanasook et. al. (2021) further explained that the state of satisfaction of an employee with his job is a psychological condition that will result in various kinds of actions. Employee actions that come from a person's level of job satisfaction is the main reason why employee job satisfaction is important to be the focus of the company. Where the benefits of high job satisfaction are good performance, low turnover, low absenteeism, customer satisfaction, and life satisfaction (George & Jones, 2011; Luthans, 2010; Robbins & Judge, 2017)

Workload is a term used to describe a series of task demands as effort and activity or achievement (Gartner & Murphy, 1979 in Gawron, 2019). Where task demands are the goals to be achieved, the time given to complete the task, and the level of performance of task completion. Meanwhile, Kerdpitak et. al (2020) explains that workload is used to describe aspects of the interaction between an 'operator' or worker and the tasks they perform. The use of the term workload usually arises when the expected performance expectations of a person are not achieved. Failure to meet these performance expectations is known as increased task difficulty. An increase in workload does not always lead to bad outcomes. Increasing task requirements can sometimes improve performance. Although this is only often found in work environments that have a tendency for low workloads. Where when combined with boredom or fatigue will be bad for employee performance.

Goldschmied & Spitznagel (2020) defined workload as “a pressure associated with certain tasks that an individual is expected to perform”. Numerous researchers have studied and reported various effects arising from high workload. Their study found a direct relationship between time pressure and the required amount of time within which the employees are expected to finish their assigned tasks. However, if time pressure exceeds from a certain point, then it may negatively influence employees' performance and ultimately result in job stress. Due to a great deal of workplace interruptions, time pressure also acts as a factor to add on to the job stress (Anokye, Okri & Adie (2019)). In other research, the researchers failed to establish any direct relationship between job stress and time pressure, even when individuals were assumed to be capable of controlling their tasks on their own. Gupta, Nayyar, Chawia & Sitaraman (2016) defines interruptions as “an interference which generally appears while performing certain assigned tasks”. Addas & Pinsonneault (2018) expound that frequent interruptions usually lead to stress and time delay in tasks completion. Simply put, no direct association exists among interruption and job stress, if the required task is not accomplished in the required time. Thus, a certain task can potentially affect workers' job stress level. In another study, a negative correlation was reported between job satisfaction and workload (Guarnaccia, Scrima & Salerno, 2016). On the contrary, workload is one of the significant job satisfaction factors, especially in context to job satisfaction among members of staff in a university. More importantly, there exists a significant relationship among job satisfaction level and time pressure. Chienwattanasook et. al (2020) argued that it is the increasing job demands which put time pressure upon the individuals at their workplace.

Job satisfaction perceived by an employee can be a determinant or determinant of the success of the employee in completing the workload given. If the workload is perceived to be too heavy, it can have a negative impact on the formation of job satisfaction. Likewise, workloads that are too light can also affect employee satisfaction at work. Moreover, some employees want to be faced with job challenges, and their success in completing these challenges becomes one of the forming factors of their job satisfaction. Thus, it can be explained that the assessment of workload can affect job satisfaction.

Majority of the researchers who studied the job satisfaction and interruption relationship have reported that a positive relationship exists between the two. The staff in universities have been experiencing increased job expectations, which have given rise to job stress and low job satisfaction levels among the staff. For instance, a direct relationship was reported among job satisfaction and job stress (Abualoush, Masa'deh, Betaineh & Alrowwad, 2018), while in another study, Haque et al. (2018) found negative effects of job stress, such as, low levels of job satisfaction. Therefore, job satisfaction serves as an important measure to explain employees' feelings or perceptions towards their jobs. In addition, job satisfaction is an essential variable to predict work behavior, like employee turnover, absenteeism, or organizational citizenship (Danendra & Rahyuda, 2019). Thus, high stress levels may have negative effects on the psychological wellbeing, physical health and work performance of individuals. Abdulkarem, Mahmood, Jameel and Ahmad (2019) also defined stress as 'the emotional or mental response against external influences, which can affect the psychological and physical health of individuals. In Safadi, Easton, Wang, Hasson III & Crea (2019)'s

study, they found a mediating role of job stress on job satisfaction.

Researches have identified some indices of workload which include time pressure, job stress and interruptions amongst others (Jermisittiparsert, Petchchedchoo, Kumsuprom & Panmanee, 2021; Salsabilla, Setiawan & Juwita, 2022; Sipayung & Purba, 2022; Sari & Rahyuda, 2021). Time pressure is assumed to have a direct relationship with amount of time within which employees are required to complete a certain task (Goldschmied & Spitznagel, 2020), which is likely to increase the perceived level of stress. Which ultimately influences the level of job satisfaction. In this regard, several psychology and stress and auditing related studies have reported that time pressure significantly affects the task performance. Thus, time pressure acts as one of the important factors which cause university staff to face higher stress levels. Scholars have argued that time pressure often occurs when there is insufficient time available for the employees to complete certain tasks (Mangalaselvi, 2017; McVicar, 2016). Another study suggested time pressure as a factor responsible for long working hours and increasingly competitive work environment. In addition, time pressure may directly influence the strain producing factor and in turn it will trigger several other workplace factors. Thus, time pressure determines the level to which employees are exposed to workplace stressors. Moreover, long working hours also expose workers to other job stressors.

According to Gupta et al. (2016), interruptions are the interferences which usually arise while performing certain tasks. In most professions, workflow interruptions arise every now and then. Interruptions refer as "the secondary tasks which appear during the primary tasks, such as, requests for assistance". Previous research findings suggest that negative relationship exists between

satisfaction and occurrence of interruptions. Moreover, positive relationship was reported between performance and experience of irritation and forgetting of intentions. From the HR perspective, there exists an association between interruptions and stress, which causes relocation of employees' time by using cognitive and self-regulatory resources. Interruption effects occur in the form of physical complaints, anxiety and emotional exhaustion. In Lee (2017b) study, they found organizational factors and interruptions as the main job stress factors. For instance, phone calls, jokes from peers, social networking, emails, and phone calls, etc. Thus, if employees perceive them negatively then they would likely to cause stress among them. (Bashir & Ahmad Mir, 2019; Lee, 2017b) supported this and stated that phone calls, colleagues at workplace and e-mails are the common cases of interruption and commonly occur when it is essential for the employees to continuously and quickly share the required information and improve employee performance.

The workload is a number of activities that require expertise and must be carried out within a certain period of time, where the workload can take the form of physical or psychological burden, which certainly requires concentration on the work done (Dhania, 2010; Riggio, 2000). The workload is certainly able to influence job satisfaction because the heavier the workload is given, and it is not in accordance with the specified job description, the lower the employee satisfaction with all matters related to the organization. This can be seen from several previous studies. Purbaningrat and Surya (2015) stated that workload negatively affects job satisfaction, in other words, if workload increases, job satisfaction decreases. Sutarni (2008) also found the same thing where it was found that there was a negative relationship between workload and job satisfaction. In a study conducted by Rehman,

Mohamed & Ayoup (2019) states that there is a positive relationship between workload and job satisfaction. Employees will feel comfortable if when work gets job satisfaction as expected. Mustapha and Ghee (2013) provide results, there is a significant negative relationship between workload and job satisfaction. In the study stated that job satisfaction is effect by daily workload, employees are more satisfied when they are given a lower workload. Lower job satisfaction was found in higher workloads in Tentama, Rahmawati & Muhopllah's research (2019). If the workload given is high or exceeds the capacity of the employee, it will have a negative impact resulting in a decrease in job satisfaction.

### **Statement of the problem**

Universities all over the world are known to be complex and extremely important drivers for sustainable development and producers of manpower of the nation in various walks of life. University education clearly defines direction and destiny of human life. More importantly, higher education from its inception, through higher institutions, has been known to be propeller and catalyst of national development through lecturing and teaching, learning, research, and community development, but it seems the well-being of those who implement the learning is not being catered for. In our daily life, workload is a major issue which leads members of staff towards satisfaction and dissatisfaction. Lately, university staff's performance, well-being, affection for the job and organisational commitment is dropping due to heavy workload. There is a need to overcome the issues related to workload as university staff can perform well and should be happy and satisfied executing their various jobs. Therefore, this study explores the relationship between workload and job satisfaction of university staff in Lagos State.

### **Purpose of the Study**

The purpose of the Study is to examine the effect of workload on job satisfaction of university staff in Lagos State. The specific objectives are to:

- i. examine the extent to which time pressure affect university staff job satisfaction in Lagos state.
- ii. ascertain the influence of interruption on university staff job satisfaction in Lagos state.
- iii. determine how job stress affects university staff job satisfaction in Lagos state.

### **Research Questions**

The following research questions are to guide the study:

- i. To what extent does time pressure affect university staff job satisfaction in Lagos state?
- ii. How does interruption influence university staff job satisfaction in Lagos state?
- iii. How does job stress influence university staff job satisfaction in Lagos state?

### **Research Hypotheses**

These hypotheses were tested:

- There is no significant relationship between time pressure and university staff job satisfaction in Lagos state.
- Interruption will not significantly influence job satisfaction of university staff in Lagos state.
- There is no significant relationship between job stress and job satisfaction of university staff of Lagos state.

### **Methodology**

The study adopted descriptive survey research design. The population of the study comprised members of staff of universities in Lagos State, Nigeria. The population in this study is the academic and non-academic staff of all the universities in Lagos State, Nigeria. According to NUC (2022), Lagos has five (5) public universities and six (6) private institutions which means a total of eleven (11) universities. Purposive sampling technique was used to select two universities in Lagos State which are University of Lagos, which is

a public university and Caleb University, which is a private university. The reason for the selection of these two being that each is the oldest in terms of year of establishment in each category of public and private university respectively, and because they are the foremost institutions, they have most number of long serving members of staff. The estimated total population of all the members of staff of University of Lagos is 1,868 while Caleb University has 130 to make a total of 1,998 (National Universities Commission, 2019).

To select the sample size, Taro Yamane formulae was used, which is  $n = \frac{N}{1 + N(e)^2}$ ; where  $n$  = the sample size,  $N$  = population, and  $e$  = margin of error (5%). Therefore,  $n = \frac{1998}{1 + 1998(0.05)^2}$ .  $n = \frac{1998}{1 + 4.995}$ ;  $\frac{1998}{5.995}$  which equals 333. Therefore, sample size is 333. To determine the number of respondents from University of Lagos out of the 333 sample size,  $\frac{1,868}{1998} \times 333 = 311$  while Caleb University has the remaining 22. 335 questionnaires were administered but only 300 were retrieved to give a 90% return rate.

The main instrument for data collection was a self-developed structured questionnaire captioned "Workload and Job Satisfaction of University Staff in Lagos State". The instrument was validated by experts from Faculty of Education, University of Lagos before it was administered to the respondents. The instrument consisted of section A and B. Section A sought information on the demographic and bio-data of the respondents. These include: age, marital status, gender, type of staff and years of working experience while section B on the other hand was designed to solicit for information on workload and job satisfaction of university staff in Lagos State. The respondents were to rate the responses on a modified four Likert Scale; Strongly Agree (4), Agree (3), Strongly Disagree (2), and Disagree (1). The split-half method will be used to ascertain the reliability of the instrument and

Cronbach Alpha was used to test the reliability at 0.05 level of significance to get the result of 0.97 and this confirmed the reliability of the instrument. The researcher with two research assistants administered the questionnaire. The data was analysed using descriptive and inferential statistics of chi-square to test the hypotheses at 0.05

#### Analysis of Bio-data of the Respondents

**Table 1: Participants Bio-data**

Items	Frequency	Percentage
<b><u>Gender</u></b>		
Male	205	68%
Female	95	32%
<b><u>Age</u></b>		
18-27 years	25	8%
28 -37 years	87	29%
38 - 47 years	125	42%
48 and above	63	21%
<b><u>Educational Qualification</u></b>		
S.S.C.E./OND	32	10.7%
B. Sc./B.A.Ed./HND.	163	54.3%
M. Sc./M.A. Ed.	77	25.7%
Ph.D.	28	9.3%
<b><u>Marital Status</u></b>		
Single	57	19%
Married	212	70.7%
Divorce or Widow	31	10.3%
<b><u>Work Status</u></b>		
Academic	127	42.3%
Non-Academic	173	57.7%
<b>Total</b>	<b>300</b>	<b>100%</b>

#### **Years in Practice**

1 – 5 years	56	18.7%
6 -10 years	83	27.7%
11 - 15 years	97	32.3%
16 years & above	64	21.3%

**Source: Field Survey, 2023**

Significance level.

#### **Presentation and Analysis of Data**

Out of the three hundred and thirty-three (333) questionnaires administered, three hundred (300) were returned and fit for analysis implying 90% return rate.

The analysis above shows that the respondents are made up of more of the male gender, more of persons within the range of 38 and 47 years old,

more of first-degree holders that are married, more of non-academic staff and people with 11-15 years of service.

## **Results and Discussion of Findings**

### **Research Questions**

**Table 2: Effects of Workload on Job Satisfaction of university staff in Lagos State, Nigeria**

S/N		SA	A	N	D	SD	Mean	SD
1	Members of Staff always find a balance between their job requirement and personal activities.	72 (24%)	133 (44.3%)	---	68 (22.7%)	27 (9%)	2.84	1.1
2	All works given to me are always being completed by me within the stated timeline.	46 (15.3%)	182 (60.7%)	---	46 (15.3%)	26 (8.7%)	2.77	1.0
3	Personal life and family are at the detriment of one's job here.	27 (9%)	32 (10.7%)	---	180 (60%)	61 (20.3%)	2.76	1.2
4	Members of staff do not feel they do more than what they are being paid for nor do more than the job.	57 (19%)	94 (31.3%)	---	98 (32.7%)	51 (17%)	2.87	1.1
5	My job is too stressful that I barely have time for myself or my family.	40 (13.3%)	123 (41%)	---	99 (33%)	38 (12.7%)	2.69	1.0
6	Unplanned activities often mess up my plans and timing for completion of a task within a time frame.	83 (27.7%)	118 (39.3%)	--	72 (24%)	27 (9%)	2.55	1.1

7	Sometimes, the time given for completion of a task is often not enough considering the fact that other tasks arise while on the primary task.	41 (13.7%)	165 (65%)	---	64 (21.3%)	30 (10%)	2.74	.9
<b>Overall Mean</b>							2.71	

#### Source: Field Survey, 2023

Table 2, item 1 reveals that, 72 (24%) and 133 (44.3%) of the total respondent strongly agreed and agreed respectively that members of staff always find balance between their job requirement and personal activities while 68 (22.7%) and 27 (9%) disagreed and strongly disagreed respectively that members of staff always find balance between their job requirement and personal activities Therefore, majority of the respondents strongly agreed that members of staff always find balance between their job requirement and personal activities. This was further reflected by (weighted mean of 2.84and SD=1.109).

Second item from the above table shows that 46 (15.3%) and 182 (60.7%) of the total respondent strongly agreed and agreed respectively that all works given to them are always being completed by them within the stated timeline while 46 (15.3%) and 26 (8.7%) disagreed and strongly disagreed respectively. Therefore, majority of the respondents strongly agreed that all works given to them are always being completed by them within the stated timeline in support of (weighted mean of 2.77and SD=1.002).

Third item indicated that 27 (9%) and 32 (10.7%) of the total respondent strongly agreed and agreed respectively that personal life and family are at the detriment of one's job while 180 (60%) and 61 (20.3%) disagreed and strongly disagreed

respectively that personal life and family are at the detriment of one's job. Therefore, majority of the respondents strongly agreed that personal life and family are at the detriment of one's job which was further reflected by (weighted mean of 2.76and SD=1.109).

Item four revealed that 57 (19%) and 94 (31.3%) of the total respondent strongly agreed and agreed respectively that members of staff do not feel they do more than what they are being paid for nor do more than the job while 98 (32.7%) and 51 (17%) disagreed and strongly disagreed respectively that members of staff do not feel they do more than what they are being paid for nor do more than the job Therefore, majority of the respondents agreed that members of staff do not feel they do more than what they are being paid for nor do more than the job (with weighted mean of 2.87and SD=1.060).

Item five from the table above further revealed that 40 (13.3%) and 123 (41%) of the total respondent strongly agreed and agreed respectively that the job is too stressful that they barely have time for themselves or their family while 99 (33%) and 38 (12.7%) disagreed and strongly disagreed respectively. Therefore, majority of the respondents strongly agreed that the job is too stressful that they barely have time for themselves or their family, this was further reflected by (weighted mean of 2.69 and SD=1.039).

Item six opine that 83 (27.7%) and 118 (39.3%) of the total respondent strongly agreed and agreed respectively that unplanned activities often mess up their plans and timing for completion of a task within a time frame while 72 (24%) and 27 (9%) disagreed and strongly disagreed respectively. Therefore, majority of the respondents strongly agreed that unplanned activities often mess up their plans and timing for completion of a task within a time frame in support with the support of (weighted mean of 2.55 and SD=1.060).

From items seven, 41 (13.7%) and 165 (55%) of the total respondent strongly agreed and agreed respectively that sometimes, the time given for completion of a task is often not enough considering the fact that other tasks arise while on the primary task while 64 (21.3%) and 30 (10%) disagreed and strongly disagreed respectively. Therefore, majority of the respondents strongly agreed that sometimes,

the time given for completion of a task is often not enough considering the fact that other tasks arise while on the primary task with the support of (weighted mean of 2.74 and SD=.987).

#### 4.3 Results of Test of Hypotheses

This section presents the test of hypotheses. In all, seven hypotheses were formulated and tested. All the results were held significant at 0.05 level of significance. For hypotheses 1-5, Pearson Product-Moment correlation coefficient was used to establish whether there is statistically significant relationship between the dependent and independent variables while simple regression analysis was used to test the hypothesis 6-7.

##### Hypothesis One:

There is no significant relationship between time pressure and university staff job satisfaction in Lagos state, Nigeria. The summary of the results presented in the table 3.

**Table 3: Relationship between time pressure and university staff job satisfaction**

	N	Mean	Std Dev.	r <sub>Cal</sub>	P-Value	Remarks	Decision
Time pressure	300	3.082	1.16				Null Hypothesis
Job satisfaction	300	2.600	.600	.428*	.000	Significant	Rejected

\* Correlation is significant at  $p < 0.05$  level (2-tailed).

Findings of the study indicate that there is a weak, but positive correlation between the two variables ( $r = .188$ ,  $n = 300$ ,  $p < 0.05$ ), with high levels of time pressure effect of university staff job satisfaction. This implies that the more time pressure mounted on university staff, the less satisfied are likely to become. Thus, the null hypothesis that says there is no significant relationship between time pressure

and university staff job satisfaction in Lagos state, Nigeria was rejected, and the alternative hypothesis accepted.

**Hypothesis Two:** Interruption will not significantly influence job satisfaction of university staff in Lagos state, Nigeria.

Nigeria. The summary of the results presented in the table 4.3.2.

**Table 4.3.2: Relationship between interruptions will not significantly influence university staff job satisfaction**

	N	Mean	Std Dev.	r <sub>Cal</sub>	P-Value	Remarks	Decision
--	---	------	----------	------------------	---------	---------	----------

Interruptions	300	3.200	1.002				Null Hypothesis Rejected
				.418*	.000	Significant	
Job Satisfaction	300	2.600	.600				

\* Correlation is significant at  $p < 0.05$  level (2-tailed).

Findings of the study indicate that there is a fairly strong, but positive correlation between the two variables ( $r = .196$ ,  $n = 300$ ,  $p < 0.05$ ). This implies that the more interruptions for university staff at work, the less satisfied they are likely to become. Thus, the null hypothesis that states that interruptions will not significantly influence job

satisfaction of university staff in Lagos State, Nigeria was rejected.

**Hypothesis Three:** There is no significant relationship between job stress and job satisfaction of university staff of Lagos state, Nigeria. The summary of the results presented in the table 4.3.3.

**Table 4.3.3 Relationship between job stress and job satisfaction**

	N	Mean	Std Dev.	rCal	P-Value	Remarks	Decision
Job Stress	300	3.28	1.290				Null Hypothesis Rejected
				.349*	.000	Significant	
Job Satisfaction	300	2.600	.600				

\* Correlation is significant at  $p < 0.05$  level (2-tailed).

Findings from the study indicate that there is a fairly weak, but positive correlation between the two variables ( $r = .205$ ,  $n = 300$ ,  $p < 0.05$ ). This implies that the more job stress university staff experience at work, the less satisfied they are likely to become. Thus, the null hypothesis which state that there is no significant relationship between job stress and job satisfaction of university staff of Lagos state, Nigeria is rejected.

### Discussion of Findings

The study affirms the fact that there is a correlating relationship between workload and job satisfaction of university staff in Lagos State, Nigeria. Workload cannot be taken away from work because it is an important aspect of it but then, it should be channeled towards strengthening and adding values and experience to the works of university staff. This fact is in support of the findings of Chienwattanasook et. al. (2020) who notes that workload has two faces, either positive and negative

and can be designed or channeled towards the direction one intends it to go. This is a major work of supervisors and HR managers in these institutions. Understanding this helps in enhancing job satisfaction of members of staff. The findings also established the fact that workload is certainly able to influence job satisfaction because the heavier the workload is given, and it is not in accordance with the specified job description, the lower the employee satisfaction with all matters related to the organization. The attests the findings of Sutarni (2008) and Purbaningrat and Surya (2015) who emphasized that workload negatively affects job satisfaction, in other words, if workload increases, job satisfaction decreases.

The hypotheses tested showed a strong negative relationship between job stress, interruptions and time pressure which are pointers of workload and job satisfaction. This is in support of Mustapha and Ghee (2013) who asserted that provide there is a

significant negative relationship between workload and job satisfaction. This is also in agreement with the findings of Maniya (2018) and Jermisttiparsert et. al. (2021) who opined that interruptions and time pressure are directly related to job satisfaction.

### **Conclusion and Recommendation**

It is evident and glaring from the findings of this study that workload significantly affects the job satisfaction of university staff in Lagos State, Nigeria. Workload should be reasonably merging with individual capability and job description. The study also shows that complaints about workload is rampant among university staff in private universities compared to the public universities, and when workload is not properly managed, it will bring or yield job dissatisfaction which consequently affects productivity and the achievement of the universities' organizational goals and objectives, because only the manpower, members of staff can help in the realization of these goals and objectives. Based on the findings of this study, the following recommendations were made:

- i. The HR of universities should target making workload yield positive results in the aspect of

making it a tool for staff personal development, diligence and healthy competition among members of staff and not the other way round.

- ii. Assessment should be done from time to time on finding out the rate at which members of staff (both teaching and non-teaching) perform and deliver what is expected of them in order to avoid a situation where some sets of members of staff will be over working while some are underworking as both can negatively influence job satisfaction among members of staff.

- iii. NUC should device a way or means of checking private institutions in particular how they engage members of staff in relation to their yearly enrolment to enable finding a balance between student-Staff ratio as expected to be found in a university setting.

- iv. Government and private university owners should look into the inadequacy of qualified members of staff in both private and public sectors as this is beginning to affect the quality of university education in Nigeria.

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