

Impact of Job Overload and Work Schedule Flexibility on Job Satisfaction: An Insight in Education and Banking Sector of Pakistan

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Abstract

The present study is an insight about the relationship of Job overload and Work Schedule Flexibility with job satisfaction of employees. The data was collected by structured questionnaire from 150 private sector Banks and Educational institutions. The results showed that work schedule flexibility is significantly and positively related with job satisfaction and it has great influence on job satisfaction because employees want well fit between their work and family responsibilities so they can live a happy life with their family. While job overload has a negative impact on job satisfaction because employees do not like job stress caused by job overload. Furthermore the study may be used to motivate management to create well fit between job overload and work schedule flexibility, ultimately which will enhance job satisfaction and commitment with the organization which benefits the organization in return.

Keywords: Job Overload, Work Schedule Flexibility, Job Satisfaction, Banks, Institutions.

1. Introduction:

The purpose of this study is to critically evaluate the effect of Job overload and work schedule flexibility on employee's job Satisfaction. Two independent variables Job overload and work schedule flexibility is being selected to analyze the relationship between these variables and Job Satisfaction. The stressor which has been selected for study is Job Overload, employee's perception about job overload in quantitative terms which asks the explanation of rapidity and amount of work (Caplan, Cobb, French, Van Harrison, & Pinneau, 1987)

Job satisfaction has been under consideration mostly in all types of organizations because as much as a worker is satisfied will be committed to the organization. So the job satisfaction is under determination in economics and sociology since the 1970s (Borjas, 1979; Freeman, 1978; Hamermesh, 1977). (Clark & Oswald, 1996) and (Clark, 1996) argued that utility for employees from their job has been regarded as an extensive gauge.

Among some job related stressors especially work overload causes more debilitation than other client related stressors like interacting with unmanageable clients (Lee & Ashforth, 1996; W. Schaufeli & Enzmann, 1998). Different studies showed that job stress and satisfaction are treated as inversely related (Miles & Petty, 1975).

It has been observed a positive impact on job satisfaction due to flexi-time (Baltes, Briggs, Huff, Wright, & Neuman, 1999) and (Grover & Crooker, 1995) stated that as flexi-time creates job satisfaction and satisfaction with work schedule, it leads towards organizational commitment and satisfaction with employer.

In this research paper the job satisfaction of employees has been taken as dependent variable and the influence of two variables job overload and work schedule flexibility will be critically evaluated. The research will also explain that how often these variables can affect the employee's satisfaction. As (Gurbuz, 2009) stated that job satisfaction is too important issue and it can be met by any organization through improved working conditions and by better leadership style. He thinks that the satisfaction of employees also responsibility of managers of a company.

1.1 Job Stress:

Different researchers explained stress in their own way but most dominant and comprehensive definition given by (Levi, 1987). He argued that job stress can be defined as; "The misfit or interaction among individual needs, anticipations and client expectations and environmental opportunities and demands. When the response capability of a person does not meet the environmental requirements. When individual's anticipations unable to meet and when abilities are over or under relaxed, organization react with different means. These are some emotional, cognitive, behavioral and/or physiological under some conditions of intensity which can leads towards pressure"

1.2 Job Stressor:

As (Lazarus & Folkman, 1984) argued job stress is employee's relationship between him and his work environment. So the environmental factors which involved in stress process are called stressors.

1.1.2 Job Overload:

(Jex, 1998) defined overload as employee's insight that they had to work extra than the work should be completed within given time period, therefore, all the work overload faces by someone in his/her job, will be treated as job overload.

1.2 Work Schedule Flexibility

Commonly work Schedule flexibility refers to greater amount of autonomy, employees chose work schedules they feel better for them. From this flexibility in work schedules they will be enabling them to take pleasure in maximum balance between their work and life responsibilities. (Society for Human Resource Management, 2011)

1.3 Job Satisfaction

The level of employee's happiness with reference to his job will be considered as job satisfaction. According to (Kreitner & Kinicki, 1992) job satisfaction is an emotive and emotional reaction for one's job. In spite of job satisfaction's subjectivity it has been taken into account as a broad gauge of employee's value received from their job (Clark, 1996; Clark & Oswald, 1996). According to (Argyle, 1989) the productivity is positively linked with job satisfaction. (Hackman & Oldham, 1975) also argued that the absenteeism, increased output and lowest turnover is linked with someone's job satisfaction.

2. Literature Review

2.1 Job Overload and Job Satisfaction

The effect of job stressor and work schedule flexibility on employees job satisfaction are advanced topic in research and it has been considered as topic of interest for many researchers in particular disciplines. (Miller & Monge, 1986) and (Cotton & Tuttle, 1986) argued that Worker's attitude including commitment and satisfaction is strongly influenced by job and task characteristics. The persons who have to travel and whose workload is considerably high (Black, 1988), as the employees go through with higher job overload, external higher pressure and job visibility pressure, all these conditions affect the satisfaction negatively (Bedeian & Armenakis, 1981; Naumann, 1992). (Hackman, 1992) argued that group's cohesiveness can be harm by unfair work overload.

(W. B. Schaufeli, Buunk, Schabracq, Winnubst, & Cooper, 2003) argued that work overload is one of the main forecaster of being exhausted (The sense of being tiredness and mental fatigue). The research findings of (Nirel, Goldwag, Feigenberg, Abadi, & Halpern, 2008) showed that high level work overload cause the emotional problems and lower level of satisfactions. Previous studies showed that overload is a main predictor of exhaustion (W. Schaufeli & Enzmann, 1998). (Beehr & Bhagat, 1985) stated that high level of workload may cause some level of ambiguity for employees whether they are able to complete their work. Such ambiguity will likely to bring about thoughts of nervousness and worry. As these studies showed the results of high workload, it is predictable to narrate that employees have to make extreme efforts and it will cause an apprehension and irritation in their jobs. Studies also shows that as employees have to do more with his/her work that may be required to ignore certain characteristic of job or life, there may be most chances of frustration (Spector & Jex, 1998). (Kawakami, Kobayashi, Takao, & Tsutsumi, 2005) argued that continued working hours and job overload is reason of distress among employees. It is viewed that in most of the studies, the stressors in employee's working environment leads to some negative

consequences in sense of physical, behavioral and physiological changes (Beehr, 1995; Jex & Beehr, 1991).

According to (Gardner & Cummings, 1988) job performance and job satisfaction are expected to decline in the ratio of degree to which job performer's experience regarding job under-load and job overload. In the studies of (Sutherland & Cooper, 1992) French & Caplan deduced, work overload, role ambiguity and conflict of role are reasons for physiological, psychological sprain as well as job dissatisfaction.

2.2 Work Schedule Flexibility and Job Satisfaction

Work schedule is a mean of satisfaction for employees in an organization positively or negatively according to the situation provided for work schedules. The study of (Possenriede & Plantenga) stated, if there are flexible work arrangements in fact it will enhance the fit between paid work and some other activities and it will be reflected in job satisfaction of employees. This study also argued that, to identify job preparations and the factors that can influence job satisfaction is related to different labor market fields. Another thing derived from this study is that, arrangement for flexible work schedules are linked with higher job satisfaction,

If flexible work arrangements are provided to employees it will have a positive impact on values from work, generally. Due to this work schedule flexibility employees shall have more control and independence in their working life and their work life and private life can be improved (Hill et al., 2008). Flexible work arrangements provided to employees allow them to work according to their ease, which in result will minimize the amount of stress (Baltes et al., 1999; Scandura & Lankau, 1997). Additionally due to these flexible work arrangements employees will think that their employer is caring about their well being and errands outside work (Casper & Harris, 2008; Grover & Crooker, 1995).

Study of (Rogier & Padgett, 2004) postulated that by flexible work schedule organization can get benefit through employee's job satisfaction, organizational commitment increased level of productivity and lesser absenteeism and lower turnover. In the perspective of work schedule flexibility, employees will be able to balance their work life and family life. By this, job meets their needs effectively and their satisfaction will be higher (Baltes et al., 1999).

A recent literature review depicted that job satisfaction, productivity, organizational commitment and retention in organization is positively affected by policies maintained to provide alternative work arrangements (Glass & Finley, 2002). According to (Almer & Kaplan, 2002) employees with work schedule flexibility seems to be more satisfied than the employees on regular schedule. There was an optimistic effect of flexible work arrangements on employee's intentions about turnover (Hyland, 1999). (Baltes et al., 1999) Argued that if manager come to know that employee's job satisfaction can be enhanced by alternative work arrangements they will like to be more open with them and they may like to perform an additional work to manage them.

Studies of (Krausz, Sagie, & Bidermann, 2000) revealed that satisfaction and commitment are positively connected with schedule controlling and with preferred work scheduling and burnout is negatively associated with schedule control and preferred work schedule.

According to (Powell & Mainiero, 1999) if there is flexibility in the work time in an organization then the performance of the workers can be improved which are helpful to fulfill the organization goals. An immediate manager can play a vital role to give a satisfied working hour to a worker. It means that worker's satisfaction will increase their performance for the organization. It is also postulated by research study that employers who are particularly facing

shortage of labor, are trying to provide flexible scheduling to boost up the job satisfaction and productivity of labor (Krausz & Freibach, 1983). Hence in light of this literature review it is obvious job satisfaction is depending on work schedule flexibility.

3. Hypothesis:

On the basis of above literature review following hypothesis have been developed.

H1: Job overload and Job satisfaction are significantly related to each other.

H2: Work Schedule Flexibility and Job satisfaction are significantly related to each other.

4. Research Methods:

4.1 Sampling and Data Collection

For conducting research on this topic data will be collected from different services sector organizations. Data will be collected through structured questionnaires. A sample of 150 organizations has been under consideration. Data was collected by structured questionnaires in face to face meetings in different service sectors like; Banks and Educational Institutes of Gujranwala Division (Punjab). 123 out of 150 questionnaires have been received at the response rate 82%. Out of these 123 respondents 100 were males and only 23 females, the ratio was 81.3% and 18.7% respectively. Mostly respondents were within the age of 21-30 years. 55 respondents were from banking sector and remaining 68 were from education sector, with the ratio of 44.72 % and 55.28%.

With reference to question from first part of questionnaire, (how long have you held your current position?), 31 respondents with the ratio of (25.20%) showed that they have less than one year of duration on their current position. 85 respondents with the ratio (65.04%) were holding current position within 1-6 years. 5 respondents with the ratio (4.06%) 6-10 years and 7 respondents with the ratio (5.69%) more than 10 years. Another question was from first part how long have you worked for this company? The responses were, for less than 1 year there were 24 respondents with the ratio (19.51%), 1-5 years 60 respondents (53.65%), 6-10 years 24 respondents (19.51%) and more than 10 years 9 respondents (7.31%).

4.2 Research Measures:

To conduct a research on this topic, variables about Job Stressor (Job Overload), Work Schedule Flexibility have been selected from literature review. For current study main area of focus is to critically evaluate the relationship of job overload (I.V), Work Schedule flexibility (I.V) and Job Satisfaction (D.V).

4.2.1 Job Overload:

Job overload which was measured through 5 point likert scale developed by (Caplan et al., 1987) has been used to collect the responses. This focuses on the employee's insight about job overload in quantitative terms of worked hours.

4.2.2 Work Schedule Flexibility:

Secondly work schedule flexibility in one's job was measured through five likert scale developed by (Rothausen, 1994). This will measure the extent to which employees feel balance between their work and family responsibilities when they are provided flexible work Schedules.

4.2.3 Job Satisfaction:

Third main area under consideration is job satisfaction and it was also measured through five point likert scale taken from the article developed by (Brayfield & Rothe, 1951). This measure has been developed to evaluate the overall satisfaction of employees.

5. Results and Analysis:

To analyze the impact of job Overload and Work Schedule Flexibility on Job Satisfaction of employees in an organization, multiple regression analyses is used and to verify the relationship between variables, Pearson Correlation has been used. Mean and Standard Deviation has been calculated to check the tendency of study respondents. To check the overall reliability of survey instruments chronbach alpha was also calculated.

Table 5-1: Pearson's Correlation N=150

| Variables | Mean | SD | JO | WSF | JS |
|---------------------------|--------|------|--------|--------|----|
| Job Overload | 3.2698 | .608 | 1 | | |
| Work Schedule Flexibility | 2.8846 | .710 | .469** | 1 | |
| Job Satisfaction | 3.3961 | .647 | .130** | .640** | 1 |

** Correlation is significant at the 0.01 level (2-tailed)

Alpha = .792

Table 5-1 shows that mean value of Job Overload is 3.2698, it may consider near to 4 which means that mostly respondents were agree to show their response in support of Job overload at 5 point likert scale. These responses may deviate .608 from average response of respondents. Further Job Overload has minimum relationship .130 with Job Satisfaction as compared to Work Schedule Flexibility. Hence the work schedule flexibility is positively and significantly related with job satisfaction with value of .640 at 1% significance level. Strong correlation exists between Job Overload and Work Schedule Flexibility. Further the mean values of Work Schedule Flexibility and Job Satisfaction is 2.88 46 and 3.3961 respectively. In respect of Work Schedule Flexibility most of the respondents hesitate to show their response and this response may deviate .710 at level of significance 1%. The response regarding Job satisfaction also was supportive but it may deviate .647 at 5 point likert scale from strongly disagree to strongly agree.

However to check the reliability of data Chronbach Alpha was computed that is .792. According to (Hair, Anderson, Tatham, & Black, 1998) If computed chronbach Alpha is more than .70 it means that the constructed instrument is highly reliable. Moreover to check the impact of Job Overload and Work Schedule Flexibility on job satisfaction the regression analysis was also applied along with Durbin-Watson test to check the nature of correlation among variables.

Table 5-2: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .669 ^a | .447 | .438 | .48537 |

a. Predictors: (Constant), Work Schedule Flexibility, Job Overload

Table 5-2 shows the summary of results. R square depicts the total deviation in the dependent variable (Job Satisfaction) due to job overload and work schedule flexibility (Independent Variables). It depicts that both independent variables job overload and work schedule

flexibility have 44.7% impact on job satisfaction. The value of R square is reasonable so it can be justified.

Table 5-3: ANOVA^b

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|------------|----------------|-----|-------------|--------|-------------------|
| 1 | 22.865 | 2 | 11.433 | 48.530 | .000 ^a |
| Regression | | | | | |
| Residual | 28.270 | 120 | .236 | | |
| Total | 51.135 | 122 | | | |

a. Predictors: (Constant), Work Schedule Flexibility, Job Overload

b. Dependent Variable: Job Satisfaction

Table 5-3 depicts the level of significance whether it is acceptable or not. Hence the ANOVA table shows that the significance is .000 which is less than .01 so it is acceptable that job overload and work schedule flexibility have strong influence on job satisfaction.

Table 5-4: Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---------------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | 2.203 | .252 | | 8.742 | .000 | | |
| Work Schedule Flexibility | .677 | .070 | .743 | 9.664 | .000 | .780 | 1.282 |
| Job Overload | -.232 | .082 | -.218 | -2.839 | .005 | .780 | 1.282 |

a. Dependent Variable: Job Satisfaction

In Table 5-4 the beta values shows the impact of individual independent variable on dependent variable. Results depicts that the work schedule flexibility has strong impact on job satisfaction with a beta value .743. It means that 74.3% of variations in job satisfaction is due to work schedule flexibility. So it can be said that Work Schedule Flexibility has greater influence on job satisfaction of employees. Hence the H2 is supported by these results. The another variable job Overload shows that to increase the level of satisfaction (1%) job overload have to be reduced up to 21.8%. This result depicts that job overload individually has negative influence on job satisfaction. Consequently it can be said that work schedule flexibility has strong impact on job satisfaction and if flexibility in work schedule increases the job satisfaction level will also increases. On the other hand if job overload is increased then level of satisfaction may decrease.

Collinearity was also checked so that it can be viewed whether it is existed in data or not, the tolerance value is .780 which is less than 5 and the value of VIF is 1.282 which is less than 10

which mean that there is no multi- Collinearity exist in the data. Overall it is concluded that work schedule flexibility has strong influence on job satisfaction whereas job overload influence negatively job satisfaction.

6. Conclusion, Limitations and Further Research Exposure:

This study was conducted with the aim to critically evaluate the influence of job overload and work schedule flexibility on job satisfaction of employees in private service sector of Pakistan (Punjab). Cross sectional data was collected through structured questionnaires from banks and education sector of Gujranwala, Sialkot and Gujarat (Punjab). 150 organizations was selected for this purpose and the response rate was 82 %.

The study conducted showed that Work Schedule Flexibility has strong significant positive impact on job satisfaction; employees like to work under flexible work schedules so they can fulfill their work and family responsibilities in more sophisticated manners. These results are consistent with previous studies as the study of (Possenriede & Plantenga) stated, if there are flexible work arrangements in fact it will enhance the fit between paid work and some other activities and it will be reflected in job satisfaction of employees. Study of (Rogier & Padgett, 2004) also postulated that by flexible work schedule organization can get benefit through employee's job satisfaction, organizational commitment increased level of productivity and lesser absenteeism and lower turnover. Whereas job overload negatively influence the job satisfaction because employees don't like wok stress in terms of job overload. This study is also consistent with previous studies as (W. B. Schaufeli et al., 2003) argued that work overload is one of the main forecaster of being exhausted (The sense of being tiredness and mental fatigue). The research findings of (Nirel et al., 2008) showed that high level work overload cause the emotional problems and lower level of satisfactions.

The study is conducted with the sample size of 150 in different regions of Punjab (Pakistan) in service sector. This sample size may be shorter and by increasing the sample size different results may be revealed. Study of one sector cannot be indicator for other sectors of economy so further research can be conducted in different sectors of economy to enhance the scope of research. The study will help managers of these organizations to create well fit between work schedule flexibility and job overload in order to keep employees satisfied and committed.

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