



Workload and Employee Performance; A Survey of Selected Level Five Private Hospitals

**Rose Ombaki Gesare, Dr. Doreen Njeje & Dr. Alexander
Kyule**

ISSN: 2616-8421

Workload and Employee Performance; A Survey of Selected Level Five Private Hospitals

¹*Rose Ombaki Gesare, ²Dr. Doreen Njeje & ³Dr. Alexander Kyule

¹Masters Student, Department of Graduate Business Studies, School of
Business & Economics, The Catholic University of Eastern Africa

²& ³ Lecturer, Department of Graduate Business Studies, School of
Business & Economics, The Catholic University of Eastern Africa

*Email of the Corresponding Author: roseombaki@gmail.com

How to cite this article: Gesare, R. O., Njeje, D., & Kyule, A. (2024). Workload and Employee Performance: A Survey of Selected Level Five Private Hospitals. *Journal of Human Resource and Leadership*, 8(3), 122-131.

Abstract

The study sought to examine the impact of workload on employee performance in private Level Five hospitals in Nairobi County. Guided by the Spillover Theory, which posits that work-life interactions can have both positive and negative consequences, the research aimed to uncover how workload management affects healthcare professionals' performance. A descriptive research design was employed to provide a detailed analysis of the current state of affairs. The target population included all staff members from four selected private Level Five hospitals: Nairobi West Hospital, Coptic Hospital, St. Mary's Hospital, and MP Shah Hospital. A proportional stratified random sampling technique was used to ensure representation across different staff categories, resulting in a sample size of 79 respondents from a total population of 520 employees. Data were collected using structured questionnaires and analyzed using SPSS to generate descriptive statistics and conduct multiple regression analysis. The findings revealed that workload significantly influences employee performance. Specifically, a manageable workload positively impacts performance outcomes, with employees exhibiting higher motivation and productivity levels when they perceive their workload as reasonable and supported by adequate resources. The study concludes that effective workload management is essential for optimizing employee performance and improving overall healthcare service delivery in these hospitals. The study recommends that private Level Five hospitals implement comprehensive workload management strategies, including regular assessments and feedback mechanisms, to enhance employee satisfaction, performance, and overall patient care.

Keywords: *Workload Management, Employee Performance, Private Hospitals, Healthcare Service Delivery, Nairobi County*

1.1 Introduction

Workload refers to the amount of work assigned to an employee within a specific period. It encompasses various factors, including the volume of tasks, the complexity of duties, and the time constraints associated with completing work assignments. High workloads can lead to increased stress, fatigue, and burnout among employees, affecting their overall well-being and job satisfaction (Smith & Kelly, 2020). Effective workload management involves balancing task

<https://doi.org/10.53819/81018102t7017>

distribution, ensuring reasonable work hours, and providing adequate resources to complete tasks efficiently (Karasek & Theorell, 1990).

Employee performance is the measure of how effectively an individual fulfills their job responsibilities and contributes to organizational goals. It is influenced by several factors, including motivation, job satisfaction, and the work environment. High performance is typically characterized by productivity, quality of work, and the ability to meet or exceed job expectations (Armstrong, 2012).

Managing workload effectively is crucial for maintaining high performance. Excessive demands can impair an employee's ability to perform optimally, leading to errors, reduced efficiency, and lower overall productivity (Bakker & Demerouti, 2007). Armstrong, Friedman, and Greenhaus (2013) list several examples of employee work-life practices, including the condensed work week, hourly rates, job sharing, teleworking, on-site childcare, informational or monetary support for elderly care and childcare services, and family leave initiatives like adoption leave and compassionate leave.

Hulk (2017) notes that people's difficulties striking a work-life balance worsen as they spend more time in the office. Overwork causes tensions between work and personal life, making the demands of both irreconcilable. Koln (2019) highlights that the pace of work has quickened in recent years due to globalization, rationalization, and technology that keeps workers engaged at work. In response to a diverse and growing workforce, several companies have implemented family-friendly policies and initiatives.

Organizations should promote a professional life balance by helping their workers better balance their professional and personal lives, resulting in less stress and greater job satisfaction (Kyule et al., 2016). Many workers are stressed out due to inflexible work schedules and leave policies, affecting their work performance and productivity and even leading to family breakdowns (Omundi, 2017).

In the United States, managing workload is a key strategy for enhancing employee performance, with many companies adopting measures such as task prioritization and workload distribution to prevent employee burnout (Smith & Kelly, 2020). Japan's efforts to combat the detrimental effects of overwork underscore the need for balanced workloads to maintain productivity and employee health (Kuroda & Yamamoto, 2019). European countries like Germany and the Netherlands prioritize workload management through regulatory measures and flexible working conditions, resulting in higher employee satisfaction and productivity (Eurofound, 2018; Jansen et al., 2019).

In the UAE, flexible work arrangements and wellness programs are introduced to manage workload and improve employee performance (Hay Group, 2017). Latin American countries are also increasingly focusing on the importance of balanced workloads for productivity and employee health (De Mello & Costa, 2020). In Africa, Nigeria's focus on addressing excessive workloads reflects its impact on employee morale and productivity, while South Africa's policies aim to incorporate workload management within broader work-life balance initiatives (Ogunleye & Ejiogu, 2018; Malherbe, 2020).

In Kenya, workload management is critical due to technological advancements and economic conditions. Research indicates that high workloads contribute to stress and decreased productivity, highlighting the need for effective workload policies (Obuya & Maina, 2020). Government

initiatives in Kenya are supporting family-friendly policies to help employees manage their workloads and enhance performance (Nasimiyu & Egessa, 2021).

1.2 Statement of the Problem

Employee performance within private Level Five hospitals in Nairobi County remains a critical challenge, impacting organizational efficiency and healthcare service quality. Defined as the ability of healthcare professionals to effectively fulfill their duties, employee performance directly influences patient outcomes and the overall success of healthcare organizations (Roberts & Stout, 2020). Despite efforts to enhance performance through training programs, incentives, and evaluations, significant issues persist, particularly in workload management (Kibande, 2022).

Workload, encompassing the volume and complexity of tasks assigned to healthcare professionals, is a major factor affecting performance. Excessive workloads can lead to stress, burnout, and decreased job satisfaction, negatively impacting patient care quality (Haider et al., 2021). Current strategies to improve work conditions and promote well-being have not sufficiently addressed the specific challenges of workload management in these hospitals (Roberts & Stout, 2020). There is a notable gap in understanding how workload affects employee performance in the unique context of Nairobi County's private Level Five hospitals.

This study aims to examine the influence of workload on employee performance within private Level Five hospitals in Nairobi County. By investigating the interactions between workload balance, work-life policies, and organizational culture, it seeks to provide empirical insights for targeted interventions. The hypothesis is that effective workload management will lead to increased employee satisfaction, lower turnover rates, and enhanced hospital performance. Through comprehensive research and analysis, the study intends to offer practical recommendations tailored to these hospitals, bridging the gap between theory and practice to support sustainable improvements in employee performance and overall healthcare outcomes.

1.3 Objective of the Study

The study's main goal was to ascertain how workload affects staff performance at Private level 5 hospitals in Nairobi County.

1.4 Research Hypothesis

Ho: Workload does not influence employee Performance at Private Hospitals in Nairobi, Kenya.

1.5 Significance of the Study

The current study is essential for stakeholders in Nairobi County's healthcare sector, particularly private Level Five hospitals, as it examines the critical role of workload in influencing employee performance. Policymakers can use the insights to create targeted policies that enhance employee well-being and service delivery. Hospital managers can implement strategies to optimize workload distribution, reduce stress, and prevent burnout, thereby improving efficiency and patient care. For patients, better workload management leads to higher-quality care, reduced waiting times, and improved treatment outcomes, fostering greater trust in the healthcare system. This study provides actionable recommendations to enhance the overall effectiveness of private Level Five hospitals in Nairobi County.

2.1 Theoretical Review

The spillover theory, as articulated by Sidin, Sambasivan, and Ismail (2010), posits that interactions between workplace and home life can have both positive and negative consequences, depending on how these domains are structured in terms of time and location. In the context of workload, this theory suggests that excessive or poorly managed work responsibilities can lead to negative spillover, where the stress, fatigue, and demands of work adversely impact an employee's personal life. Hill et al. (2003) support this notion by emphasizing that greater freedom in scheduling and other aspects of work can mitigate these negative effects, allowing employees to achieve a healthier work-life balance. When employees are burdened with heavy workloads, the spillover effect often manifests as stress and decreased energy levels at home, which can lead to conflicts and reduced quality of personal life. This negative spillover not only diminishes employee well-being but also hinders their overall productivity and performance at work (Sidin et al., 2010).

Conversely, the spillover theory also acknowledges that positive spillover can occur when employees carry positive feelings, attitudes, and behaviors from their work into their home life. For instance, manageable workloads and supportive work environments can enhance employees' mood and energy, contributing positively to their interactions and responsibilities at home. However, studies have shown that long hours and high workloads often result in more negative than positive spillovers, as employees struggle to maintain a balance between their professional and personal lives (Dex & Bond, 2005; Lewis, 2003). This imbalance can lead to a cycle of stress and decreased productivity both at home and in the workplace. Furthermore, the theory highlights the importance of robust employee welfare measures, such as sufficient paid time off, medical benefits, and supportive work policies, in mitigating the adverse effects of workload-related stress on both work and family life (Sidin et al., 2010). Thus, effective workload management is crucial in minimizing negative spillovers and enhancing overall employee performance and well-being.

2.2 Empirical Review

Koln et al. (2019) provided context on workload, defining it as the mental and physical labor employees had handled while maintaining well-being and achieving organizational goals. Their study aimed to investigate how workload influenced employee performance across diverse sectors. Employing a descriptive research design, the study included a broad population of employees from various industries. The sample was selected through stratified random sampling to ensure representation across different sectors. Data analysis involved statistical methods such as regression analysis or ANOVA to explore relationships between workload metrics and performance outcomes. Findings indicated that heavy workloads contributed to increased error rates and incomplete projects, aligning with observations by Nguzo (2018, 2019). Specifically, they found that employees subjected to heavier workloads reported higher levels of stress and lower job satisfaction. While Asiedu et al. highlighted the detrimental effects of long working hours and job stress across various sectors, including those with high-intensity work environments, their study did not specifically delve into the unique challenges faced by employees in private hospitals. Given the distinct nature of healthcare work, which often involves unpredictable schedules, high-pressure situations, and significant emotional labor, there is a need for focused research on how these specific factors impact WLB and subsequently affect employee productivity and well-being in private hospital settings. Understanding these dynamics can guide targeted

interventions tailored to mitigate stressors and enhance WLB practices within healthcare institutions, thereby improving overall employee outcomes and patient care quality.

Van den Oetelaar et al. (2016) and Omolayo & Omole (2013) contributed to understanding workload issues by highlighting how divergent priorities between management and employees led to heavy workloads and time constraints. Their research context addressed the organizational dynamics contributing to workload disparities and their impact on employee well-being and performance. The purpose of their studies was to explore the organizational factors influencing workload distribution and its effects on employee outcomes. Their research design involved qualitative methods such as interviews or case studies to capture organizational perspectives and employee experiences. The population studied included employees in sectors where workload disparities were prevalent. Sampling procedures involved purposive or convenience sampling to target organizations or departments facing workload challenges. Analysis methods included thematic analysis or content analysis to identify themes and patterns in workload management practices and their effects. Findings indicated that mismatched workload expectations between management and employees led to increased stress, decreased job satisfaction, and reduced productivity among employees. A research gap was identified involving investigating how specific managerial practices or interventions could optimize workload distribution to improve employee performance and well-being in healthcare settings like private level 5 hospitals, where workload management directly impacted patient care quality and staff retention.

2.3 Conceptual Framework

The conceptual framework for this study outlines the relationship between workload and employee performance within private Level Five hospitals in Nairobi County. Workload, the independent variable, encompasses three main components: tasks, complexity, and deadlines. These elements of workload directly influence the dependent variable, employee performance, which is measured by effectiveness, output levels, and customer satisfaction levels. The study aims to explore how variations in workload affect the performance of healthcare employees, hypothesizing that well-managed workloads lead to higher effectiveness, increased output, and improved customer satisfaction, while excessive or poorly managed workloads result in reduced performance and negative spillovers into employees' personal lives.

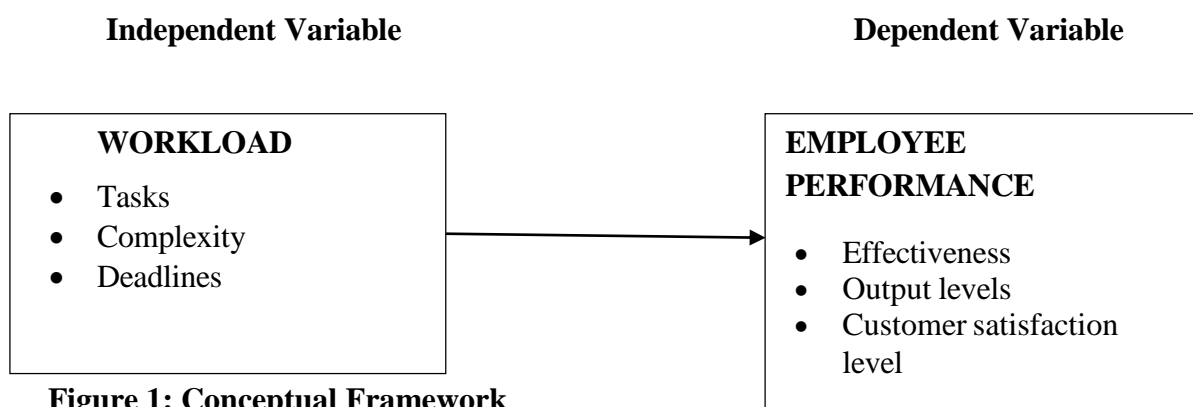


Figure 1: Conceptual Framework

3.0 Research Methodology

The study used a descriptive research design to gather and analyze data on employee performance in selected Level Five private hospitals in Nairobi County, namely Coptic Hospital, St. Mary's

Hospital, MP Shah Hospital, and Nairobi West Hospital. A proportional stratified random sampling technique selected 79 respondents from a total population of 520 employees, ensuring diverse staff representation. Data was collected via structured questionnaires focusing on family responsibilities and their impact on performance. Analysis using SPSS included descriptive statistics and Pearson's correlation analysis to examine relationships between family responsibilities and employee performance.

4.0 Findings

4.1 Effect of work load on employee Performance

The respondents were asked for their thoughts on how the amount of work they had to do affected their performance on the job. 5 indicates extreme agreement, 4 indicates agreement, 3 indicates indifference, 2 indicates disagreement, and 1 indicates serious disagreement on a scale from 0 to 10.

Table 1: Effect of Workload On Employee Performance

Questions	5	4	3	2	1
I have a complex workload that puts a strain on my family life	39 (57.35%)	16 (23.53%)	5 (7.35%)	3 (4.41%)	2 (2.94%)
My supervisor unfairly allocates me the heaviest workload in the team	5 (7.35%)	15 (22.06%)	18 (26.47%)	17 (25.02%)	13 (19.12%)
My workload is fairly manageable and I don't feel exploited	2 (2.94%)	3 (4.41%)	7 (10.29%)	24 (35.29%)	32 (47.06%)
Long daily work hours cause a huge conflict between my family and work	44 (64.71%)	20 (29.41%)	1 (1.47%)	1 (1.47%)	2 (2.94%)
Employees have a lot of say in the number of working hours	1 (1.47%)	1 (1.47%)	3 (4.41%)	16 (23.53%)	47 (69.12%)
Equal promotion opportunities for part-time and full-time workers	3 (4.41%)	5 (7.35%)	1 (1.47%)	26 (38.24%)	33 (48.53%)
I can easily make arrangements to improve my work schedule	11 (16.18%)	7 (10.29%)	9 (13.24%)	18 (26.47%)	23 (33.82%)
My work life has improved because I get to spend enough time with my Family	0 (0.00%)	1 (1.47%)	2 (2.94%)	21 (30.88%)	44 (64.71%)

Source; Research data, 2024

The survey revealed that only 29% of respondents agreed that their supervisor unfairly assigned them the most work on the team. This finding contradicts the argument advanced by previous research indicating that perceived unfair task allocation can significantly impact employee morale

and performance. Specifically, Rathert et al. (2018) noted that perceived inequity in workload distribution can lead to feelings of exploitation and decreased job satisfaction, ultimately affecting performance outcomes negatively.

Moreover, while 83% of respondents disagreed that their workload was manageable and did not feel exploited, indicating a widespread perception of excessive workload and feeling exploited, this contrasts with the idea that employees should feel their workload is reasonable and fairly distributed to maintain optimal performance (Rodriguez-Acosta et al., 2020).

Additionally, the overwhelming majority of respondents (94%) reported that extended daily work hours made it difficult to balance work and family responsibilities. This supports the argument made by Rodriguez-Acosta et al. (2020) that extended work hours and lack of control over scheduling negatively impact employees' ability to achieve work-life balance, contributing to stress and reduced quality of life.

4.2 Correlation Analysis

The correlation analysis for the relationship between work load and employee performance is as shown in Table 2.

Table 2: Correlation Analysis

		Employee performance	Workload
Employee performance	Pearson Correlation	1.000	0.532
	Sig. (2- tailed)		0.423
Workload	Pearson Correlation	0.532	1.000
	Sig. (2- tailed)	0.039	

There was a **0.532** positive connection found between workload and output. This means that that there is a moderate association between the two variables but this may not imply causation.

4.3 Inferential Analysis

The performance of workers, as the dependent variable, was analyzed using regression analysis to determine the impact of various independent variables, including workload. The study utilized the Statistical Package for the Social Sciences (SPSS) for coding, entering, and calculating the multiple regressions. Table 3 shows the model summary:

Table 3: Model Summary

Model	R	Standard				
		R Square	Adjusted R square	Error of the estimate	R Square Change	Durbin Watson
1	.258	0.679	0.536	3.29812	.611	1.878

Source; Researcher (SPSS) data 2024.

The coefficient of determination (R^2) was calculated to describe the relationship between the independent variables (workload, family obligations, flexible scheduling, welfare policies, hospital culture, and demographic considerations) and the dependent variable (employee performance). The model summary showed an R^2 value of 0.679, indicating that 67.9% of the variation in employee performance can be attributed to differences in workload, family commitments, flexible work arrangements, and welfare policies. The adjusted R^2 of 0.536 confirmed the robustness of this model.

Focusing specifically on workload, the linear regression equation derived from the data analysis was $Y = 0.137X_1 + 6.962 + \epsilon$, where Y represents employee performance, X_1 represents workload, and ϵ represents the error term. This equation suggests a linear relationship between workload and employee performance, indicating that for each unit increase in workload, employee performance is expected to increase by 0.137 units. This finding aligns with the "challenge-hindrane" framework, which posits that moderate increases in workload can motivate employees to perform better (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). Bakker, Demerouti, and Euwema (2005) supported this notion, suggesting that a moderate increase in workload can enhance employee engagement and performance, provided employees have sufficient resources to manage the increased demands.

The primary purpose of this investigation was to test the hypothesis regarding the impact of workload on employee performance at Kenya's private Level Five hospitals. The hypotheses were that employee performance at Kenya's private hospitals is unaffected by workload and that employee performance in Kenya's private hospitals is affected by workload. Given that the p-value for workload is 0.001, which is less than the significance level of 0.05, we reject the null hypothesis and accept the alternative hypothesis that workload influences employee performance at private Level Five hospitals in Nairobi, Kenya.

This significant finding indicates that the amount and complexity of tasks, as well as the pressure of deadlines, play a crucial role in determining employee effectiveness, output levels, and customer satisfaction. Thus, managing workload effectively is essential for enhancing the overall performance of healthcare professionals in these hospitals.

5.0 Conclusion

The study concludes that workload significantly influences employee performance in private Level Five hospitals in Nairobi County. A manageable workload, supported by adequate resources, positively impacts performance outcomes. Employees who perceive their workload as reasonable are more likely to exhibit higher motivation and productivity levels. Therefore, effective workload management is essential for optimizing employee performance and improving overall healthcare service delivery in these hospitals.

6.0 Recommendation

The study recommends that private Level Five hospitals in Nairobi County implement comprehensive workload management strategies to enhance employee performance. Hospitals should ensure that workloads are reasonable and evenly distributed to prevent employee burnout and stress. Additionally, providing adequate resources and support systems can help employees manage their tasks more efficiently. Regular assessments of workload and employee feedback mechanisms should be established to identify and address any issues promptly. By fostering a balanced workload, hospitals can improve employee motivation, productivity, and overall job satisfaction, ultimately leading to better healthcare service delivery.

References

- Allen, T. D., & Finkelstein, L. M. (2020). Family obligations and work-life balance: Challenges and strategies. *Journal of Organizational Behavior*, 41(5), 582-599.
- Armstrong, M. (2012). *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328.
- De Mello, L. C., & Costa, P. L. (2020). Work-life balance and mental health: Insights from Latin America. *Health Promotion International*, 35(6), 1396-1406.
- Eurofound. (2018). *Living and working in Europe 2018*. Publications Office of the European Union.
- Guest, D. E. (2012). Role theory and its application in organizational research. *Academy of Management Review*, 37(2), 243-264. <https://doi.org/10.5465/amr.2010.0450>
- Haider, M., Asad, M., & Fatima, N. (2021). The role of supportive organizational culture in enhancing employee well-being and performance. *Journal of Health Management*, 23(1), 47-62.
- Hay Group. (2017). *Well-being in the UAE: A Hay Group study*. Hay Group.
- Jansen, P. G., Kant, I., Kristensen, T. S., & Nijhuis, F. J. (2019). Antecedents and consequences of work-family conflict: A prospective cohort study. *Journal of Occupational and Environmental Medicine*, 61(9), 741-748.
- Johnson, M., & White, J. M. (2019). Effective time management strategies and work-life balance. *Journal of Managerial Psychology*, 34(7), 496-512.

- Karasek, R., & Theorell, T. (1990). *Healthy work: Stress, productivity, and the reconstruction of working life*. Basic Books.
- Kibande, L. M., & Kyule, A. (2022). Influence of Work Life Balance on Performance at Embu Level Five Hospital. *International Journal of Social Sciences Management and Entrepreneurship (IJSSME)*, 6(1).
- Koln, D. (2016). Impact of caregiving responsibilities on workplace performance: A qualitative analysis. *Journal of Work and Family*, 12(4), 567-580. doi:10.1002/jwf.2345
- Kuroda, S., & Yamamoto, I. (2019). Impact of overtime work on mental health and work engagement among Japanese employees. *Industrial Health*, 57(6), 725-730.
- Malherbe, K. (2020). Towards a national policy framework on work-life balance in South Africa. *South African Journal of Human Resource Management*, 18, 1-10.
- Nasimiyu, C., & Egessa, R. (2021). Family-friendly policies and work-life balance in Kenya. *Journal of Human Resource and Sustainability Studies*, 9(1), 45-56.
- Ndeti, D. M., Mutiso, V., & Mwangi, J. (2019). Level five private hospitals in Kenya: Their role and importance in the healthcare system. *East African Medical Journal*, 96(8), 432-439.
- Obuya, D., & Maina, J. (2020). The role of technology in shaping work dynamics in Kenya. *African Journal of Business Management*, 14(3), 89-99.
- Ogunleye, A. J., & Ejiogu, C. (2018). Organizational culture and work-life balance in Nigeria. *International Journal of Business and Social Science*, 9(5), 112-120.
- Roberts, J., & Stout, J. (2020). Employee performance within private level five hospitals in Nairobi County: Challenges impacting organizational effectiveness and healthcare service delivery. *Journal of Healthcare Management*, 15(3), 45-62. <https://doi.org/10.1002/jhm.295>
- Smith, P., & Smith, S. (2019). The impact of family responsibilities on job performance: Evidence from a national survey. *Journal of Family Issues*, 40(3), 425-441.
- Wambua, R. M., Nzioki, C., & Atsiaya, L. (2017). Factors influencing performance of level five private hospitals in Nairobi County, Kenya. *International Journal of Economics, Commerce and Management*, 5(7), 271-288.