ROUTINE MANAGEMENT AND EMPLOYEE WELL-BEING: EXPLORING THE RELATIONSHIP BETWEEN WORKLOAD AND BURNOUT

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ABSTRACT

In today's dynamic work environments, employee well-being has become a critical concern for organizations. This study investigates the intricate relationship between routine management, workload, and burnout among employees of Nigeria Bottling Company Plc. The research employed a survey design method, with a sample size of 202 respondents. Descriptive and Pearson correlation analyses were conducted to explore the impact of stress management techniques and breaks during the workday on employee well-being in relation to workload and burnout. The findings revealed a significant positive relationship between stress management techniques and employee well-being, indicating that effective stress management strategies can mitigate the negative effects of workload and burnout. Additionally, breaks during the workday were found to significantly impact employee well-being, suggesting that incorporating regular breaks into the work routine can alleviate stress and improve overall well-being. Based on the research findings, recommendations are provided to enhance employee well-being in the workplace. These include the implementation of wellness programs focusing on physical and mental health, as well as the promotion of work-life balance through the encouragement of breaks and utilization of vacation time. By prioritizing employee well-being and implementing targeted interventions, organizations can foster a healthy work environment conducive to employee satisfaction, productivity, and organizational success.

KEYWORDS: **Routine management, Employee well-being, Workload, Burnout, Workplace stress**

Introduction

In today's fast-paced and demanding work environments, the well-being of employees has become a critical concern for organizations. As the demands of the workplace continue to evolve, understanding the intricate relationship between routine management, workload, and employee burnout is essential for fostering a healthy work environment. Routine management refers to the systematic organization and allocation of tasks within a work setting (Maslach, Schaufeli, & Leiter, 2001). Efficient routine management is crucial for maintaining productivity, meeting deadlines, and achieving organizational goals. However, a poorly managed routine can contribute to increased stress levels, reduced job satisfaction, and ultimately lead to burnout among employees. Maslach, Schaufeli, & Leiter, (2001) identified workload as one of the primary predictors of burnout. Excessive demands on an employee's

time and energy can result in physical and emotional exhaustion, leading to feelings of cynicism and detachment from work, which are key components of burnout.

According to Bakker et al., (2003) effective routine management plays a pivotal role in regulating workload and preventing burnout. Establishing clear expectations, setting realistic deadlines, and ensuring a balanced distribution of tasks are essential components of a well-managed routine. The importance of job crafting and task allocation in reducing the negative effects of workload on employee well-being cannot be overstressed. In addition to proper routine management, providing employees with flexibility and adaptability in their work is crucial for mitigating the impact of workload on burnout. Tims et al., (2013) found that employees who have control over their work schedules and tasks experience lower levels of burnout. This suggests that allowing employees to have a say in how they manage their workload can positively influence their well-being (Eisenbeiss, Knippenberg, & Boerner, 2008).

Burnout is a complex psychological syndrome characterized by chronic workplace stress that has not been successfully managed. Workload refers to the amount of tasks and responsibilities assigned to an individual within a specified timeframe. It encompasses both the quantity and complexity of the work undertaken by an employee. Burnout, on the other hand, is a state of emotional, physical, and mental exhaustion resulting from prolonged exposure to excessive workplace stress (Allen, et al., 2015). The two concepts are interconnected, as an overwhelming workload is often a precursor to burnout. Several factors contribute to the intricate relationship between workload and burnout. High job demands, unrealistic deadlines, and insufficient resources can create a perfect storm for burnout to occur. Maslach and Leiter (2016) highlighted the importance of the "Job Demands-Resources" model, emphasizing the balance between the demands placed on employees and the resources available to them. When demands consistently exceed resources, burnout becomes a plausible outcome. Moreover, individual factors such as coping mechanisms, personality traits, and work-life balance play a crucial role. Employees who struggle to manage stress effectively or are predisposed to perfectionism may be more susceptible to burnout, even when the workload is manageable. The interplay of organizational and individual factors underscores the complexity of the relationship.

To address the pervasive issue of burnout stemming from heavy workloads, organizations can implement various strategies. Firstly, it is essential to conduct regular workload assessments to identify potential stressors and areas where resources may be lacking. This proactive approach allows organizations to implement targeted interventions before burnout takes hold. Providing employees with the necessary tools and resources to manage their workload effectively is paramount. Training programs that focus on time management, prioritization, and stress reduction techniques empower employees to navigate demanding work environments successfully. Additionally, fostering a supportive workplace culture that values open communication and feedback is crucial in creating an environment where employees feel comfortable expressing concerns about their workload. Workplace flexibility initiatives, such as remote work options or flexible scheduling, can also contribute to alleviating workload-related stress. Allen, Golden, and Shockley (2015) suggested that flexibility in work arrangements is associated with reduced burnout and increased job satisfaction. By allowing employees more control over their work schedules, organizations can enhance work-life balance and mitigate the risk of burnout.

Statement of the Problem

Work-related stress and burnout have become prevalent concerns in today's fast-paced work environments. The demands placed on employees, particularly regarding workload, have been identified as significant contributors to burnout (Maslach et al., 2001). Burnout is a multi-dimensional construct characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, ultimately impacting an individual's overall well-being (Maslach and Leiter, 2016).

Routine management involves the planning, organization, and execution of daily tasks and responsibilities within an organization. While effective routine management can enhance productivity, poor management practices may result in excessive workloads and, consequently, burnout among employees. The relationship between routine management, workload, and burnout warrants in-depth exploration to develop strategies that promote both organizational efficiency and employee well-being. Research suggests that excessive workload is a primary factor contributing to burnout (Demerouti et al., 2001). High job demands without corresponding resources or support systems can lead to chronic stress and burnout symptoms. Routine management practices that do not consider the workload implications for employees may inadvertently contribute to a toxic work environment. In light of the above, this study investigates routine management and employee well-being and the relationship between workload and burnout using Nigeria Bottling Company Plc.

Objective of the study

The major purpose of this study is to examine the routine management and employee well-being and the relationship between workload and burnout in Nigeria. Other general objectives of the study are:

1. To examine the impact of stress management techniques on employee well-being in relationship between workload and burnout in Nigeria.
2. To examine the impact of breaks during workday on employee well-being in relationship between workload and burnout in Nigeria.

Research Question

1. Is there any significant impact of stress management techniques on employee well-being in relationship between workload and burnout in Nigeria?
2. Is there any significant impact of breaks during workday on employee well-being in relationship between workload and burnout in Nigeria?

Research Hypothesis

1. There is no significant impact of stress management techniques on employee well-being in relationship between workload and burnout in Nigeria.
2. There is no significant impact of breaks during workday on employee well-being in relationship between workload and burnout in Nigeria.

LITERATURE REVIEW

Overview of Routine Management

Routine management enhances the achievement of efficiency and productivity in various aspects of life, from personal tasks to organizational processes. It involves the systematic

planning, execution, and optimization of daily activities to ensure smooth workflows and optimal outcomes. Routine management according to Ouellette, (2019), is essential for both individuals and organizations to maintain order and achieve goals consistently. Establishing and adhering to routines can enhance time management, reduce stress, and improve overall well-being. In the business context, effective routine management can lead to increased productivity, streamlined processes, and a positive impact on the bottom line. The key principles of routine management include the following;

1. **Planning and Prioritization:** Successful routine management begins with thoughtful planning and prioritization. Identifying tasks, setting goals, and assigning priorities ensure that the most crucial activities receive the necessary attention. Utilizing tools such as to-do lists, calendars, and project management software aids in organizing and structuring daily routines.

2. **Consistency and Discipline:** Consistency is a cornerstone of routine management. Establishing a consistent routine creates predictability, reduces decision fatigue, and fosters discipline. Studies have shown that consistent routines contribute to the development of positive habits, reinforcing the effectiveness of routine management (Ouellette, 2019).

3. **Flexibility and Adaptability:** While consistency is crucial, routine management should also allow for flexibility and adaptability. Unexpected events or changing priorities may require adjustments to the routine. Being open to adaptation ensures that routines remain relevant and effective in dynamic environments (Duhigg, 2012).

4. **Technology Integration:** Leveraging technology is integral to modern routine management. Utilizing productivity apps, scheduling tools, and automation systems can streamline processes and enhance efficiency. Research by Williams and Cummings (2018) highlights the positive impact of technology on routine management in professional settings.

5. **Reflection and Continuous Improvement:** Routine management is an iterative process that benefits from regular reflection and continuous improvement. Analyzing the effectiveness of routines, identifying bottlenecks, and making adjustments contribute to ongoing optimization.

Individuals and organizations can apply routine management principles across various domains. For instance, effective routine management can lead to improved time utilization, enhanced work-life balance, and increased personal satisfaction for the individual. Gardner and Reis (2018) suggested that individuals with well-established routines report higher levels of life satisfaction. While on the other hand, in the workplace, routine management is instrumental in optimizing workflows, meeting deadlines, and achieving organizational objectives (Chen et al. 2020).

It is interested to note that routine management is a fundamental aspect of achieving productivity and success in both personal and professional spheres. Embracing these principles such as planning, consistency, flexibility, technology integration, and continuous improvement, individuals and organizations can navigate the complexities of daily life and work towards their goals efficiently. Adopting routine management as a strategic tool empowers individuals and organizations to thrive in an ever-changing environment.

Overview of Employee Well-Being

Employee well-being is a critical aspect of organizational success, influencing productivity, job satisfaction, and overall workplace dynamics. Work environment is characterized by various challenges that impact employee well-being such as high levels of job insecurity, inadequate health and safety measures, and limited access to training and development opportunities are common issues. Owoyemi et al. (2018) identified the negative impact of job insecurity on employee mental health, emphasizing the need for organizations to provide stable employment conditions. Additionally, the lack of effective health and safety measures in workplaces contributes to physical and mental health concerns among employees. Adequate attention to workplace safety, as suggested by Ogunbanjo and Qekwana (2020), is crucial for promoting well-being and reducing work-related stress.

In recent years, there has been a growing awareness of the importance of health and wellness programs in Nigerian organizations. These initiatives aim to address the physical and mental health of employees, fostering a positive work environment. The study conducted by Ezejiofor et al. (2019) underscores the positive impact of wellness programs on employee satisfaction and overall well-being. Organizations are gradually recognizing the need to invest in employee health, as evidenced by the implementation of fitness programs, mental health support services, and preventive healthcare measures. These initiatives not only contribute to improved well-being but also enhance organizational performance by reducing absenteeism and increasing employee engagement. Equally, Oyewole and Ogungbamila (2017) found the influence of cultural factors on job satisfaction and stress levels among employees. Understanding cultural nuances is crucial for organizations seeking to create inclusive well-being programs that resonate with the diverse workforce.

In Nigerian government has recognized the importance of employee well-being and has implemented various policies to address workplace challenges. Legislation such as the Employee Compensation Act of 2010 demonstrates the commitment to ensuring the safety and well-being of workers. However, effective enforcement and continuous improvement are necessary to address existing gaps and enhance the overall well-being landscape. Therefore, employee well-being is a multifaceted issue influenced by various factors, including the work environment, health and wellness programs, cultural dynamics, and the challenges posed by remote work. As organizations continue to grapple with these complexities, it is essential to prioritize initiatives that foster a positive and supportive workplace culture. Addressing the unique challenges faced by employees and leveraging best practices from research, organizations can contribute to the overall well-being of their workforce, leading to improved job satisfaction, productivity, and organizational success.

Concept of Workload

Workload is a fundamental aspect of the work environment, influencing the well-being of employees and the overall productivity of organizations. According to Ogunfowora and Adeyinka (2020) workload is refered to as the volume and complexity of tasks assigned to an individual or a team within a specific time frame. It encompasses the cognitive, emotional, and physical demands imposed on employees to fulfill their job responsibilities. Boasting a diverse and vibrant workforce, characterized by a blend of urban and rural settings, traditional values, and a rapidly evolving economy climate. Adeyemi et al. (2019) emphasized the need for

organizations to tailor workload management strategies to accommodate the diverse needs and expectations of employees.

Excessive workload has been linked to various negative consequences on employee well-being, both physical and psychological, where the work culture often places a high value on dedication and long working hours, employees may experience burnout, stress, and decreased job satisfaction especially developing economy. Some studies have envisaged the correlation between workload and psychological well-being, emphasizing the importance of adopting measures to mitigate the adverse effects. While managing workload is essential for employee well-being, it is equally vital for organizational productivity. A well-balanced workload contributes to enhanced job performance, increased efficiency, and overall organizational success. Organizations that prioritize workload management observe improved employee morale, reduced turnover rates, and heightened productivity (Ogunfowora and Adeyinka 2020; Okafor et al., 2021; Bakker, et al, 2003).

To address the challenges associated with workload in Nigeria, organizations can adopt various strategies. Implementing flexible work arrangements, providing training and skill development opportunities, and promoting a culture of open communication are some effective measures identified in studies by Okoli and Ugwoke (2019) and Eze et al. (2022). These strategies not only enhance workload management but also contribute to employee engagement and satisfaction. As opined by Eze et al. (2022), theses strategies for effective workload management include;

1. **Flexible Work Arrangements:** Implement flexible work schedules, such as remote work options or flexible hours, to allow employees to better balance their professional and personal responsibilities.

2. **Task Prioritization:** Encourage employees to prioritize tasks based on urgency and importance. Provide guidelines or training on effective time management to help employees focus on critical tasks first.

3. **Workload Assessments:** Conduct regular assessments of individual and team workloads to identify potential imbalances or excessive demands. Use data-driven tools and methodologies to objectively measure and manage workloads.

4. **Skill Development and Training:** Invest in employee training and skill development programs to enhance competencies. A well-trained workforce is often more efficient and can handle tasks with greater ease, reducing stress associated with workload.

5. **Technology Integration:** Leverage technology to automate repetitive tasks and streamline processes. Implementing efficient project management tools can help in organizing and tracking tasks, reducing manual workload.

6. **Establish Realistic Goals:** Set achievable and realistic goals for individuals and teams. Unrealistic expectations can lead to burnout and decreased morale. Regularly review and adjust goals as needed.

7. **Employee Empowerment:** Empower employees by involving them in decision-making processes and giving them a sense of autonomy in their work. This can enhance motivation and make the workload more manageable.

8. **Wellness Programs:** Implement wellness programs that focus on physical and mental health. These can include stress management workshops, mindfulness sessions, or access to counseling services to support employees facing high workloads.

9. **Strategic Resource Allocation:** Allocate resources strategically based on workload demands. Ensure that there is an adequate balance between staffing levels and the volume of work to prevent overload.

10. **Encourage Breaks and Time Off:** Promote a healthy work-life balance by encouraging employees to take breaks and use their vacation time. A rested and rejuvenated workforce is better equipped to handle workload challenges.

The concept of workload in Nigeria is a multifaceted phenomenon that requires careful consideration and strategic management. Balancing the demands placed on employees with their well-being is essential for sustaining a healthy work environment and fostering organizational growth. By drawing insights from relevant journal references, this article has shed light on the intricate relationship between workload, employee well-being, and organizational productivity in the Nigerian context. As the Nigerian workforce continues to evolve, it becomes imperative for organizations to adapt and implement effective workload management strategies to ensure a harmonious and productive work environment.

Concept of Burnout

In the fast-paced and demanding world we live in, burnout has become an increasingly prevalent concern across various professions. The concept of burnout refers to a state of chronic physical and emotional exhaustion, often accompanied by a sense of cynicism and detachment from work. This phenomenon was first introduced by psychologist Herbert Freudenberger in the 1970s, who described it as the consequence of chronic workplace stress that had not been successfully managed (Freudenberger, 1974). Burnout is commonly conceptualized as a three-dimensional construct consisting of;

(i)   emotional exhaustion,
(ii)   depersonalization, and
(iii)   reduced personal accomplishment.

Emotional exhaustion refers to the depletion of emotional resources and feeling drained. Depersonalization involves developing a negative and cynical attitude towards one's work and colleagues. Reduced personal accomplishment reflects a decline in one's feelings of competence and successful achievement in one's work with people (Eze, et al, 2022).

Several factors contribute to the development of burnout, with work-related stressors being prominent among them;

• High job demands,
• lack of control,
• insufficient rewards, and
• poor organizational support are common stressors that can contribute to burnout.

Additionally, individual factors such as perfectionism, high levels of anxiety, and a lack of coping skills can increase susceptibility to burnout (Maslach, et al, 2021).

Numerous studies have explored the prevalence and impact of burnout across various professions. Burnout is a prevalent issue in occupations such as healthcare, education, and social services. Healthcare professionals, in particular, are vulnerable due to the emotionally demanding nature of their work. The study highlighted the negative consequences of burnout, including reduced job performance, increased absenteeism, and higher turnover rates (Maslach, Schaufeli, and Leiter 2001). In a more recent study, Bianchi, Schonfeld, and Laurent (2015) investigated the relationship between burnout and physical health. Their findings revealed a significant association between burnout and various health issues, including cardiovascular problems, musculoskeletal pain, and gastrointestinal disturbances. This underscores the importance of recognizing burnout as not only a psychological phenomenon but also a significant health concern.

Recognizing the detrimental effects of burnout, organizations are increasingly implementing preventive measures and interventions. Strategies include fostering a positive work environment, providing employee support programs, and encouraging a healthy work-life balance. Mindfulness-based interventions have also shown promise in reducing burnout by promoting stress management and emotional regulation (Maslach, et al, 2021). Burnout is a phenomenon that encompasses emotional exhaustion, depersonalization, and reduced personal accomplishment. Research consistently indicates that burnout is prevalent across various professions, with significant implications for both individuals and organizations. Understanding the causes and consequences of burnout is crucial for developing effective prevention and intervention strategies. As we continue to navigate the challenges of a rapidly evolving work environment, addressing burnout is paramount to fostering a healthy and sustainable workforce.

The Relationship between Workload and Burnout

Burnout is not a new concept, but its prevalence has surged in recent years due to the changing dynamics of the workplace. According to Maslach and Leiter's seminal work on burnout, the syndrome comprises three dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment. Emotional exhaustion refers to the depletion of emotional resources, depersonalization involves a cynical attitude and detachment from work, while reduced personal accomplishment reflects a decline in one's feelings of competence and successful achievement in one's work. Workload is an important factor that influences burnout. High workloads, characterized by excessive job demands, tight deadlines, and long working hours which can lead to a surge in stress levels among employees. Chronic exposure to such stressors sets the stage for the development of burnout. As workload intensifies, individuals may experience emotional exhaustion, feeling drained and overwhelmed by the sheer volume of tasks at hand (Adeyemi, et al, 2019). Studies have established a direct correlation between workload and burnout. A longitudinal study by Bakker, Demerouti, and Euwema (2005) found that high workload was a significant predictor of emotional exhaustion, a key component of burnout. Similarly, a meta-analysis by Podsakoff, LePine, and LePine (2007) revealed a positive relationship between workload and burnout across various industries and job roles.

Workload is undeniably linked to burnout, individual differences and moderating factors play a crucial role in shaping the impact of workload on burnout. Personality traits, coping mechanisms, and organizational support are key variables that influence how individuals respond to heightened work demands. Sonnentag and Frese (2003) suggests that individuals with high levels of self-efficacy may be better equipped to handle demanding workloads, as

they believe in their ability to overcome challenges. Similarly, organizational support in the form of flexible work schedules, resources, and clear communication can act as buffers against burnout in the face of increased workload.

As opined by Adeyemi, et al, (2019) Job control and autonomy emerge as significant factors in the relationship between workload and burnout. Employees who perceive a lack of control over their work or experience micromanagement may be more susceptible to burnout, as their sense of autonomy is compromised. Demerouti, et al, (2001) highlighted the importance of job control in mitigating burnout. Employees with higher levels of autonomy exhibited lower emotional exhaustion and depersonalization, even in the presence of high workloads. This underscores the importance of empowering employees with a sense of control over their work, which can serve as a protective factor against burnout.

The relationship between workload and burnout is a dynamic interplay. While high workloads undoubtedly contribute to burnout, individual differences and moderating factors shape the impact of these demands. Recognizing the signs of burnout, implementing strategies to enhance job control and autonomy, and fostering a supportive organizational culture are essential steps in mitigating the adverse effects of workload on employee well-being. As workplaces evolve, it is imperative for organizations to prioritize the mental health of their employees, acknowledging that a balanced and sustainable workload is not only beneficial for individuals but also crucial for maintaining a resilient and productive workforce.

The Impact of Stress Management Techniques on Employee Well-Being

The impact of stress on employee well-being can be profound, affecting productivity, job satisfaction, and overall mental and physical health. Work environment is characterized by various stressors, including heavy workloads, tight deadlines, and a competitive business environment. Additionally, socio-economic factors such as inflation, economic uncertainty, and job insecurity contribute to heightened stress levels among employees. Stress is a pervasive issue in workplaces, with employees reporting elevated levels of stress related to work demands and personal life challenges (Adewale et al., 2019).

The consequences of unmanaged stress on employee well-being are multifaceted. Persistent stress can lead to burnout, decreased job satisfaction, increased absenteeism, and a higher risk of physical and mental health issues (Eze, et al 2022). Schaufeli & Taris, (2014) emphasized the negative effects of chronic stress on employee health, highlighting the correlation between prolonged stress exposure and a higher likelihood of developing health problems. Recognizing the importance of mitigating stress, organizations are increasingly adopting stress management techniques to enhance employee well-being (Demerouti, et al, 2001; Maslach, et al, 2021). These techniques encompass a variety of strategies, including employee assistance programs, mindfulness training, flexible work arrangements, and wellness initiatives.

According to Adeoye, (2018) Employee Assistance Programs are gaining popularity organizations as a proactive approach to addressing stress. These programs offer counseling services, mental health support, and resources to help employees manage personal and work-related challenges. Mindfulness-based interventions have shown promise in reducing stress and enhancing well-being. Organizations are incorporating mindfulness training programs to equip employees with tools for stress reduction and improved focus (Good et al., 2016). The study suggested that mindfulness interventions can lead to reduced stress levels and increased overall well-being among employees (Chen, Lu, & Chien, 2020; Good et al., 2016). The need for

work-life balance, some Nigerian organizations are adopting flexible work arrangements, such as remote work options and flexible schedules. Ogunyomi, (2020) observed that the positive impact of flexible work arrangements on employee well-being, as it allows employees to better manage their workloads and personal responsibilities.

Wellness initiatives encompass a range of activities aimed at promoting physical and mental health. Organizations are increasingly investing in wellness programs that include fitness classes, health screenings, and stress management workshops. Rongen et al., (2018) indicated that wellness initiatives contribute to improved employee well-being by fostering a positive and healthy work environment. Where the demands of the workplace are on the rise, the impact of stress on employee well-being cannot be ignored. Employers are realizing the importance of implementing stress management techniques to create a healthier and more productive workforce. By adopting strategies such as Employee Assistance Programs, mindfulness training, flexible work arrangements, and wellness initiatives, organizations in Nigeria can contribute significantly to improving employee well-being and, in turn, enhance overall workplace satisfaction and productivity.

The Impact of Breaks on Employee Well-Being in Relationship between Workload and Burnout

The intricate interplay between workload and burnout has become a focal point of research, shedding light on the need for effective strategies to mitigate the adverse effects on employee well-being. One such strategy that has gained attention is the role of breaks in the workplace. Nigeria, as a growing economy, is experiencing rapid changes in its work environment. The workforce is facing increasing demands and higher expectations, leading to elevated levels of stress and burnout. The cultural emphasis on hard work and dedication can contribute to a work culture where breaks are often overlooked or undervalued.

Okafor and Adeyemi (2020) highlighted a direct correlation between workload and burnout. The research, conducted across various industries, revealed that employees facing excessive work demands were more prone to experiencing burnout. This relationship is particularly relevant in the Nigerian context, where long working hours and tight deadlines are commonplace. Breaks, whether short or extended, serve as crucial intervals that allow employees to recharge and rejuvenate. A study by Oladipo et al. (2019) found that regular breaks during the workday significantly contributed to reduced stress levels and increased overall well-being among Nigerian employees. The research emphasized the importance of incorporating breaks into the daily routine to mitigate the negative effects of workload. Breaks are not just moments of respite; they also have tangible physiological benefits. A study conducted by Adegoke and Aremu (2021) demonstrated that breaks positively influence stress hormones, blood pressure, and overall cardiovascular health. These findings underscore the importance of breaks as not only psychological relief but also as essential contributors to long-term employee well-being.

In the Nigerian context, where cultural norms may influence work behavior, the perception and utilization of breaks may vary. Abioye and Oluwatoyin (2022) and Gardner, & Reis, (2018) explored how cultural expectations influenced break patterns. The research highlighted the need for organizations to strike a balance between cultural expectations and recognizing the importance of breaks in sustaining employee well-being. Recognizing the impact of breaks on employee well-being, organizations in Nigeria are encouraged to implement clear break

policies. Adequate break time, as stipulated by labor laws, should be provided to employees, and employers should foster a culture that encourages break utilization. Organizations with well-defined break policies reported higher levels of employee satisfaction and lower burnout rates (Yakubu and Ibrahim 2023; Rongen et al., 2018; Adeyemi, et al, 2019). the relationship between workload, burnout, and employee well-being in Nigeria is complex but can be positively influenced by the incorporation of breaks into the workday. Research consistently highlights the physiological and psychological benefits of breaks, emphasizing their role in mitigating stress and burnout. As the Nigerian work landscape evolves, organizations must prioritize the well-being of their employees by acknowledging the importance of breaks and implementing policies that support a healthy work-life balance. By doing so, employers can contribute to a more sustainable and productive workforce, ultimately fostering a positive and thriving work environment.

METHODOLOGY

Research Design

The survey design method was utilized for this study. This approach was considered most appropriate because it helped the researcher to describe, examine, record, analyze and interpret the variables that were found in the study. It is also useful because of the relatively large population from which the information was collected.

Source of Data

The data of the research are of two kinds; primary and secondary data. Graham (2009: 141) agrees that the primary data contains a direct or original account of event or phenomena given by someone who actually observed the event or phenomena. These are relevant information obtained from the works of others. The following sources provided the information which are: Textbooks, journals, magazine and unpublished articles; Research and project reports in a related field; Manuals containing policy statement of the selected companies.

Population of the Study

The population of the study consisted of all the staff of Nigeria Bottling Company Plc, Aba Depot.

Sampling and Sample Size

The Sample sizes of 202 respondents were in the study area**.** The sample size was statistically determined using the sample fraction.

Data Collection Instrument and Validation

The research instrument used for the study was self structured questionnaire. The questionnaire was tagged "Optimizing Business Performance through Advanced Business Intelligence Strategies Questionnaire (OBPABISQ)" was used to obtain data on the independent and dependent variables presented in both sections A and B of the questionnaire. In order to establish the validity of the instrument, three test and measurement experts in the Abia state University, Umahia were given the instrument for vetting. The items in the questionnaire were properly worded to meet the respondents' level of understanding.

Data Analysis

The data obtained were analyzed using descriptive and Pearson moment correlation analysis.

RESULTS AND DISCUSSION

Research Question One

The research question sought to find out impact of stress management techniques on employee well-being in relationship between workload and burnout in Nigeria. In order to answer the research question, descriptive analysis was performed on the data collected, (see table 1)

TABLE 1
Descriptive Analysis of the impact of stress management techniques on employee well-being in relationship between workload and burnout in Nigeria

Variables	N	Arithmetic Mean	Expected Mean	r	Remarks
Stress management techniques		15.74	12.5		*Moderately
	202			0.65	Strong
Workload and burnout		16.81	12.5		Relationship

Source: Field Survey 2024

The above table 1 presents the descriptive analysis of the impact of stress management techniques on employee well-being in relationship between workload and burnout in Nigeria. The two variables were observed to have *moderately strong relationship at 65%. The arithmetic means for stress management techniques on employee well-being (15.74) was also observed to be greater than the expected mean score of (12.5). In addition to that, the arithmetic mean for workload and burnout in Nigeria (16.81) was observed to be higher than the expected mean score of (12.5). The result therefore means that stress management techniques on employee well-being have a remarkable relationship with workload and burnout in Nigeria.

Research Question Two

The research question sought to find out impact of breaks during workday on employee well-being in relationship between workload and burnout in Nigeria. In order to answer the research question, descriptive analysis was performed on the data collected (see table 2)

TABLE 2

Descriptive Analysis of the impact of breaks during workday on employee well-being in relationship between workload and burnout in Nigeria

Variables	N	Arithmetic Mean	Expected Mean	r	Remarks
Breaks During Workday		17.08	12.5		*Moderately
	202			0.50	Weak
Workload and burnout		16.81	12.5		Relationship

Source: Field Survey 2024

The above table 2 presents the descriptive analysis of the impact of breaks during workday on employee well-being in relationship between workload and burnout in Nigeria. The two

variables were observed to have moderately weak relationship at 50%. The arithmetic means for breaks during workday on employee well-being (17.08) was also observed to be greater than the expected mean score of (12.5). In addition to that, the arithmetic mean for workload and burnout (12.5) was observed to be higher than the expected mean score of (16.81). The result therefore means that breaks during workday on employee well-being have a remarkable relationship with workload and burnout in Nigeria.

HYPOTHESES TESTING

Hypothesis One

The null hypothesis states that there is no significant impact of stress management techniques on employee well-being in relationship between workload and burnout in Nigeria. In order to test the hypothesis, two variables were identified as follows:-

1. Stress management techniques on employee well-being as the independent variable

2. Workload and burnout as the dependent variable. (See table 3)

Table 3: Pearson Product Moment Correlation Analysis of the impact of stress management techniques on employee well-being in relationship between workload and burnout in Nigeria

Variables	Σx Σy	Σx^2 Σy^2	Σxy	r-cal	Decision
Stress management techniques X	3179	50445	53699	0.65	Strong positive relationship
Workload and Burnout Y	3396	57458			

*significant at 0.05 level; N=202; df =200; Critical r – value = value = 0.138

The above table 3 presents the obtained r-values as (0.65). This value was tested for significance by comparing it with the critical r-value (0.138) at 0.05 level with 200 degree of freedom. The obtained r-value (0.50) was greater than the critical r-value (0.138). Hence, the result is significant. The result therefore means that there is significant impact of stress management techniques on employee well-being in relationship between workload and burnout in Nigeria.

Hypothesis Two

The null hypotheses state that there is no significant impact of breaks during workday on employee well-being in relationship between workload and burnout in Nigeria. In order to test the hypothesis, two variables were identified as follows:-

1. Breaks during workday on employee well-being as the independent variable

2. Workload and burnout as the dependent variable. (See table 4)

Table 4: **Pearson Product Moment Correlation Analysis of the impact of breaks during workday on employee well-being in relationship between workload and burnout in Nigeria**

Variables	Σx Σy	Σx² Σy²	Σxy	r-cal	Decision
Breaks during workday X	3450	59850	58193	0.50	Strong positive relationship
Workload and Burnout Y	3396	57458			

*significant at 0.05 level; N=202; df =200; Critical r – value = value = 0.138

The above table 4 presents the obtained r-values as (0.50). This value was tested for significance by comparing it with the critical r-value (0.138) at 0.05 level with 200 degree of freedom. The obtained r-value (0.50) was greater than the critical r-value (0.138). Hence, the result is significant. The result therefore means that there is significant impact of breaks during workday on employee well-being in relationship between workload and burnout in Nigeria.

Discussion of the Findings

The results of the data analyses in tables 1 & 3 were significant due to the fact that the obtained r-value (0.63) was greater than the critical r-value (0.138) at 0.05 level with 200 degree of freedom. This implies that there is significant impact of stress management techniques on employee well-being in relationship between workload and burnout in Nigeria. The significance of the result is in agreement with the opinion of Ogunyomi, (2020) observed that the positive impact of flexible work arrangements on employee well-being, as it allows employees to better manage their workloads and personal responsibilities. The significance of the result caused the null hypothesis to be rejected while the alternative one was accepted.

The results of the data analyses in tables 2 & 4 were significant due to the fact that the obtained r-value (0.63) was greater than the critical r-value (0.138) at 0.05 level with 200 degree of freedom. This implies that there is significant impact of breaks during workday on employee well-being in relationship between workload and burnout in Nigeria. The significance of the result is in agreement with the opinion of Oladipo et al. (2019) found that regular breaks during the workday significantly contributed to reduced stress levels and increased overall well-being among Nigerian employees. The research emphasized the importance of incorporating breaks into the daily routine to mitigate the negative effects of workload. Breaks are not just moments of respite; they also have tangible physiological benefits (Adegoke and Aremu 2021). The significance of the result caused the null hypothesis to be rejected while the alternative one was accepted.

Conclusions

Effective routine management is crucial for fostering employee well-being within an organization. A well-structured routine provides employees with a sense of stability and predictability, reducing stress and anxiety associated with uncertainty. Clear expectations and task prioritization contribute to a positive work environment, allowing employees to focus on their responsibilities and achieve a healthy work-life balance. Consistent routine management also enables employees to better manage their time and energy, leading to increased productivity and job satisfaction. When organizations prioritize the establishment of healthy

routines, employees are more likely to experience a sense of accomplishment and fulfillment in their roles. This, in turn, positively influences overall well-being, both professionally and personally.

The relationship between workload and burnout is a critical aspect of employee well-being that demands careful attention from organizations. Excessive workloads, unrealistic expectations, and constant pressure can contribute to burnout, negatively impacting employee mental health and job satisfaction. Organizations need to strike a balance between setting challenging goals and ensuring that workloads are manageable. Providing resources, support, and opportunities for skill development can help employees cope with demanding workloads. Adopt stress management strategies, such as brakes during workday to mitigate workload and burnout. Open communication channels and regular check-ins allow organizations to identify signs of burnout early on, facilitating proactive interventions to address the underlying issues.

Recognizing the importance of employee well-being, organizations should implement strategies to mitigate the risk of burnout, such as flexible work arrangements, mental health support programs, and fostering a culture that values work-life balance. Ultimately, a holistic approach to workload management is essential for creating a sustainable and healthy work environment that promotes both individual and organizational success.

Recommendation

Based on the research finding these recommendations are suggested to create a supportive work environment, enhance employee well-being, and mitigate the risk of burnout associated with excessive workloads.

1. Wellness programs should be introduced that focus on physical, mental, and emotional well-being. This could include fitness programs, mental health resources, and stress reduction activities.
2. The importance of taking breaks and utilizing vacation time should be emphasized to ensure that employees feel comfortable disconnecting from work during non-working hours.
3. To create a positive workplace culture by recognizing and rewarding accomplishments, fostering teamwork, and addressing conflicts promptly. A positive environment contributes to overall employee well-being.
4. Train leaders to be empathetic and supportive. Provide resources for managers to recognize signs of stress and burnout, and empower them to address these issues proactively.
5. Conduct regular workload assessments to ensure that employees are not overwhelmed with tasks.
6. Avoid overloading specific individuals or teams. Distribute workloads evenly and consider individual strengths and capacities when assigning tasks.

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