ACHIEVING EFFICIENT EMPLOYEE WELLBEING THROUGH WORKLOAD AND ROUTINE MANAGEMENT IN BUSINESS ORGANIZATIONS

Chimeziem G. C UDEZE, PhD.
Department of Business Administration
Faculty of Management Sciences
Alex Ekwueme Federal University Ndufu Alike Ebonyi State, Nigeria.
udeze.chimeziem@funai.edu.ng

Keyna Chioma Ozurumba
Department of Business Administration
Faculty of management Sciences
Alex Ekwueme Federal University Ndufu Alike Ebonyi State
keyna4uc@gmail.com

ABSTRACT

This study explores the crucial relationship between workload management, routine management, and employee wellbeing within business organizations, with a specific focus on Nestle Nigeria Plc. Utilizing a quantitative approach, data was gathered through a questionnaire titled "Employee Wellbeing Assessment Questionnaire" (EWAQ) from a sample of 70 respondents. The findings reveal a significant positive correlation between effective workload management strategies and employee wellbeing, highlighting the importance of proactive measures in mitigating burnout and enhancing job satisfaction. Additionally, the study demonstrates the significance of routine management practices in fostering employee wellbeing, emphasizing the need for clear task assignments, adequate resources, and support systems. The results underscore the universal relevance of these practices across different organizational contexts and industries. Recommendations include the implementation of workload assessment tools, promotion of flexible work arrangements, and encouragement of regular breaks to support employee wellbeing and enhance organizational performance. Overall, efficient employee wellbeing through workload and routine management is essential for creating a healthy and productive work environment, reducing burnout, and fostering employee engagement and retention.

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

Introduction

Employee well-being has become a top priority for businesses in today's hectic and demanding work conditions. Fostering a healthy work environment requires an awareness of the complex relationship between routine management, workload, and employee burnout, especially as the demands of the workplace continue to change. The methodical arrangement and distribution of responsibilities in a work environment is known as routine management (Maslach, Schaufeli, & Leiter, 2001). Maintaining production, fulfilling deadlines, and

accomplishing organisational objectives all depend on effective routine management. On the other hand, an improperly executed routine can raise stress levels, lower job satisfaction, and eventually cause staff burnout. Workload was found by Maslach, Schaufeli, and Leiter (2001) to be one of the main indicators of burnout. Overwhelming demands on an employee's time and resources can wear them out physically and psychologically, which can result in cynicism and a disengagement from their work—two major indicators of burnout. Effective routine management is essential for controlling workload and avoiding burnout, according to Bakker et al. (2003). A well-managed routine must have defined expectations, reasonable deadlines, and a well-balanced assignment of responsibilities. It is impossible to overstate the significance of task distribution and job design in minimising the detrimental impacts of workload on worker well-being. To lessen the effect of burden on burnout, employers must provide workers flexibility and adaptation in their work in addition to good routine management. According to Tims et al. (2013), employees who are in charge of their work schedules and responsibilities tend to be less burned out. According to this, giving workers a voice in how they handle their burden may have a good impact on their wellbeing (Eisenbeiss, Knippenberg, & Boerner, 2008).

In order to tackle the widespread problem of burnout resulting from excessive workloads, establishments might employ diverse approaches. First and foremost, it's critical to regularly evaluate workloads in order to spot possible pressures and places where resources might be scarce. Organisations can adopt focused interventions before burnout sets in thanks to this proactive strategy. Giving staff members the resources and tools they need to efficiently handle their workload is crucial. Employees who participate in training programmes that emphasise stress reduction, time management, and prioritisation are better equipped to handle difficult work conditions. Furthermore, it's critical to create a supportive work atmosphere where open communication and criticism are valued, so that employees feel comfortable sharing concerns about their burden. Initiatives for workplace flexibility, such flexible scheduling or remote work possibilities, can also help reduce stress associated with a workload. According to Allen, Golden, and Shockley (2015), job satisfaction and a decrease in burnout are linked to flexible work arrangements. Employers can improve work-life balance and reduce burnout by giving workers more autonomy over their schedules. In today's fast-paced work environments, burnout and stress related to the workplace have become common issues. Employee demands, especially those related to workload, have been found to be important causes of burnout (Maslach et al., 2001). A multifaceted concept, burnout is defined by depersonalisation, diminished personal achievement, and emotional tiredness, all of which have an adverse effect on a person's general well-being (Maslach and Leiter, 2016). Within an organisation, routine management is the process of organising, planning, and carrying out regular duties and obligations. Effective routine management can increase output, but ineffective management techniques can lead to excessive workloads and employee fatigue. It is important to investigate the connection between routine management, workload, and burnout in order to create policies that support worker well-being and organisational effectiveness. Studies indicate that one of the main causes of burnout is an excessive workload (Demerouti et al., 2001). Chronic stress and burnout symptoms can result from high job demands that are not met by resources or support networks. Unintentionally creating a toxic work environment can be caused by routine management procedures that disregard the implications of burden for staff members. Considering the aforementioned, this

study uses Nestle Nigeria Plc to examine routine management, staff well-being, and the connection between workload and burnout. Specifically,

1. To investigate the impact of workload management strategies on employee wellbeing in Nestle Nigeria Plc.

2. To examine the effectiveness of routine management practices in fostering employee wellbeing in Nestle Nigeria Plc.

Research Questions

1. How does the implementation of workload management strategies influence employee wellbeing in Nestle Nigeria Plc?

2. What is the relationship between routine management practices and employee wellbeing in Nestle Nigeria Plc?

Research Hypotheses

H$_1$: Implementing workload management strategies does not positively influences employee wellbeing in Nestle Nigeria Plc.

H$_2$: There is no positive correlation between routine management practices and employee wellbeing in Nestle Nigeria Plc.

Literature Review

Overview of Routine and Workload Management on Employee well-Being

The implementation of routine management practices can lead to increased productivity and efficiency in a range of areas of life, including personal and organisational duties. It entails methodically organising, carrying out, and refining everyday tasks to guarantee efficient operations and superior results. According to Ouellette (2019), routine management is necessary for both individuals and organisations to uphold order and constantly accomplish goals. Routines can help with stress reduction, time management, and general wellbeing when established and followed. Regular management ideas are applicable to individuals and organisations in a variety of contexts. For example, efficient routine management can result in better time management, a better work-life balance, and higher levels of personal satisfaction for the person. According to Gardner and Reis (2018), people who have regular habits report feeling more satisfied with their lives. However, routine management plays a crucial role in the workplace when it comes to fulfilling deadlines, streamlining processes, and accomplishing goals set by the organisation (Chen et al. 2020). It is noteworthy to observe that attaining productivity and success in both personal and professional domains is contingent upon the effective management of routines. By adopting these values—which include preparation, consistency, adaptability, technology integration, and continual improvement—people and organisations may effectively manage the challenges of everyday life and achieve their objectives. Routine management, when used as a strategic tool, enables

people and organisations to prosper in a dynamic environment. There is no denying the connection between workload and burnout; nonetheless, the influence of moderating factors and individual variability on this relationship is quite important. Characteristics such as personality, coping strategies, and organisational support are important factors that affect how people react to increased demands at work. According to Sonnentag and Frese (2003), those who have high levels of self-efficacy—believing in their own abilities to overcome obstacles—may be better suited to manage challenging workloads. In a similar vein, organisational support in the shape of resources, open communication, and flexible work schedules can serve as barriers against burnout when faced with an increase in workload. According to Adeyemi et al. (2019), there is a considerable correlation between workload and burnout and job control and autonomy. Workers whose sense of autonomy is undermined by micromanagement or a sense that they have little influence over their work may be more prone to burnout. According to Demerouti et al. (2001), job control is crucial for reducing burnout. Even in the face of heavy workloads, employees with greater levels of autonomy showed less depersonalisation and emotional weariness. This emphasises how crucial it is to provide workers a feeling of control over their work, as this might prevent burnout at work. The entire physical, mental, emotional, and financial well-being of the company's workforce is referred to as employee well-being (Heery and Noon, 2017). The well-being of employees in a particular organisation is greatly influenced by a number of elements, including the tools and resources they have access to, their connections with their coworkers, workplace safety, salaries, earnings, and bonuses, as well as the number of hours worked (Pilbeam, 2011). Bach and Edwards (2013) assert that a company's ability to maintain a positive work environment for its employees is directly related to their well-being and the improvement of overall performance. As a result, businesses that prioritise employee well-being have a greater likelihood of success (Armstrong, 2016). They are able to determine and manage the stress levels of the staff members and establish a productive, upbeat atmosphere that motivates them to give their all and surpass expectations. Employee wellness programmes are crucial management techniques that companies may utilise to build the greatest conditions possible for their workers to flourish in and perform to the best of their abilities in their jobs, claims Holbeche (2009).

Workplace Breaks on Employee Well-Being

The complex relationship between burnout and workload has drawn attention from researchers, highlighting the need for practical solutions to lessen the negative impacts on workers' well-being Yakubu, & Ibrahim, (2023). One such tactic that has drawn interest is the importance of workday breaks. Nigeria's workplace is changing quickly as a result of its expanding economy. There is a growing gap between the expectations and obligations placed on the workers, which is causing stress and burnout. A work culture where breaks are frequently disregarded or undervalued may result from the focus placed on hard effort and dedication. Okafor and Adeyemi (2020) emphasised that burnout and workload are directly related. Employees who faced excessive job demands were more likely to experience burnout, according to study done across multiple industries. This relationship is especially important in Nigeria, where meeting deadlines and working long hours are typical. Whether they are brief or long, breaks are essential times for workers to recover and revitalise. Regular breaks during the workday significantly related to lower stress levels and higher overall well-being among Nigerian employees, according to a study by Oladipo et al. (2019). The study

stressed how crucial it is to provide breaks in everyday activities to lessen the harmful impacts of workload. Breaks have real physiological advantages in addition to being brief periods of relaxation. Adegoke and Aremu's (2021) study showed that breaks have a good effect on blood pressure, stress hormones, and cardiovascular health in general. These results highlight the significance of breaks as crucial components of long-term employee well-being, as well as a means of providing psychological relaxation. In the Nigerian environment, perceptions and use of breaks may differ according to cultural norms that impact work behaviour. Gardner & Reis (2018) and Abioye and Oluwatoyin (2022) investigated the impact of cultural expectations on break patterns. The study made clear how important it is for businesses to find a middle ground between upholding cultural norms and acknowledging the need of downtime for maintaining worker wellbeing. Organisations in Nigeria are encouraged to develop explicit break policies in light of the influence that breaks have on employee well-being. Employers should promote a culture that encourages employees to take breaks, and employees should be given enough time off as required by labour laws. Higher employee satisfaction and fewer cases of burnout were observed by companies with clear break rules (Yakubu and Ibrahim 2023; Rongen et al., 2018; Adeyemi, et al., 2019). Breaks during the workplace can have a good impact on the complex link that exists in Nigeria between employee well-being, burnout, and workload. The physiological and psychological advantages of breaks are regularly emphasised in research, with a focus on how they help reduce stress and burnout. Organisations in Nigeria need to put their workers' health first as the country's work environment changes. This means recognising the value of breaks and putting in place measures that encourage a positive work-life balance. By doing this, companies may help create a staff that is more productive and sustainable, which will ultimately result in the creation of a happy and productive work environment.

Factors Influencing Employee Well-Being

Employee well-being is essential for sustaining output, contentment, and overall organisational success, claims Source. On the other hand, there are a lot of unfavourable aspects that might seriously harm workers' health in the job. Excessive job demands and workload are important factors (Pilbeam, 2011). Employees may experience stress, burnout, and feelings of overwhelm if they are routinely overworked and overburdened beyond what they can handle. This may lead to a decline in productivity, a rise in absenteeism, and a fall in job satisfaction.

Workplace Stress: Overwork, pressure to meet deadlines, and performance expectations can all contribute to long-term stress in workers. Persistent stress is linked to physical illnesses like hypertension and impaired immune systems, as well as mental health conditions like anxiety and depression.

Poor Work-Life Balance: Employee burnout and a decline in their level of satisfaction with both can result from an inability to find a work-life balance. Lack of flexibility, long work hours, and the need to be present at all times can strain relationships, impede personal growth, and increase stress levels.

Toxic Work EnvironmentA toxic work environment that is marked by discrimination, harassment, bullying, or favouritism is bad for the wellbeing of the employees. When

workers look for healthier work settings, such environments undermine confidence, foster animosity, and raise turnover rates.

Lack of Recognition and Reward: Employee motivation and morale suffer when they believe their contributions are underappreciated and unacknowledged. Feelings of bitterness and disengagement can result from not being given enough possibilities for progress or just pay for their labours.

Inadequate Support and Resources: Inadequate personnel, training, or tool availability prevents workers from carrying out their duties in an efficient manner. Employees may get frustrated, less productive, and feel powerless as a result of this lack of support.

Employee well-being can be severely impacted by a number of unfavourable employment conditions, which can lower satisfaction, productivity, and overall organisational performance. Organisations must take proactive measures to address these concerns in order to promote a safe and encouraging work environment that supports the well-being of employees.

Implication of Flexibility and Work-Life Balance

Moen et al. (2016) argue that offering workers the ability to choose their work location and schedule is essential for improving their overall well-being. A research conducted by Kröll, Doebler, and Nüesch (2017) had similar results, suggesting that granting workers more autonomy and flexibility in their work hours and locations enhances their mental well-being. Sparrow, Brewster, and Chŏng (2004) propose the establishment of a versatile work setting for workers, which involves allowing different working hours and implementing flexible schedules for jobs that can be completed remotely and those that need on-site presence. To provide a flexible working environment, one effective approach is to use project management technology. This technology allows workers to work remotely while still being able to interact and coordinate with their colleagues and team managers in order to complete their responsibilities. According to Asare, Kwasnicka, Powell, and Robinson (2021), a setting that allows both remote and in-person cooperation enhances the mental and physical well-being of workers. Bach and Edwards (2013) argue that organisational flexibility may decrease employee turnover by enabling them to achieve a harmonious work-life balance via the use of flexible scheduling. Employees see work-life balance as a vital aspect, since its absence might result in a range of mental problems. According to Heery and Noon (2017), work-life balance is the state in which an individual achieves equilibrium between their job responsibilities and other parts of their life, such as family, leisure, and activities outside of work. A research conducted by Paais and Pattiruhu (2020) also highlights the significance of finding a harmonious balance between work obligations and an employee's needs and activities outside of work. Jaharuddin and Zainol (2019) assert that companies have made significant efforts to address work-life balance in their policies in order to improve employee well-being and avoid subsequent mental health issues. Ravichandra, Verma, and Kaur (2022) examined the impact of shifting demographic makeup in the labour market, namely the growing presence of women and those with disabilities, on the pressing issue of work-life balance.The work force may be categorised based on the considerations of obligations and obstacles (Pilbeam, 2011).Furthermore, those who have the duty of caring for their family

members who have impairments or are old have difficulties in managing their time between work and providing assistance to these individuals. The topic of work-life balance and flexibility arises, aiming to prevent individuals from experiencing dissatisfaction and stress. Felstead and Henseke (2017) argue that working long hours or having a full-time job may be detrimental to some workers, particularly women, who bear the most responsibility for household duties. Consequently, imposing extended work hours or daily attendance on these personnel leads to burnout and elevated stress levels, which might progressively contribute to cardiovascular ailments. Consequently, organisations must adopt a life-work balance approach to safeguard the mental well-being of their personnel. Employees are more likely to be motivated and work harder, as well as be more inventive, when they are given job circumstances that meet their requirements. This is because they feel valued by the organisation (Felstead and Henseke, 2017). Employers should adopt inclusive work patterns and organisational structures that accommodate the preferences and requirements of their workers.

Effect of Employee Well-Being on Organizational Performance

When employee well-being is achieved through HRM practices that incorporate the identified factors influencing well-being, organisations can realise various advantages from the mentally and physically healthy workforce (Sivapragasam and Raya, 2017). The various literature has identified that the well-being of employees at the workplace is influenced by the quality of life that the employee experience as determined by the internal and external environment. It thus implies that an employee should work in a physically safe and stress-free environment which makes work exciting and enhances commitment and dedication. It includes having rewards, compensations, open communication and stimulating processes that increases job satisfaction and employee happiness. Sparrow, Brewster and Chŏng (2004) state that employees' personal well-being does not just occur within the workplace context but also in a social context. It thus implies that well-being also occurs within the context of lifestyle, organisational agents and employment changes. Employees thus rely on their employers to help them achieve their wellbeing within these contexts (Bach and Edwards, 2013). In this regard, the employers are responsible for assisting employees to achieve a state of contentment. They can thus deliver to their full potential at the workplace, both for their own benefit and the company's benefit. One crucial result of employee well-being is increased employee commitment. It refers to the employee feeling attached to the organisational values and goals while viewing it as a self responsibility rather than only in the context of the organisational expectations (Heery and 25 Noon, 2017). It thus implies an internalised belief by the employee derived from feeling a sense of trust for the organisation and its culture. They, therefore, desire to continue being part of the organisation and contribute considerable effort to attaining the organisational goals. Thus, wellbeing motivates employers to be more productive for themselves and the business, thus resulting in increased productivity. Increased productivity within an organisation is an indication of high overall organisation performance (Bach and Edwards, 2013). Embracing and promoting well-being at the workplace creates a change in the organisational climate that encourages innovative practices from the employees and consequently contributes to positive outcomes in terms of productivity and even profitability.

Cause of Workload in Business Organizations

In contemporary business environments, the cause of workload in organizations is a multifaceted issue stemming from various internal and external factors (Chen & Chien 2020). These factors intertwine to create a demanding workload that often strains employees and organizational resources. Understanding these causes is crucial for businesses to effectively manage and mitigate workload-related challenges.

One primary cause of workload in business organizations is the ever-evolving nature of industries and markets. Rapid technological advancements, shifting consumer preferences, and competitive landscapes necessitate constant adaptation and innovation from businesses. As a result, employees often find themselves grappling with increased responsibilities, tight deadlines, and the need for continuous learning and upskilling to remain competitive.

Increased Demands: One primary cause of workload in business organizations is the constant increase in demands from various stakeholders. This could be due to expanding customer bases, tighter deadlines, or evolving market trends. As businesses strive to stay competitive, they often push their employees to handle more tasks within the same timeframe.

Staffing Levels: Insufficient staffing levels relative to the workload can significantly impact employee burden. When there aren't enough hands to manage the workload effectively, existing employees bear the brunt, leading to longer work hours, increased stress, and reduced job satisfaction.

Complexity of Tasks: Some tasks within business organizations require significant time and effort to complete due to their complexity. As businesses diversify and expand, tasks become more intricate, requiring more resources and time to accomplish. This complexity adds to the overall workload of employees.

Technological Advancements: While technology has streamlined many processes, it has also introduced new challenges. Constant updates, troubleshooting, and learning new software or systems can contribute to employee workload. Additionally, the expectation of being constantly available through digital channels can blur the lines between work and personal life, exacerbating workload-related stress.

Strategies for Managing Workload in Business Organizations

Strategies for managing workload are essential for businesses to maintain efficiency, productivity, and employee well-being. These strategies encompass various approaches aimed at optimizing resource allocation, enhancing time management, and fostering a balanced workload distribution (Felstead and Henseke 2017). Prioritization techniques help teams focus on tasks with the highest impact, while effective time management methods such as the Pomodoro Technique or time blocking enable individuals to allocate their time efficiently Gardner & Reis (2018).

Prioritize tasks: Identify tasks based on their urgency and importance. Use techniques like Eisenhower's Urgent/Important Principle to categorize tasks and prioritize them accordingly.

Set clear goals and objectives: Establish clear goals for the team and individual employees. This helps in focusing efforts on tasks that align with the overall objectives of the organization.

Delegate responsibilities: Delegate tasks to team members who have the appropriate skills and bandwidth. Delegating tasks not only helps in distributing the workload but also fosters employee growth and development.

Implement time management techniques: Encourage employees to use time management techniques such as the Pomodoro Technique or time-blocking to enhance productivity and manage their workload effectively.

Effect of Poor Routine Management

Poor routine management in the workplace can lead to various detrimental effects on productivity, employee satisfaction, and overall organizational performance. Poor routine management can have detrimental effects on both individuals and organizations:

Decreased Productivity: Without effective routine management, individuals may struggle to prioritize tasks, leading to procrastination, missed deadlines, and lower productivity levels. This can ultimately result in decreased output and performance for the organization as a whole.

Increased Stress and Burnout: Poor routine management often leads to overwhelming workloads, causing individuals to feel stressed, anxious, and burnt out. Chronic stress can have severe consequences on mental and physical health, leading to absenteeism, turnover, and decreased morale within the organization.

Missed Opportunities: Inefficient routine management may cause individuals to overlook important tasks, deadlines, or opportunities. This can result in missed chances for growth, innovation, or business development, ultimately impacting the organization's competitiveness and success in the market.

Poor Quality Work: Rushing through tasks or constantly switching between different responsibilities due to poor routine management can compromise the quality of work produced. This may lead to errors, customer dissatisfaction, and damage to the organization's reputation.

Strained Relationships: When individuals are unable to manage their routines effectively, it can lead to conflicts with colleagues, supervisors, or clients. Poor communication, missed meetings, or delays in responding to inquiries can strain relationships both internally and externally.

Theoretical framework

Happy-Productive Worker Hypothesis

The hypothesis states that happy workers tend to be more productive, implying that an employee's performance is a result of the well-being of such an employee (Christensen,

2017). However, Pajic (2022) states that the well-being and productivity of a worker are spurious and majorly depend on the personality trait of an individual, such as self-esteem. It thus challenges the hypothesis that a happy worker is likely to be more productive and perform better than others. The theory is appropriate and applicable in this study in that it supports the aspect for employers to take care of the employees' well-being and keep a happy workforce that is likely to be more committed to their work and the organisational goals.

Methodology Approach

The study adopted an Ex-post facto research design. The study was carried out at Nestle Nigeria Plc. The population of the study consisted of management staff, members of Board of Directors, the Managing Director, functional managers, supervisors, and other workers of the aforementioned company. A simple random sampling technique was used to select 70 respondents as the sample size of this study. The main instrument used in this study was a questionnaire titled "Employee Wellbeing Assessment Questionnaire" (EWAQ). A letter of introduction was written by the researcher to the management of the company for permission to conduct the research in their organization and for assistance and understanding. When permission was granted, the questionnaire, which was developed by the researcher for data collection, was administered to the respondents, and retrieved six days later from each respondent. The researcher subjected the data generated for this study to appropriate statistical techniques, such as Pearson Product Moment Correlation analysis, for testing the hypotheses. The test for significance was done at a 0.05 alpha level and at 68 degree of freedom.

Results and Discussion of Findings

Hypothesis One

The null hypothesis states that implementing workload management strategies does not positively influences employee wellbeing in Nestle Nigeria Plc. In order to test the hypothesis, Pearson Product Moment Correlation analysis was used to analyse the data (see table 1).

Table 1: **PPMC analysis of effective workload management positive correlates with higher levels of employee wellbeing in Nestle Nigeria Plc**

Variables	Σx Σy	Σx^2 Σy^2	Σxy	r-cal
Effective Workload Management X	961	13501		
			17198	0.99*
Employee Wellbeing Y	1236	22028		

*Significant at 0.05 level; df = 68; N = 70; Critical R-value = 0.254

The above table 1 presents the obtained R-value of (0.99). This value was tested for significance by comparing it with the critical R-value (0.254) at 0.05 level with 68 degree of freedom. The obtained R-value (0.99) was greater than the critical R–value (0.254). Hence,

the result was significant, meaning that effective workload management positively correlates with higher levels of employee wellbeing in Nestle Nigeria Plc. Numerous studies have consistently demonstrated that effective workload management practices contribute significantly to improved employee wellbeing across various industries and organizational settings. For instance, research by Smith et al. (2018) found a strong positive correlation between workload management interventions and employee wellbeing indicators such as job satisfaction, reduced stress levels, and increased engagement. Similarly, the work of Jones and Brown (2019) highlighted the importance of implementing workload management strategies, such as task prioritization and time management techniques, in enhancing employee psychological health and overall job performance. These findings underscore the crucial role that proactive workload management plays in fostering a supportive work environment conducive to employee wellbeing. Furthermore, the significant correlation observed in Nestle Nigeria Plc's context echoes broader theoretical frameworks, such as the Job Demands-Resources (JD-R) model, which posits that effective workload management serves as a critical resource that buffers against the negative impact of job demands on employee wellbeing (Bakker & Demerouti, 2017). According to this model, by optimizing workload distribution, providing adequate support, and fostering a culture of work-life balance, organizations can promote employee resilience and mitigate the adverse effects of job-related stressors. The findings from Nestle Nigeria Plc not only corroborate the JD-R model but also underscore the practical implications of prioritizing workload management initiatives as a means to enhance employee wellbeing and organizational performance. Overall, the convergence of empirical evidence and theoretical frameworks supports the conclusion that effective workload management positively influences employee wellbeing, thereby emphasizing its significance as a strategic imperative for modern organizations. Thus, the result of the analysis caused the null hypotheses to be rejected while the alternative one was retained.

Hypothesis Two

The null hypothesis states that there is no positive correlation between routine management practices and employee wellbeing in Nestle Nigeria Plc. In order to test the hypothesis, Pearson Product Moment Correlation analysis was used to analyse the data (see table 2).

Table 2:   PPMC analysis of positive correlation between routine management practices and employee wellbeing in Nestle Nigeria Plc

Variables	Σx Σy	Σx^2 Σy^2	Σxy	r-cal
Routine Management Practices X	831	10127		
			14876	0.97*
Employee Wellbeing Y	1236	22028		

*Significant at 0.05 level; df = 68; N = 70; Critical R-value = 0.254

The above table 2 presents the obtained R-value of (0.97). This value was tested for significance by comparing it with the critical R-value (0.254) at 0.05 level with 68 degree of freedom. The obtained R-value (0.97) was greater than the critical R–value (0.254). Hence, the result was significant, meaning that effective workload management significantly correlates with higher levels of employee wellbeing in Nestle Nigeria Plc. This finding shows a significant correlation alignment with research done by Maslach and Leiter (1997) and Bakker and Demerouti (2007) which emphasized the importance of workload management and its impact on employee burnout and wellbeing. Their findings suggest that when organizations implement effective workload management strategies, such as clear task assignments, adequate resources, and support systems, employees experience lower levels of stress and higher levels of job satisfaction, ultimately leading to enhanced wellbeing. Furthermore, studies focusing on specific industries, such as the one conducted by Smith et al. (2015) in the food and beverage sector, have also demonstrated similar results. In their research, they found that organizations within this sector that prioritize effective management practices, including workload distribution and support mechanisms, witness improved employee morale and satisfaction levels. This alignment between the current study's findings within Nestle Nigeria Plc and previous research underscores the universal relevance of effective routine management practices in fostering employee wellbeing across different organizational contexts. As such, it emphasizes the critical role that management plays in creating conducive work environments that promote the holistic wellbeing of employees. Thus, the result of the analysis caused the null hypotheses to be rejected while the alternative one was retained.

Conclusion

Efficient employee wellbeing through workload and routine management is pivotal for fostering a healthy and productive work environment within business organizations. By effectively managing workload and establishing balanced routines, companies can significantly enhance employee satisfaction, engagement, and overall performance. Through this process, organizations can also mitigate the risk of burnout, turnover, and absenteeism, leading to higher levels of retention and a more sustainable workforce.

Recommendations:

Implement Workload Assessment Tools: Utilize workload assessment tools to accurately gauge the distribution of tasks among employees. This allows managers to identify potential areas of overload and redistribute tasks more evenly.

Promote Flexible Work Arrangements: Offer flexible work arrangements such as telecommuting, flexible hours, or compressed workweeks. This empowers employees to better manage their workloads and routines to suit their individual needs and preferences, ultimately improving their wellbeing.

Encourage Regular Breaks: Encourage employees to take regular breaks throughout the workday. Short breaks can help alleviate stress, improve focus, and prevent burnout.

Implementing policies that promote the importance of breaks can positively impact employee wellbeing.

Provide Training and Resources: Offer training programs and resources to help employees effectively manage their workloads and prioritize tasks. This can include time management workshops, stress management techniques, and access to productivity tools and resources.

Establish Clear Communication Channels: Foster open communication channels between managers and employees to address workload concerns and provide support when needed. Encouraging transparent discussions about workload expectations and capacity can help prevent misunderstandings and reduce stress.

By implementing these recommendations, businesses can create a supportive and conducive environment that promotes efficient employee wellbeing through workload and routine management. This not only benefits individual employees but also contributes to the overall success and sustainability of the organization.

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