EFFECT OF JOB BURNOUT ON EMPLOYEES' PERFORMANCE IN STAR GLASS BEVERAGES NIGERIA LIMITED, OGUN STATE

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Abstract
This study examined the effects of job burnout—specifically workload and role ambiguity—on employee performance at Star Glass Beverages Nigeria Limited, Ogun State. Growing work pressures in the manufacturing sector have heightened concerns about employee well-being, productivity, and effectiveness. Using a survey research design, structured questionnaires were administered to 112 employees, out of which 101 valid responses were analyzed using descriptive statistics and regression analysis via SPSS. Findings revealed that workload has a significant negative effect on employee productivity ($\beta = -2.729$; $R^2 = 0.452$, $p < 0.05$), indicating that excessive job demands reduce employees' ability to deliver optimal output. Similarly, role ambiguity showed a significant negative effect on employee effectiveness ($\beta = -0.010$; $R^2 = 0.398$, $p < 0.05$), suggesting that unclear job responsibilities contribute to confusion, stress, and diminished task performance. These results confirm that job burnout is a critical challenge that undermines both productivity and effectiveness within the organization. The study concludes that addressing burnout—by reducing excessive workload and clarifying job roles—is essential for improving employee performance. It recommends that management implement strategies such as task redistribution, clearer communication of job expectations, enhanced supervisory support, and possible recruitment of additional staff to strengthen employee well-being and organizational competitiveness.

Key words: *Employee Effectiveness, Employee Performance, Employee Productivity, Job Burnout, Role Ambiguity, Workload.*

Introduction

According to Abate, Schaefer, & Pavone (2018), the social issue known as "job burnout" had existed for a considerable amount of time and was referred to in several different ways, each of which differed in terms of the period, researchers, countries, and languages. According to Alam & Asim (2019), prolonged exposure to workplace stress can lead to job burnout. According to Alam & Asim (2019), it has numerous costs for both the organization and the employees themselves. According to Artz, Kaya, & Kaya (2002), the correlation between job burnout and a variety of negative

organizational outcomes (such as absenteeism), health issues (such as cardiovascular issues), and mental issues (such as insomnia) exemplifies its significance. The negative consequences of burnout have prompted the calls for intervention programs not only to improve employee's quality of life but also to prevent organizational losses (Schaefer & Pavone, 2018).

The three dimensions of exhaustion, cynicism, and inefficacy define burnout, which is a prolonged response to ongoing emotional and interpersonal stressors at work (Bakker, & de Vries, 2021). According to Baugh, Takayesu, White, & Raja (2000), research conducted over the past 25 years has established the construct's complexity and placed the individual stress experience within a broader organizational context of people's relationship to their work. New conceptual models have emerged because of international expansion of burnout research in recent years. According to Dai, Altinay, Zhuang, and Chen (2002), the focus on engagement—the positive antithesis of burnout—promises to provide fresh perspectives on burnout-relieving measures. The social focus of burnout, the solid research basis concerning the syndrome, and its specific ties to the work domain make a distinct and valuable contribution to people's health and well-being (Danaci & Koç, 2020). Burnout, according to Alam and Asim (2019), is a prolonged response to ongoing stressors in the workplace, resulting in a combination of workers and their jobs. According to Baugh et al. (2020), employees with the highest levels of burnout are more likely to quit their jobs because the work isn't good enough.

According to Gerich and Weber (2020), burnout is caused by stress that is felt on a general workload. A specific symptom of work saturation is boredom, pessimism, inability to concentrate, poor quality of work, depression, decreased job satisfaction, absence from work due to illness or illness-related illness, or both. Burnout is a crucial problem in the world of work, because it often inhibits employee performance which ultimately harms the company (Gerich & Weber, 2020). Additionally, employees face a variety of difficulties because of increased workload overload, role ambiguity, and conflicting roles brought on by a variety of factors (Darmanto & Anik, 2021). Workers' productivity may suffer if their emotional and mental well-being is ignored. This can manifest itself in health or service delivery issues, two examples (Darmanto & Anik, 2021). Performance is one of the important components of a company (Miller & Phipps, 2020). There are a lot of management science researchers who would like to learn more about the factors that influence performance and its consequences (Miller & Phipps, 2020). As a result, the purpose of this study is to investigate how employees' performance in the manufacturing sector is affected by burnout at work. It attempts to gain a better understanding of the experiences and expectations of employees to identify the source of job burnout and its effect on employee's performance as well suggest ways in which organizations can assist employees to improve their performance and

wellbeing.

Statement of the Problem

Employees in many organizations today are confronted with heavy daily workloads, role ambiguity, work pressure, and other job demands that negatively influence their performance (Salami, Ojokuku & Ilesanmi, 2010). These persistent pressures make it difficult for workers to meet organizational expectations, resulting in reduced productivity and job satisfaction. According to Al Shbail (2018), job burnout is a chronic psychological and physical condition triggered by prolonged exposure to unfavourable workplace factors that hinder an employee's productivity, mental stability, and physical well-being. Empirical evidence indicates that job burnout significantly affects employee performance by reducing enthusiasm, energy, and efficiency (Chau, 2019). When such harmful conditions remain unchecked, the individual's performance progressively declines and their physical and mental health deteriorates (Al Shbail, 2018). Burnout is closely tied to the nature and intensity of one's job demands. Although a moderate level of stress is considered healthy because it can motivate employees and improve performance, excessive and prolonged stress leads to diminishing returns. Instead of enhancing productivity, it overwhelms the individual's coping capacity, resulting in emotional exhaustion, reduced motivation, and declining job outcomes (Akirmak & Ayla, 2021). Studies further suggest that stressed employees are more prone to serious health problems that impair their performance (Widyaningrum & Nora, 2020). Likewise, work overload and pressure to complete tasks within short deadlines are major sources of stress capable of diminishing employee performance (Atmaca, Rızaoğlu, Türkdoğan & Yaylı, 2020).

In the manufacturing sector, employees often experience intense work rhythms, physical strain, and high expectations, making them particularly vulnerable to burnout. Capri and Guler (2018) assert that manufacturing employees under severe stress are likely to become less productive, unhealthy, and unsafe at work, thereby reducing the competitiveness of their organizations. Similarly, Peytchev (2020) noted that excessive pressure leads to exhaustion, loss of motivation, and declining interest in assigned tasks, all of which undermine job performance. Despite the abundance of literature on job stress and burnout globally, there is limited empirical evidence focusing specifically on job burnout—particularly workload and role ambiguity—as predictors of employee performance within the manufacturing sector in Ogun State. Few studies (Evangelia, Arnold & Michael; Yenni & Mohammadbagher) have examined this relationship in the Nigerian context, and even fewer have investigated it within individual manufacturing firms. This gap makes it difficult for organizations to develop targeted interventions to manage burnout and enhance performance.

Objective

This study seeks to examine job burnout and employee performance at Star Glass Beverages Nigeria Limited in Ogun State, with a specific focus on the influence of workload and role ambiguity on employees' job outcomes.

Literature Review

Workload

Workload refers to the intensity of job assignments (Kaufman, 2020). It is a source of mental stress for employees. According to Kaufman (2020), stress is an active mental state in which a person is confronted with both opportunity and constraint. According to Dunk (2017), positive workload pressure can result in increased productivity. Another factor that contributes to job burnout is underutilization of human resources or failure to maximize employees' potential (Rue, 2019). Employees who possess the capabilities to perform a job enjoy workload. However, this pressure has a negative effect when it becomes excessive (Miller & Philip, 2020). Unless it exceeds a person's coping abilities and resources, occupational workload does not cause personal discomfort (Dunk, 2017). Workload is one of the major factors which affect the employees' productivity and efficiency (Kaufman, 2020). In today's scenario, job burnout brought on by a heavy workload has become common. Constraints like time constraints, a lack of adequate and timely assistance, insufficient resources to complete a task, ineffective coworkers, role conflicts, and other similar factors can increase workload. The effect of huge workload will translate into lower performance levels and in turn contribute to low morale and high employee turnover in organizations (Kaufman, 2020).

According to Brandley (2019), employees who are uninterested in their jobs or who are dissatisfied with the field in which they work take on more work as fatigue, which contributes to job burnout. Kuvaas & Buch (2019) says, another contributing factor is the nature of the job, which might amount to an immense amount of physical and emotional exhaustion. Indeed, workload history (and, more specifically, a workload shift) has important implications for many occupations, especially those in which employees are confronted with varying workload levels (Brandley, 2019). Rue, (2019) suggests in their research that automation of task implementation portion in manufacturing processes gives major benefit to operator in normal operating conditions.

Role Ambiguity

According to George and Zakariya (2019), job burnout is brought on by role ambiguity. The ability to envision authorizations as a result of attitude or performance is reflected in Tarrar and John's (2020) well-defined role ambiguity as a reflection of certainty regarding relationships, time allocation, power, and tasks. Anxiety is also linked to it (June & Mahmood, 2020). According to Srikanth & Jomon (2019), role ambiguity occurs when certain components are poorly defined, unclear, or ambiguous. If these components are not mentioned or discussed appropriately, role ambiguity almost certainly will occur. According to George & Zakariya (2019), stress levels will rise when employees are unsure of their duties or what they are expected to complete in each task. According to Srikanth and Jomon (2018), leaders with a high degree of role ambiguity should receive role clarification. Bader (2019) used their findings to investigate whether role ambiguity is influenced by productivity propensity. The findings demonstrated that role ambiguity will have no effect if an employee has a behavioral style of productivity within the organization.

According to Widyaningrum & Nora's (2020) investigation, there is a significant direct negative correlation between employee satisfaction and ambiguity regarding the role in the job. However, they also discovered and examined a significant positive correlation between job stress and role ambiguity. This indicates that employees will experience stress whenever there is role ambiguity. Employee job satisfaction suffers because of job burnout (Widyaningrum & Nora, 2020). Role ambiguity is a major problem that plagues most businesses. In fact, it persists throughout an organization, and many employees lack the courage to seek clarification because of distinct leadership styles (Srikanth & Jomon, 2018). There are few toxic leaders who only give one order and expect positive outcomes without question.

Employee's Productivity

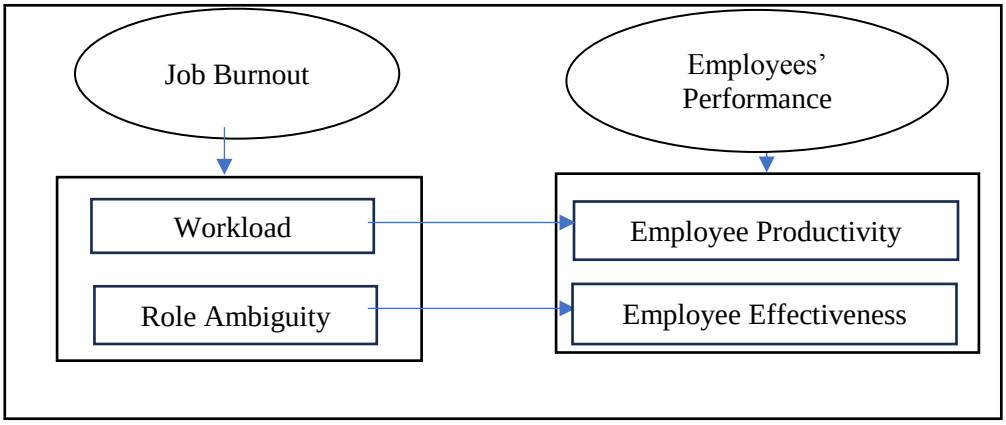
The company's work culture now includes a significant emphasis on efficiency. The process of converting inputs like time, money, and human resources into outputs is generally referred to as productivity (Samadzad & Hashemi, 2021). Organizations face a challenge in today's dynamic work environment in comprehending employees' attitudes (Samadzad & Hashemi 2021). Different authors have defined the concept of worker efficiency, as evidenced by their reviews. Even though there were various studies on efficiency, only those reviews were included, illustrating the connection between representative efficiency and a variety of factors (Almaamari & Alaswad, 2021). The idea of employee productivity is not new in management because of its many facets (Almaamari & Alaswad, 2021).

According to Okafor (2019), today's businesses are becoming increasingly concerned about how to increase employee productivity. It has now been linked to several factors, including motivation, work-life balance, environment, internet, profit chain for services, compensation, and so on. An organization's performance is correlated with employee productivity, according to mainstream research (Almaamari and Alaswad, 2021), and the higher employee productivity, the better the organization's performance. Okafor (2019) characterized Worker productivity as the capacity to deliver labor and products to accomplish the objectives of the association. Like this, Banks and Augustine (2021) defined employee productivity in terms of impersonal trust; consequently, a lack of trust between employers and employees can hinder both employee productivity and organizational performance. In addition, employees can be roused by Maslow's progressive system hypothesis of necessities through its lower-level requirements to higher-request needs involving physiological necessities, wellbeing or security needs, social requirements, confidence necessities, and self-realization should be useful at work (Banks and Augustine, 2021). Employee productivity is influenced by a variety of other factors in addition to these, the most significant of which is the working environment (Yandi, 2022).

Employees' Effectiveness

Effectiveness is conceptualized in four methodologies: objective accomplishment approach (as far as satisfaction level of organizational targets and last accomplishments of the organization), precise methodology (ability to concern in utilizing and handling information, its accomplishment ways and keeping up with dependability of the organization), vital elements approach (as far as satisfying assumptions for outside factors, on which organization solidness depends) and serious qualities approach (as far as recognizing all essential factors which impact the performance of organization and the organization of these factors) (Bastian, 2022). According to Chen (2020), management processes are the foundation of organizational effectiveness, and successful organizations possess three organizational design characteristics: a basic structure, a small number of employees, and decentralization that places an emphasis on increasing productivity. The effectiveness of an organization's workforce is crucial to its survival and expansion if it derives meaning from it. According to Bastian (2022), the goals of managers and employees would be realized if they were closer to each other than they were to the goals of the organization and manager. In his doctoral dissertation, Chen (2020) examined employees' effectiveness and classified them according to four subscales: job burnout, job satisfaction, job performance, and plans to stay or leave the job. He discovered that these effectiveness factors were not significantly affected by various leadership styles. This study focuses on analyzing the effect of job burnout – workload and role ambiguity on job performance. To achieve the research objectives, the study tests the conceptual model presented in Figure 1.

Illustration of the conceptual framework for the study.



Source: Researcher Conceptualization (2025)

Theoretical Framework

Conservation of Resources Theory (COR)

Steven Hobfoll developed the Conservation of Resources (COR) theory in 1989. The Conservation of Resources (COR) theory were adopted in early 1990 by scholars to understand the process of job burnout as well the occupational stress in an organization. A small group of researchers soon developed the COR theory, including Halbesleben in 2006, Westman, Hobfoll, Chen, and Davidson in 2005, and Laski in 2005 (Gorgievski & Hobfoll, 2008). Conservation of resources (COR) theory described about the individual's viewpoints on the burnout stress even thought at starting point this theory were specifically developed to explain about general of stress theory but now it's available to be used for burnout (Hobfoll & Shirom, 2001). As a conceptual framework model for the stress process, this COR theory is very similar to the P-E fit model (Dewe, Driscoll, & Cooper, 2012). According to Dewe et al. (2012), the P-E fit model was used to investigate the employee's interaction with both their environment and the resources they use to meet their demands.

Empirical Review

The research done by Maslach and Leiter. (2016) showed that job satisfaction is highly associated with burnout. Their research shows that job dissatisfaction is strongly linked to burnout at work. Among the three major pillars of burnout, emotional exhaustion is considered a more significant cause as compared to cynicism which leads to job dissatisfaction (Dey, Bhattacharjee, Mahmood, Uddin & Biswas, 2022). As their national study, psychiatrists in New Zealand investigate the connection between burnout and job satisfaction. The consequences of burnout have a severe impact on an organization's overall productivity, growth, and achievement of the goal (Hussain,

Rigoni & Orij, 2018). The study undertaken by Meyer and Allen (2018) showed that the employees have mainly three types of commitment towards their organization: one is an affective commitment like emotional attachment, the second is continuance commitment which involves the leaving cost of the organization and the third commitment is a normative commitment which is the employee's sense of obligations to retain in the company (Mohamed, Zaki & Essmat, 2020). According to Khan, Jianguo, Ali, Saleem, & Usman, M. (2019), burnout decreases employee commitment to organizations in a few studies. Due to the organization's high burnout rate, employees' commitment is significantly reduced by emotional exhaustion and a little cynicism. Workplace burnout is also influenced by demographics.

Bakker & de Vries (2021) investigated the turnover of the employees and burnout in several settings: companies working related to the insurance, the funds of the pension, health-related occupation and home care institutions. (Bakker & de Vries, 2021) The researchers confirmed that there is a positive relationship between burnout and insurance companies. In the study of Mimura & Griffiths (2018), it was shown that there was a positive relationship between role ambiguity with burnout among the employees. As a result, burnout increased in proportion to the degree of role ambiguity in the workplace. Employees can't just rely on their skills to get the job done right. Equally important is how well employees manage their work activities within the company. As a result of low productivity, an individual can suffer from psychological (mind, soul) and behavioral consequences if they fail to maintain balance and work too much in organizational settings.

Workload and role ambiguity in the manufacturing sector were the subjects of their research paper by Bradley (2019), and their findings were astonishing. The authors ascertained that there is compelling evidence that workload and role ambiguity portend grave consequences for employees, their organizations, and society. For both men and women, workload has a significant impact on quality of life and career success. Ajayi, (2018) examined the impact of job burnout on employee performance and job satisfaction using a sample of 185 employees in manufacturing sector in Nigeria. Lack of administrative support, excessive workload, role ambiguity, and conflicting roles were used to measure job burnout.

Methodology

The study adopted survey research design to describe the constructs and variables employed to achieve the objectives of the study and to collect detailed and information that describes the existing phenomenon. The population for the study is the total number of employees working in Star glass beverages, Ogun State which is 156 as at January 2025 (Source, HR records). The study employed regression analysis as the statistical tool to test the hypotheses. The study employed simple random sampling technique, to

give respondents equal and independent chance of being selected for the study. The items were ranked on 5-likert scale. The rating scale was used as; Strongly Agree (SA) – 5 points, Agree (A) – 4 points Neutral (N) – 3 points, Disagree (D)- 2 points, Strongly Disagree (SD) – 1 point.

This study used Taro-Yamane's (1967) formula for the finite population. This is given below,

$$n = \frac{N}{1+N\,(e)^2}$$

$$n = \frac{156}{1+156\,(0.05)^2}$$

$$n = \frac{156}{1+156\,(0.0025)}$$

$$n = 112.23$$

The questionnaire was used to gather data from employees of Star glass beverages in Ogun State. The questionnaire was of two sections. The first section was based on respondents' biodata while the second section comprises questions relating to the study using five-point Linkert scale checklist. The data collection was analyzed using the Statistical Package for Social Sciences (SPSS) and presented in descriptive statistics. Furthermore, regression analysis was used to test the formulated hypotheses to verify the effect of Job burnout and employees' performance.

With PILOT study test conducted at Chi-Mek Ventures with 10% of the sample size, the validity and reliability of the questionnaire was found to be adequate

Table 1: Reliability Test Results (Cronbach's Alpha)

S/N	Subscale	Items	Cronbach's Alpha	Interpretation
1	Workload	WL1–WL5	0.83	Good
2	Role Ambiguity	RA1–RA5	0.79	Acceptable
3	Effectiveness	EFF1–EFF5	0.88	Good
4	Productivity	PROD1–PROD5	0.85	Good
	Overall Scale	All 20 items	0.90	Excellent

Source: Researcher's Computation, 2025

Interpretation

- Cronbach's Alpha is a measure of internal consistency (i.e., how closely related the items are within a subscale).
- Values above 0.7 are generally acceptable, above 0.8 are good, and above 0.9 are excellent.

- Your results suggest that each subscale (Workload, Role Ambiguity, Effectiveness, Productivity) is reliable, with the full questionnaire having excellent internal consistency ($\alpha = 0.90$).

A total of one hundred and twelve (112) questionnaire were administered to staff of Star glass beverages, Ogun State while one hundred and one (101) were fully completed and returned. This indicates an average of 95% success rate. The analysis was carried out using Statistical Packages for Social Science (SPSS). Linear regression statistics were used to analyze the hypotheses raised in this study. All statistical analysis was tested at 5% level of significance.

Pre-Estimation Test

To achieve the stated objectives, the following hypotheses were formulated:

Table 2: Pre-Estimation Results of the Data

Variables	**Skewness**	**Kurtosis**	**VIF**	**Employee Productivity**	**Employee Effectiveness**	**Role Ambiguity**
Employee Productivity	0.283	0.436	2.839	1		
Employee Effectiveness	0.302	0.419	1.829	0.572(0.000)	1	
Workload	0.130	0.165	1.062	0.199 (0.015)	0.174(0.004)	
Role Ambiguity	0.369	0.488	1.537	0.038(0.033)	0.061 (0.041)	

()= p-value

Source: Researcher's Field Survey, 2025

Table 2 showed the pre-estimation results for the study to be in line with the assumptions of regression analysis. The table showed the normality results, correlation results and multicollinearity results. It was indicated that the variables had skewness and Kurtosis values that falls within -1 to +1 which implies that the data are normal. Also, the VIF which is used for multicollinearity showed that the values for the variables are less than l0. There is moderate relationship between employee productivity and employee effectiveness. Workload has a weak positive and significant relationship with both employee productivity and employee effectiveness. Similarly, role ambiguity has a weak positive and significant relationship with both employee productivity and employee effectiveness. Thus, the assumptions of regression analysis could be said to uphold

Hypotheses Testing

The hypotheses for the study are tested using single regression analysis.

H_{o1}: Workload does not influence employee's productivity in Star glass Beverages Nigeria limited, Ogun State.

H_{o2}: Role ambiguity has no effect on employee's effectiveness in Star glass Beverages Nigeria ltd, Ogun State.

Table 3:

Hypotheses	**Variables**	**β**	**t-value**	**p-value**	**R^2**	**f-value**
1	Workload and Employee Productivity	-2.729	-1.267	0.000	0.452	3.122
2	Role Ambiguity and Employee Effectiveness	-0.010	-1.820	0.005	0.398	3.312

Source: Researcher's Computation, 2025

Table 3 also presents the regression result on the effect of role ambiguity—another major component of job burnout—on employee effectiveness in Star Glass Beverages Nigeria Limited. The findings show that role ambiguity has a negative and statistically significant effect on employee effectiveness ($\beta = -0.010$; $p = 0.005$). This indicates that when employees are unclear about their job responsibilities, expectations, reporting lines, or performance standards, their effectiveness declines. The negative coefficient suggests that uncertainty in job roles increases confusion, stress, and emotional strain, all of which are known contributors to job burnout. Employees who do not clearly understand what is required of them often struggle to perform tasks efficiently, make more errors, and experience reduced confidence and motivation.

The R^2 value of 0.398 shows that 39.8% of the variation in employee effectiveness is explained by role ambiguity, while 60.2% is influenced by other factors not included in the model, such as supervisory support, communication flow, job resources, and workplace climate. The F-value of 3.312 confirms that the model is statistically fit and appropriate for explaining the relationship. Since the *p*-value is statistically significant and the regression coefficient is negative, the study rejects the null hypothesis, concluding that role ambiguity significantly contributes to job burnout and negatively affects employee effectiveness in Star Glass Beverages Nigeria Limited.

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Discussion of Findings

The study reveals that workload, a key dimension of job burnout, significantly reduces employee productivity at Star Glass Beverages Nigeria Limited. High job demands and pressure to achieve organizational objectives impede employees' performance, confirming that excessive workload leads to fatigue, stress, and reduced efficiency. This

aligns with previous studies (Dey et al., 2022; Khan et al., 2019; Hussain et al., 2018) that report a negative relationship between workload and employee performance, though some studies suggest workload can positively influence performance under certain conditions (Bakker & de Vries, 2021; Bradley, 2019; Maslach & Leiter, 2016). Regarding role ambiguity, the findings show a slight but significant negative effect on employee effectiveness. Unclear job responsibilities and expectations create confusion, stress, and reduced focus among employees, undermining their ability to perform tasks effectively. This supports previous research highlighting the detrimental impact of role ambiguity on organizational performance (June & Mahmood, 2020; Widyaningrum & Nora, 2020; George & Zakariya, 2019; Bradley, 2019).

Overall, the findings indicate that job burnout—through both workload and role ambiguity—negatively affects employee productivity and effectiveness, which in turn can hinder organizational performance and competitiveness.

Conclusion

Based on the results of this study, it can be concluded that: Workload has a significant negative effect on employee productivity at Star Glass Beverages Nigeria Limited. This indicates that excessive job demands contribute to job burnout, reducing employees' ability to perform effectively. Also, role ambiguity has a significant negative effect on employee effectiveness at Star Glass Beverages Nigeria Limited. Unclear job responsibilities and expectations create stress and confusion, which undermine employees' capacity to carry out tasks efficiently. Overall, the findings confirm that job burnout—manifested through high workload and role ambiguity—negatively affects both productivity and effectiveness of employees in the organization.

Recommendations

Based on the findings of this study, the following recommendations are proposed to mitigate job burnout and improve employee performance at Star Glass Beverages Nigeria Limited:

i. The organization should implement strategies to manage and distribute workload effectively. This could include task prioritization, delegation, hiring additional staff where necessary, and setting realistic performance targets to prevent excessive stress and burnout.
ii. Management should provide clear job descriptions, define responsibilities, and communicate expectations to all employees. Regular briefing sessions, training, and supervision can reduce role ambiguity, ensuring employees understand their tasks and accountability.
iii. Implementing these recommendations will not only reduce the negative effects of job burnout but also enhance overall employee productivity, effectiveness, and organizational competitiveness.

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