



## **Exploring the Relationship between Workload and Job Commitment among Senior Staff of Local Government Councils in Delta State**

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### **ABSTRACT**

This study exploring the relationship between workload and job commitment among senior staff of local government councils in delta state. To achieve the objectives of the study, nine research questions were raised and hypothesized. The correlational research design was employed in this study. The population for the study comprised 11,577 senior staff in the 25 local government councils in Delta State. The sample consisted of 7500 using the Multistage Sampling Technique of purposive and simple random sampling techniques. The instrument used was the questionnaire Workload and Job Commitment Scales. The questionnaire was validated by the researcher's supervisors, two experts in Guidance and Counselling and two other experts in Measurement and Evaluation, the reliability of the test was determined using Cronbach alpha reliability method and coefficient values of 0.8 and 0.73 were obtained. The instrument was administered with aid of five research assistants. Correlation and coefficient of determination was used to answer the research questions while the null hypotheses were tested using linear and Multiple Regression Statistics at 0.05 alpha level. The findings of the study revealed that there is no significant relationship between workload and job commitment among senior staff of local government councils in Delta state; and that workload and job commitment among senior staff of local government councils in Delta State is not moderated by gender and age. Based on these findings, it was recommended that Local Government authority should Conduct periodic reviews to ensure that job roles and responsibilities align with employees' skills and organizational goals.

**Keywords:** Gender Age, Workload, Job Commitment

### **INTRODUCTION**

Local government is a cornerstone of national development, playing a critical role in the delivery of essential services, implementation of grassroots policies, and development of communities. In Nigeria, local governments serve as the closest administrative units to the people, addressing localised needs such as infrastructure, healthcare, education, and economic development. These councils help bridge the gap between citizens and higher levels of government, creating avenues for democratic participation and fostering trust in governmental processes. Their effective functioning is essential to achieving sustainable national growth and addressing the diverse needs of the population (Arowolo, 2020). For local governments to operate effectively, the commitment of their workforce—particularly senior staff who oversee various administrative and operational functions—is paramount. Job commitment among senior staff is crucial for ensuring continuity in service delivery, fostering community development, and achieving organizational goals (Meyer & Allen, 2021). Employees with high job commitments are likely to be more dedicated, engaged, and motivated, which translates to improved organizational performance (Adebayo, 2015). However, factors such as workloads can impact job commitment, potentially affecting staff productivity and organizational outcomes (Crawford et al., 2020). Maslach and Leiter (2016) have linked stress, burnout, and job dissatisfaction to workload, often defined as the volume and intensity of tasks assigned to employees, which may weaken job commitment.

Ladd (2021) defined workload as the amount of work that an individual or a group of individuals is expected to complete within a specific period of time. Workload can be measured in terms of the number of tasks, the complexity of the tasks, and the time required to complete them. This concept affects performance, productivity, and well-being, making it crucial. According to Ammar (2016), workload is defined as "the amount of work to be done, especially by a particular person or team." This definition highlights the idea that workload is not only about the quantity of work but also about who is responsible for completing it. In a work environment, workload can be influenced by factors such as the size of the organisation, the nature of the industry, and the level of competition. For example, a small startup company may have a heavier workload for its employees compared to a well-established corporation. However, workload may predict job commitment of senior staff of local government council workers in Delta State. Workload is a significant factor of job circumstances that has been revealed to influence commitment (Ladd, 2021). It is the focal point of an enormous amount of tasks for senior staff (Ali et al. 2014). This happens when senior staff is unable to cope with tasks allocated to them (Idris, 2011). Hence, the World Health Organisation (WHO, 2020) noted that job content is the worth and amount of workload, job demands and conditions, and the working hours that senior staff is anticipated to achieve. Unwarranted workloads such as attending administrative duties, incessant strikes, detestable institutional policies, and poor job setting could be other adverse circumstances contributing to poor job commitment and performance in the local government councils in Delta State.

Gender, as a possible moderating factor, introduces a nuanced perspective into this relationship. Research has shown that men and women may respond differently to workload pressures due to variations in societal expectations, work-life balance considerations, and stress-coping mechanisms. In the

Nigerian context, gender roles and societal norms often influence employees' experiences and perceptions in the workplace. Male and female senior staff may perceive and handle workload demands differently, which could affect their level of commitment to their roles within local government councils. By exploring gender as a moderating factor, this study aims to uncover whether workload affects the job commitment of senior local government staff differently based on gender. This understanding can help tailor management strategies to meet the unique needs of male and female employees and foster a supportive work environment that maximizes job commitment. Moreover, insights from this research can guide policymakers in designing gender-sensitive policies that promote equity and improve employee well-being within the public sector.

Age, as a probable moderating factor, brings additional complexity to this relationship. Research suggests that employees' age may influence how they perceive and respond to workload pressures (Ng & Feldman, 2010). Younger employees, for example, may experience greater stress with high workloads due to limited experience and evolving work-life balance priorities. Conversely, older employees might manage their workload better, relying on extensive experience and established coping mechanisms, yet they may also feel more stressed if workloads impede work-life balance near retirement (Shultz et al., 2010). In the Nigerian context, where cultural values often emphasize intergenerational expectations in the workplace, age-related responses to workloads could further impact job commitments. Studies indicate that older employees tend to have higher job commitment, possibly due to career stability, professional loyalty, or fewer alternative employment opportunities (Okurame, 2022). Conversely, younger staff may prioritize flexibility and career advancement, which could reduce their commitment under high workload pressures (Eze, 2014). This age-based variation in job commitment is critical in understanding how to support senior local government staff across age groups in Delta State effectively.

### ***Statement of the Problem***

Senior staff are accountable for administrative jobs in the local government councils in Delta State. To ensure effective performance, they have to be committed to their job. However, many stakeholders in local government administration have expressed concern over the declining level of senior staff job commitment in the local government councils in Delta State. The poor commitment to their jobs has manifested in numerous ways. Some senior staff engages in trading during office hours. Some come to the office at will and leave at will. Some engage in gossip and loitering and use the office hours for school runs or pay visits to friends and loved ones. Some of them do not come to work for a number of days, while others use the official hours to carry out their private businesses.

There are equally cases of senior staff that usually exhibit a nonchalant attitude towards administrative work and pay less attention to disciplining junior staff who are not committed to the work. There are also cases of senior staff that typically arrive late to the office but sign the time book as if they are always punctual. A lot of in-disciplinary behaviours are going on among senior staff in local government councils in Delta State unchecked. The statement of problem put into question is: What is the relationship between workload and job commitment among senior staff of local government councils in Delta State?

### ***Research Questions***

The following research questions guided the study.

1. What is the relationship between workload and job commitment among senior staff of local government councils in Delta state?
2. What is the relationship between workload and job commitment among senior staff of local government councils in Delta state as moderated by gender?
3. What is the relationship between workload and job commitment among senior staff of local government councils in Delta state as moderated by age?

### ***Hypotheses***

The following null hypotheses were formulated to guide the study:

1. There is no significant relationship between workload and job commitment among senior staff of local government councils in Delta State.
2. There is no significant relationship between workload and job commitment among senior staff of local government councils in Delta State when moderated by gender.
3. There is no significant relationship between workload and job commitment among senior staff of local government councils in Delta State when moderated by age.

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## **Research Method**

This study adopted the correlational design. The design is regarded as the most appropriate since the study is to establish relationship between workload and senior staff job commitment using gender and age as moderating variables. The population of the study comprised 11, 577 senior staff in the 25 local government councils in Delta state. The population was gotten from local government Service commission in Asaba in Delta state. A sample size of 750 senior staff local government councils workers in Delta state were selected from the population of the study using multi-stage sampling

procedure of purposive and simple random sampling techniques. The instrument for this study is questionnaires titled Workload and Job Commitment Scales (WJCS) constructed by the researcher. The instrument is divided into three sections. Namely A, B and C. Section A of the instrument will elicit information on respondent's bio-data. Section B consist C consist of items on workload and section C contain items on job commitment. The response was based on four point scoring scale with options of Strongly Agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2 points and Strongly Disagree (SD) = 1. The research instruments named Workload and Job Commitment Questionnaire was validated by the researcher's supervisors, two other experts in guidance and counselling and two measurement and evaluation experts and their comments, suggestions and modifications were carefully attended to and effected before the final draft of the questionnaire was made. Content and construct validity were determined using factor analysis The workload explained a content validity of 48.89% while the construct validity ranged from 0.63 to 0.93. For the job commitment 26 items were retained. The job commitment explained a content validity of 51.97% while the construct validity ranged from 0.62 to 0.93. The reliability of the instrument was established using Cronbach Alpha reliability method. The copies of questionnaire were administered to fifty (50) senior staff in Oredo local government council in Edo State who were not part of the study and their responses were correlated and it yielded the following reliability coefficient: Perceived Autonomy 0.65; Distributive Leadership 0.81; Workload 0.89 and Job Commitment 0.73 as a measure of consistency. On the basis of the calculated reliability coefficients, the instrument is considered reliable for the study. The data collected from the selected respondents was coded into computer system for statistical analysis. The descriptive statistics was used to answer the research questions while the inferential statistics were used to test the stated null hypotheses. The simple correlation, multiple correlation and coefficient of determination was used to answer the research questions while the null hypotheses were tested using linear and Multiple Regression Statistics at 0.05 alpha level.

## Presentation of Results

**Research Question 1:** What is the relationship between workload and job commitment among senior staff of Local Government Councils in Delta state?

**Table 1: Correlation Analysis of Relationship between workload and Job Commitment.**

Variables	N	R	r <sup>2</sup>	r <sup>2</sup> %	Decision
Workload	750	.039	.002		Positive
				0.2	Relationship
<b>Job Commitment</b>					

Table 1 showed that r-value of .039 is the relationship between workload and job commitment among senior staff of Local Government Councils in Delta state. The coefficient of determination is .002 and the amount of contribution workload made towards job commitment is 0.2%. However, the result revealed a positive relationship between workload and job commitment. Hence workload contribute to job commitment among senior staff of Local Government Councils in Delta state.

**Research Question 2:** What is the relationship between workload and job commitment among senior staff of local government councils in Delta state as moderated by gender?

**Table 2: Correlation Analysis of Relationship between Workload and Job Commitment as moderated by Gender.**

Variables	N	R	r <sup>2</sup>	r <sup>2</sup> %	Decision
Workload					
Gender	750	.363	.132	13.2	Positive
					Relationship
<b>Job Commitment</b>					

Table 2 showed that .363 is the relationship between workload and job commitment among senior staff of local government councils in Delta state as moderated by gender. The coefficient of determination is .132 and the amount of contribution workload and gender made towards job commitment is 13.2%. However, the result showed a positive relationship between workload and job commitment as moderated by gender. Hence workload contribute to job commitment as moderated by gender among senior staff of Local Government Councils in Delta state.

**Research Question 3:** What is the relationship between workload and job commitment among senior staff of local government councils in Delta state as moderated by age?

**Table 3: Correlation Analysis of Relationship between Workload and Job Commitment as moderated by Age.**

Variables	N	R	r <sup>2</sup>	r <sup>2</sup> %	Decision
<b>Workload</b>					
Age	750	.365	.133	13.3	Positive Relationship
<b>Job Commitment</b>					

Table 3 showed that .365 is the relationship between workload and job commitment among senior staff of local government councils in Delta state as moderated by age. The coefficient of determination is .133 and the amount of contribution workload and age made towards job commitment is 13.3%. However, the result showed a positive relationship between workload, age and job commitment. Hence workload contribute to job commitment as moderated by age among senior staff of Local Government Councils in Delta state.

## HYPOTHESES

**Hypothesis 1:** There is no significant between relationship workload and job commitment among senior staff of Local Government Councils in Delta state.

**Table 4: Regression Analysis of the relationship between** workload and job commitment among senior staff of Local Government Councils in Delta State.

### Anova

	Sum of square	Df	Mean square	F	Sig
Regression	98.446	1	98.446	1.154	.283
Residual	63836.354	748	85.343		
Total	63934.800	749			

Table 4 showed the regression output of linear relationship between workload and job commitment among senior staff of Local Government Council in Delta State. The computed  $F(1, 748) = 1.154$ ,  $P < 0.05$ . Therefore, the null hypothesis which states that there is no significant relationship between workload and job commitment among senior staff of Local Government Councils in Delta state was accepted. This indicated that there is no significant relationship between workload and job commitment among senior staff of Local Government Councils in Delta state at 0.05 level of significant.

**Hypothesis 2:** There is no significant relationship between perceived autonomy, workload distributive leadership and job commitment among senior staff of Local Government Councils in Delta state as moderated by gender.

**Table 5:** Multiple Regression Analysis of the relationship between perceived autonomy, workload distributive leadership and job commitment among senior staff of Local Government Councils in Delta state as moderated by gender.

### Coefficient

	Unstandardized coefficient		Standardized coefficient	t	Sig
	B	Std. Error	Beta		
(Constant)	37.922	7.861		4.824	.000
Workload	.139	.099	.052	1.401	.162
Gender	.318	.702	.017	.452	.651

Table 5 showed the result on the relationship between workload and job commitment among senior staff of Local Government Councils in Delta State as moderated by gender. The unstandardized regression coefficient (B) for predicting job commitment from workload = 0.139 and gender = .316, the standardized coefficient (β) for workload = 0.052, di  $t = 2.411$  and gender = .017,  $t = .452$ . Hence workload and gender was not significant at 0.05 level of significant. The result indicated that there is no significant relationship between perceived autonomy, workload distributive leadership and job commitment among senior staff of Local Government Councils in Delta state as moderated by gender.

**Hypothesis 3:** There is no significant relationship between workload and job commitment among senior staff of Local Government Councils in Delta state as moderated by age.

**Table 6:** Multiple Regression Analysis of the relationship between workload and job commitment among senior staff of Local Government Councils in Delta state as moderated by age.**Coefficient**

	Unstandardized coefficient		Standardized coefficient	t	Sig
	B	Std. Error	Beta		
(Constant)	36.633	8.197		4.469	.000
Workload	.156	.104	.059	1.495	.135
Age	.345	.505	.027	.684	.494

Table 6 revealed the result on the relationship between perceived autonomy, workload, distributive leadership and job commitment among senior staff of Local Government Councils in Delta State as moderated by age. The unstandardized coefficient ( $B=0.156B = 0.156B=0.156$ ) suggests that for each unit increase in workload, job commitment increases by 0.156 units, holding other factors constant. The t-value for workload is 1.495, with a p-value of 0.135, which is greater than 0.05. This indicates that workload does not significantly predict job commitment at the 5% significance level. The unstandardized coefficient ( $B=0.345B = 0.345B=0.345$ ) for age indicates a slight positive relationship between age and job commitment. The t-value for age is 0.684, with a p-value of 0.494. This also exceeds the 0.05 threshold, meaning age does not significantly moderate the relationship between workload and job commitment in this analysis. Since the p-values for both workload and age are greater than 0.05, we fail to reject the null hypothesis, indicating there is no statistically significant relationship between workload and job commitment among senior staff of Local Government Councils in Delta State, with age as a moderating variable.

## Discussion of results

### Relationship between Workload and Job Commitment

The findings of this showed that there is no significant relationship between workload and job commitment among Senior Staff of Local Government Councils in Delta State. The reason for the findings of this study is that irrespective of the workload of Senior Staff of Local Government Councils in Delta State they were still committed to their job. The findings of this disagree with the result of Herawati, et al, (2023) in their study found that workload has significant effect on job satisfaction. The findings of this study was also in contrast with the result of Altahtoooh (2018); Lantican, (2021); Jomuad, et al., (2021); Bernburg (2020) in their different studies found that workload has significant relationship with job commitment/job satisfaction/job performance while the result of this study is in line with the findings of Harmen, et al., (2020) who in their study found that workload does not affect the job satisfaction of employees.

### Relationship between Workload and Job Commitment as Moderated by Gender.

The result of hypothesis eight indicated that workload and job commitment among senior staff of Local Government Councils in Delta state are not significantly moderated by gender. The reason for the findings of this study was that Senior Staff of Local Government Council irrespective of the workload and were not deterred by their gender difference, both male and female Senior Staff were active in their job. The result of this study is in agreement with the findings of Borker and Thalassinos (2019) reported that gender of employees do not significantly predicts the combined variables of workload on job commitment. The findings of this study is also in contrast with the findings of Tian, et al., (2016) that gender was found to moderate the relationships between workload on job commitment. Specifically, the positive effects of perceived autonomy and distributive leadership on job commitment were stronger for women, while the inverted U-shaped relationship between workload and job commitment was more pronounced for men. The findings of this study also disagree with the results of Bos-Nehles, et al., (2017; and Harris et al., (2019) whose studies found gender as a potential moderator in the relationships between the aforementioned variables and job commitment.

### Relationship between Perceived Autonomy, Workload, Distributive Leadership and Job Commitment as Moderated by Age.

The result of hypothesis nine showed that workload and job commitment among senior staff of Local Government Councils in Delta state are not significantly moderated by age. The reason for the result of this study was that Senior Staff of Local Government Council irrespective of the workload and were not influenced by the age differences, both young and old Senior Staff were committed to their job. The result of this study disagreed with the findings of Kooij et al., (2013); Truxillo et al., (2012) in their studies found a relationship between the combined variables of workload, and job commitment are influenced by the age of the employees considering age as a moderating factor, as older and younger employees may have different needs, preferences, and work-related values.

## Conclusion

Based on the findings, it can be concluded that workload does not have a significant relationship with job commitment among senior staff of Local Government Councils in Delta State. Additionally, neither gender nor age significantly moderates the relationship between workload and job commitment

among this group. These results suggest that factors other than workload, gender, and age may play a more substantial role in influencing job commitment among senior staff in these councils. Further research may be needed to identify other variables that impact job commitment, potentially including organizational culture, career advancement opportunities, and employee recognition programs.

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## Recommendations

1. Local Government authority should Establish structured programs that support staff well-being, such as flexible work arrangements, mental health resources, and stress management workshops.
2. Local Government authority should Invest in regular training, mentorship, and career advancement opportunities for local government staff.
3. Local Government authority should Conduct periodic reviews to ensure that job roles and responsibilities align with employees' skills and organizational goals.
4. Fostering a supportive network among colleagues can create a more positive work environment and strengthen job commitment.

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