

**WORK OVERLOAD AND CORPORATE PRODUCTIVITY OF SELECTED PUBLIC ENTERPRISES IN
SOUTH EAST NIGERIA**

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Abstract

The study investigated work overload and corporate productivity of selected public enterprises in South Eastern Nigeria. The study was conducted to find out the relationship between the outcomes of work overload (damage to employee career, damage to employee health, depression/anxiety) and corporate productivity. The study was guided by three research questions and three hypotheses. The survey design was used to handle the study. The researcher used the probability sampling technique in the study. Descriptive statistics of mean and standard deviation were used to analyze data. Correlation analysis was employed in the testing of the hypotheses. The analysis was enabled by Statistical Package for Social Sciences (SPSS). The findings showed that damage to employee career significantly influenced corporate productivity; damage to employee health affected corporate productivity; and depression/anxiety affected corporate productivity in the public enterprises. It was concluded that work overload influenced corporate productivity in public enterprises in South Eastern Nigeria. The study recommends that damage to employee career should be avoided so as to improve corporate productivity in public enterprises; employee work overload should be reduced so as to improve corporate productivity in public enterprises; and management should encourage employees against depression/anxiety by ensuring that the workers are not intimidated with work overload.

Key Words: *Work overload, corporate productivity, public enterprises.*

Introduction

Background of the Study

Work overload is major organizational stressor in Management literature. Daniels (2017) maintains that work overload is defined as a higher than normal load. It can have several causes and be temporary or permanent. The successive departure of several employees will increase the workload on the remaining employees. Overload can have adverse effects on the company

and its employees hence it affects the health and welfare of employees while affecting the quality of the service and the performance of the firm. Erin and Phyllis (2020) agree that work overload can be properly handled. When employees have greater control over when, where and how they do their work, they are less stressed, report better health and are more engaged in their work, and committed to their jobs. Also, when managers show that they care about and support their employees' personal lives and priorities, as well as their professional development, workers feel much better at work and can concentrate on giving their best. Again, when work is demanding, it is essential for managers to give employees a clear direction on their performance goals and priorities. Reasoning in the same direction, Borucka (2020) states that the causes of work overload include lack of clearly defined priorities; too many responsibilities; bad company culture; and when employees are afraid to admit they have too much work. Borucka (2020) maintains that to prevent work overload, learn to say 'no'; develop a time budget; set clear goals; delegate; leverage technology; minimize task list and prioritize; analyze organizational structure, limit collaboration and stay with the appropriate team. In addition, Brearley (2021) opines that work overload can be avoided by finding the source of the problem.

This study concentrates on the work overload outcomes like damage to employee career, damage to employee health, depression/anxiety and how these issues may influence productivity. Although it seems counterintuitive, work overload in the workplace can take an otherwise successful career. Work performance can decline when employees have more work than they can reasonably handle. Working countless hours at a break-neck pace can win accolades at first, but then that becomes the expected standard of performance. Failing to consistently deliver high-quality work can negatively affect performance evaluations, merit pay eligibility and promotions (Brearley, 2021).

Discussions with a boss over workload can backfire if the boss is unsympathetic and perceives the employee as lazy, inefficient or a complainer. Instead of obtaining relief from a sinking feeling of being underwater, the employee has new worries about being replaced by someone who doesn't mind taking work home or coming in on weekends. Fear of being fired can exacerbate the problem by creating a palpable tension between the employee and the supervisor. The effect of work overload on employees is often seen in poor health and low resistance to whatever flu is going around the office. Getting stuck with too much work leaves little time for exercise, meditation, relaxation or cooking nutritious meals. Self-neglect can negatively affect the body. The correlation between health decline and heavy workload has been established in scientific studies (Brearley, 2021).

For example, a study of workload effects published by Rajan D. (2018), in the *Sociology International Journal* found that overworked hospital cleaning workers in India experienced severe health problems directly related to long and irregular hours spent cleaning rooms and helping patients. As compared to the general population, the hospital workers were more likely to suffer from high blood pressure, diabetes and chronic pain in their knees, hips and lower back. They also reported frayed nerves and irritability when tired from a long day, which caused them to snap at coworkers and family members.

Work overload in the workplace can profoundly affect mood and emotional well-being, which also affect performance on the job. Moodiness can strain relationships with co-workers, supervisors, friends and family. Ruminating over workload heightens anxiety and increases overall dissatisfaction with work. Worries about keeping up can lead to feelings of inadequacy and low self-esteem, especially if the boss makes comments about stepping up the pace. Depression goes hand in hand with anxiety and feelings of helplessness. Employees who feel they're already working at full capacity can slip into depression, particularly if they don't feel their boss is approachable. Depression hurts morale and decreases loyalty to the organization. Lacking solutions to a crushing workload, overburdened workers may look for a different job with a more reasonable organization even if it means a pay cut (Brearley, 2021).

Hilma, Dita and Dedy (2020) assert workload is one aspect that must be considered by every company, because workload is one that can affect employee productivity. According to Fazey(2013), Armstrong & Taylor(2017) stated that workload is a number of activities that require expertise and must be carried out within a certain period in physical or psychological form. Meanwhile, according to Beaven (2019), Darwish & Fattaah (2020) stated the workload is the average frequency of each job within a certain period. Furthermore according to Permendagri (2008) workload is the amount of work that must be borne by an office / organizational unit, and is the product of work volume and time norms. Definition of workload is a group or a number of activities that must be completed by an organizational unit or position holder within a certain period. Workload measurement is defined as a technique for obtaining information about the efficiency and effectiveness of the work of an organizational unit, or position holders carried out systematically using job analysis techniques, workload analysis techniques or other management techniques.

Further it was also stated, that the measurement of workload is one of the management techniques to obtain position information, through a research and assessment process carried out in analysis. The position information is intended to be used as a base to perfect the apparatus in the fields of institutional, management, and human resources (Gupta, 2020), (Dundon & Wilkinson, 2020). Based on the several definitions stated above, it can be concluded that workload is the extent to which an individual employee's capacity is needed in completing the tasks assigned to him, which can be indicated from the amount of work that must be done, the time / time constraints owned by the worker in completing his task and views the subjective individual regarding the work assigned to him.

The foregoing indicates that work overload may influence corporate productivity. Productivity is the ratio of inputs to the quality and quantity of outputs. Shauna (2018) opines that when we talk about workplace productivity, we are referring largely to how such work is accomplished in a particular period of time. When an enterprise is fully operational and functioning at capacity, productivity should in theory, be maximized. But that is not always the case.

Aternity (2021) opines that productivity relates to the amount of work that an organization's staff can produce over a certain period. It is the measure of the total output (goods and services) versus the total input (labour and costs). There are many benefits to cultivating a productive workforce. It leads to improved employee morale and a reduced chance of burnout. Productivity can be improved by managing distractions; by enabling effective

communications; by promoting focus; by designing a comfortable workplace and by developing clear productivity metrics. This research on work overload and corporate productivity in public enterprises in South East Nigeria is conducted to investigate how the core outcomes of work overload may influence corporate productivity in public enterprises. This is in a view to fill research gaps while making contributions to knowledge.

Statement of the Problem

One of the key organizational stressors is work overload. It is indeed worrisome, that some organizational management seem to have failed to prudently tackle the issue of work overload for sound organizational productivity. Otuonye (2020) opines that job stress is not foreign to any organization as workers in any organization contend with one form of stressor or the other. Many a time some organizations demonstrate inabilities to manage job stressors hence poor corporate outcomes.

Indeed, researchers have over the years made tremendous efforts to investigate the link between work overload and corporate productivity. But these previous studies did not show how work overload influenced corporate productivity. Nnabue (2020) explored the roles of work overload and organizational justice dimensions on counterproductive work behaviour (CWB). Nnabue did not explore the relationships which this present study investigates.

Williams, Okijie and Inyang (2021) wrote on work overload implications on the health of employees in the banking sector, Nigeria. They did not investigate the relationships covered in this study. In fact, Adetayo, Ajani and Olabisi (2014) did “an overview of the effects of job stress on employees’ performance in Nigeria tertiary hospitals”. They focused on hospitals but they did not examine the public enterprises examined in this study. They also focused on employee performance while this present study focuses on corporate productivity.

Adetayo et al (2014) did not investigate the relationship which this present study intends to assess. Also, Osibanjo, Salau, Falola and Oyewunmi (2016) examined ‘workplace stress: implications for organizational performance in Nigerian Public University’. They concentrated on role congruence and issues of equity and recognition whereas this present study focuses on work overload. Their study did not investigate the relationships which this present study investigates.

Aderibigbe (2020) studied ‘occupational stress among some Nigerian graduate employees: the impact of work experience and education’. Their study neither focused on public enterprises nor on the relationships which this present study covers. In addition, Oluwaseyi (2021) handled ‘work stress and employee performance’. She concentrated on employee performance while the present study focuses on corporate productivity. Her study did not also cover the relationships which this present study covers.

Coupled to the foregoing, Qasim, Bahadar, Muhammad and Hazrat (2020) evaluated the effects of Work Overload (WO) on Organizational Commitment (OC) and Turnover Intentions (TOI) of employees. Their study did not cover the relationships which this present study assesses. Parent- Lamarche and Boulet (2021) investigated “workers’ stress during the first lockdown: consequences on job performance”. Their study focused on work-life balance dissatisfaction and marital tensions. They did not focus on the relationship which this present

study investigates. Tian, Fonjong, Kongkuah and Barfi (2021) investigates 'impacts of job stress and overall compensation benefits on employees' job satisfaction with moderation effects of leadership: an empirical study in the telecommunication industry of Cameroon'. They did not investigate the relationship which this present study assesses. All these show that research gaps exist. It is in a bid to fill the existing research gaps that this study was undertaken so as to contribute to knowledge.

Objectives of the Study

The major objective of this study is to investigate effect of work overload on corporate productivity in public enterprises in South East Nigeria. The specific objectives of the study include to:

- i. examine the relationship between damage to employee career and corporate productivity in public enterprises.
- ii. investigate how damage to employee health influences corporate productivity in manufacturing enterprises.
- iii. evaluate the extent to which depression/anxiety affect corporate productivity in public enterprises.

Research Questions

Based on the objectives of the study, the researcher developed the following research questions:

- i. What is the relationship between damage to employee career and corporate productivity in public enterprises?
- ii. To what extent does damage to employee health influence corporate productivity in public enterprises?
- iii. To what extent does depression/anxiety affect corporate productivity in public enterprises?

Hypotheses

In order to answer the research questions, the researcher posed the following set of null hypotheses:

H01: There is no significant relationship between damage to employee career and corporate productivity in public enterprises.

H02: Damage to employee health does not significantly influence corporate productivity in public enterprises.

H03: Depression/anxiety does not significantly affect corporate productivity in public enterprises.

Scope of the Study

The scope of the study comprises of geographical, content and unit scope. The geographical scope consists of Owerri, Umuahia, Enugu, Awka and Abakaliki. In fact, the researcher focused on Nigerian Television Authority (NTA), Owerri; the Abia Hotels Limited, Umuahia; Enugu Transport Company Limited, Enugu; Anambra Newspaper and Purity Corporation, Awka and Ebonyi State Water Corporation, Abakaliki.

The content scope consists of the relationship between damage to employee career and corporate productivity, damage to employee health and corporate productivity, depression/anxiety and corporate productivity. In terms of unit scope, the study concentrated on the functional units in the study organizations. The functional units include the Human Resources, Marketing, Finance/ Accounting, Production etc.

Significance of the Study

Those that will benefit from this study and how they will benefit are as follows:

Customers of Public enterprises: The customers of public enterprises will take it easy with the staff of the enterprises as it relates to serving them (the customers) very appropriately. They will appreciate the kind of stressors that employees of public enterprises contend with.

Employees: Employees in various organizations will learn to cope with those organizational stressors that have the capacity to impede their contributions to overall corporate performance. They will be exposed to the need to avoid work overload.

Entrepreneurs: They will be better prepared to manage people in their organizations. They will learn how organizational stressors may affect the performance of their businesses.

Future researchers: Future researchers will learn how to use survey tools in obtaining relevant research information for building research gaps and for contributing to knowledge. They will be exposed to the techniques for articulating statement of research problem and analytical techniques in Management research. Future researchers will have access to recent literatures on organizational stressors especially such stressor like work overload.

Government: The government will no longer overstress workers in public sector organizations after going through this work. Managers in government owned organizations will ensure that workers will enjoy better workplace climate after such managers must have gone through this study. The government will also make policies that will guide all kinds of enterprises towards proper handling and sound management of organizational stressors.

Human Resource Managers: They will be better informed of the nature of organizational stress and organizational stressors with a view to ensuring that issues of work overload will be history in organizations.

Management: The management of enterprises and various organizations will use this study to understand how organizational stressors affect different indices of organizational performance. They will be guided on how best to manage issues bordering on work overload.

Potential entrepreneurs: They will no longer be afraid of facing the task of managing organizational stressors.

Victim of Sexual Harassment: Victims of sexual harassment in organizations will no longer pretend that all is well neither will they hide their dignity in shame over such stressor that has the capacity to cause them emotional trauma even throughout their work life. After going through this work, they will decide never again to be cowards over such inhumanities which they suffer from whosoever in the organization. Rather, they will understand the need to voice

out whenever necessary so as to be delivered from those intimidations that give them more work load and which may afflict their contribution to organizational performance.

Victims of Work overload: They will no longer suffer work overload after going through this study hence they will be exposed to better strategies for coping with work overload.

REVIEW OF RELATED LITERATURE

This part of the study consists of conceptual literature, theoretical literature and empirical literature.

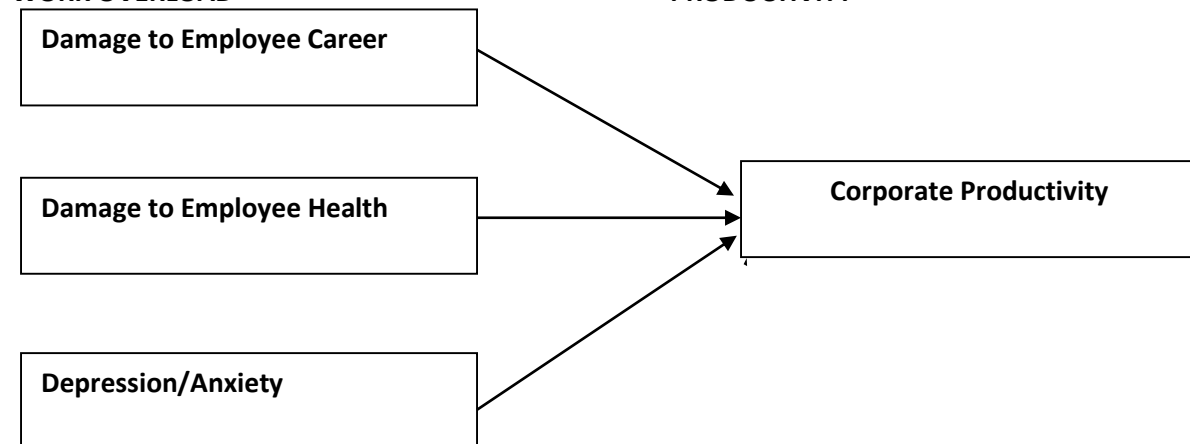
Conceptual Literature

The researcher used the following operational conceptual model to show the variables and measures covered in the study:

OPERATIONAL CONCEPTUAL MODEL

Independent Variable

WORK OVERLOAD



Source: Researcher
(2023)

The above operational conceptual framework shows that damage to employee career, damage to employee health and depression/anxiety may influence corporate productivity.

Work

Overload

Richard (2017) defined work overload as a higher than normal load. It can have several causes and be temporary or permanent. The successive departure of several employees will increase the workload on the remaining employees while waiting for the recruitment of new employees. A new contract or a new project can significantly increase the work to be done. In the context of this study, work overload means damage to employee career, damage to employee physical health and depression/Anxiety.

Damage to Career

Although it seems counterintuitive, work overload in the workplace can tank an otherwise successful career. Harvard Business Review explains that work performance can decline when employees have more work than they can reasonably handle. Working countless hours at a

break-neck pace can win accolades at first, but then that becomes the expected standard of performance. Failing to consistently deliver high-quality work can negatively affect performance evaluations, merit pay eligibility and promotions.

Discussions with a boss over workload can backfire if the boss is unsympathetic and perceives the employee as lazy, inefficient or a complainer. Instead of obtaining relief from a sinking feeling of being underwater, the employee has new worries about being replaced by someone who doesn't mind taking work home or coming in on weekends. Fear of being fired can exacerbate the problem by creating a palpable tension between the employee and the supervisor.

Poor Physical Health

The effect of work overload on employees is often seen in poor health and low resistance to whatever flu is going around the office. Getting stuck with too much work leaves little time for exercise, meditation, relaxation or cooking nutritious meals. Self-neglect can negatively affect the body. The correlation between health decline and heavy workload has been established in scientific studies. For example, a study of workload effects published by Rajan D. (2018), in the *Sociology International Journal* found that overworked hospital cleaning workers in India experienced severe health problems directly related to long and irregular hours spent cleaning rooms and helping patients. As compared to the general population, the hospital workers were more likely to suffer from high blood pressure, diabetes and chronic pain in their knees, hips and lower back. They also reported frayed nerves and irritability when tired from a long day, which caused them to snap at coworkers and family members.

Depression and Anxiety

Work overload in the workplace can profoundly affect mood and emotional well-being, which also affect performance on the job. Moodiness can strain relationships with co-workers, supervisors, friends and family. Ruminating over workload heightens anxiety and increases overall dissatisfaction with work. Worries about keeping up can lead to feelings of inadequacy and low self-esteem, especially if the boss makes comments about stepping up the pace.

Depression goes hand in hand with anxiety and feelings of helplessness. Employees who feel they're already working at full capacity can slip into depression, particularly if they don't feel their boss is approachable. Depression hurts morale and decreases loyalty to the organization. Lacking solutions to a crushing workload, overburdened workers may look for a different job with a more reasonable organization even if it means a pay cut.

Hilma, Dita and Dedy (2020) assert workload is one aspect that must be considered by every company, because workload is one that can increase employee productivity. According to (Fazey, 2013), (Armstrong & Taylor, 2017) stated that workload is a number of activities that require expertise and must be carried out within a certain period in physical or psychological form. Meanwhile, according to (Beaven, 2019), (Darwish & Fattaah, 2020) stated the workload is the average frequency of each job within a certain period. Furthermore according to Permendagri No. 12/2008, workload is the amount of work that must be borne by an office / organizational unit and is the product of work volume and time norms, (Zaki & Marzolina, 2018). Definition of workload is a group or a number of activities that must be completed by an organizational unit

or position holder within a certain period. Workload measurement is defined as a technique for obtaining information about the efficiency and effectiveness of the work of an organizational unit, or position holders carried out systematically using job analysis techniques, workload analysis techniques or other management techniques.

Further it was also stated, that the measurement of workload is one of the management techniques to obtain position information, through a research and assessment process carried out in analysis. The position information is intended to be used as a base to perfect the apparatus in the fields of institutional, management, and human resources (Gupta, 2020), (Dundon & Wilkinson, 2020). Based on the several definitions stated above, it can be concluded that workload is the extent to which an individual employee's capacity is needed in completing the tasks assigned to him, which can be indicated from the amount of work that must be done, the time / time constraints owned by the worker in completing his task and views the subjective individual regarding the work assigned to him.

The risk of Overload

A company needs to adjust its workforce to meet its production or service delivery needs. Overwork can have adverse effects on the company and its employees. There are two types of risks involved:

1. Individual: they affect the health and welfare of employees;
2. Collective: they concern the quality of the service and the performance of the company.

In the case of excessive workload, the health and well-being of employees will deteriorate and musculoskeletal disorders (MSDs) will appear, especially when the body does not have sufficient recovery time. According to the Ministry of Labor, MSDs result from a combination of several risk factors:

- a. Biomechanical factors such as repetitiveness of gestures, excessive strain, postures and extreme joint angles, ergonomics of the workstation;
- b. Organizational factors: organizational and working environment;
- c. Psychosocial factors, that is, how employees perceive their work, such as lack of autonomy, monotony of tasks, lack of recognition or job insecurity.
- d. The stress and pressure caused by an excessive workload also play a role in the development of MSDs.

How to Handle Work overload

First, one must understand and find the origin of this work overload. It can be generated by an additional amount of work, but not necessarily. Sometimes an excessive work load is caused by mistakes one makes, poor management of one's time or an organizational problem. Discover the elements that are wasting one's time and how to improve one's productivity. If one is not responsible for one's work overload, here are a few techniques to help you overcome it (Alice & Kim, Tae-Yeol, 2007).

Factors that Affect Workload

Oah, Na, & Moon (2018) stated that workload is influenced by the following factors:
External Factors External factors are the burden that comes from outside the body of the worker, such as: Tasks undertaken that are physical in nature such as work stations, spatial

planning, workplaces, work tools and facilities, working conditions, work attitudes, while mental tasks such as work complexity, level of work difficulty, training or education obtained, job responsibilities. Work organizations such as work periods, rest periods, shift work, night work, wage systems, organizational structure models, delegation of duties and authority. Work environment is the physical work environment, chemical environment, biological work environment, and psychological work environment. These three aspects are called wring stressors.

Internal Factors Internal factors are factors that originate in the body as a result of external workload reactions. The body's reaction is called a strain; the severity of the strain can be assessed both objectively and subjectively. Internal factors include somatic factors (sex, age, body size, nutritional status, health conditions), psychological factors (motivation, perception, beliefs, desires and satisfaction).

The workload indicators according to (Alghamdi, 2016), include:

Targets to be achieved: An individual's view of the amount of work targets given to complete his work with ascertain time. **Working conditions:** Includes about how the views held by individuals about the conditions of work, as well as overcoming unexpected events such as doing extra work outside the specified time.

Work standards: Impressions that are owned by individuals regarding their work, for example feelings that arise regarding the workload that must be resolved within a certain period.

Corporate Productivity

Productivity, in economics, measures output per unit of input, such as labor, capital, or any other resource (Will, 2021). It is often calculated for the economy as a ratio of gross domestic product (GDP) to hours worked .Corporate productivity, in the context of hearing conservation, relates to businesses coordinating effective strategies designed to address and implement hearing wellness programs and services in the workplace. Hearing disabilities are a common and yet widely silent issue that many people with hearing loss are reluctant to discuss. Many employers and employees lack pertinent information to illustrate the longstanding ramifications it imposes on corporate productivity. However, many companies are growing more aware of hearing loss and its physical deficits crediting technological advances and informed knowledge. Hearing health programs and services have been introduced into employee medical benefits, which engenders a more productive and profitable workplace.

Mark (2019) posits that in the good times, your organization probably doesn't worry about productivity quite as much. It's important but not necessarily crucial. After all, in the good times, your organization's cash flow is positive and, as a manager, you're probably more concerned with hiring and retention than with getting the most out of every worker and team. When times get tougher, however, productivity tends to become an overriding priority. Your organization has to get the most out of every resource, even while cutting nonessential costs. Maybe there are hiring freezes, maybe even layoffs. Very likely, there's intensified scrutiny of what's being produced and spent in every department, with the goal of making the whole organization both more efficient and effective. So, it wasn't surprising to find that a majority

(59%) of companies responding to a new Institute for Corporate Productivity survey reported that, compared with the previous year, their organization's "emphasis on improving employee productivity and efficiency" has increased, whereas only 4% said it had decreased.

Productivity is commonly defined as a ratio between the output volume and the volume of inputs. In other words, it measures how efficiently production inputs, such as labour and capital, are being used in an economy to produce a given level of output. Productivity is considered a key source of economic growth and competitiveness and, as such, is basic statistical information for many international comparisons and country performance assessments. For example, productivity data are used to investigate the impact of product and labour market regulations on economic performance. Productivity growth constitutes an important element for modeling the productive capacity of economies. It also allows analysts to determine capacity utilization, which in turn allows one to gauge the position of economies in the business cycle and to forecast economic growth. In addition, production capacity is used to assess demand and inflationary pressures (Mark, 2019).

Almost everyone will have encountered productivity issues throughout their working life, and particularly during the pandemic. This period of adversity has pushed us to the limit of what we once thought was possible. However deliberate changes can transform how you and your team operate. They can be very easy steps like making online meetings quicker and more efficient. Or they can be more strategic, implementing a new internal communications channel or revising your organization's approach to hybrid working. While the pandemic has been an onslaught on businesses, one thing it has taught us is the need to be agile, and adapt to changes quickly. If we can do this, and maintain productivity across all areas of the business, we will have possibly weathered the ultimate storm with a large degree of success.

How to Boost Productivity

Mark (2019) opines that productivity isn't just about how quickly work is completed. It's maintaining positive remote work culture, clear channels of communication, and a steady focus on achievable targets that keep the team sharpened on their goals and motivated for the next challenge. Whether one's remote teams are a temporary fix or a permanent fixture, keeping them motivated and productive is a challenge most organizations face. In the face of global change, how does one keep one's remote teams motivated, connected, and engaged? Here are some tips to boost productivity in the workforce:

1. Give them a sense of belonging

In a restricted working from home setting, employees need to feel they belong to their organization more than ever. This sense of community, feeling they are an essential part of a collective goal, and most importantly, valued, means that they have a greater sense of engagement with their organization. There are many ways of achieving this. Internal communications must work hard to create a remote work culture that provides online conversation.

2. Provide a clearer set of goals

Does the team even know what they are working towards? Board rooms may have pored over ways to reach their ambitious targets, but without sharing that knowledge to the teams that play a huge role in getting there, these figures are redundant. Ensure the team has a clear

idea of the targets they must reach, with access to dashboards, daily or weekly progress reviews, and discussions on reaching the goals more quickly.

3. Use task management systems

According to research, task completion is quicker at home. But to maintain this productivity, managers need to ensure that their task management is being tracked, given levels of priority, assigned to the right people, and given clear, achievable deadlines. This relies on more focused communication to ensure clear understanding for all parties. That way, employees are aware of what they need to do, and managers feel more in control of the overall direction despite not having the same face-to-face visibility as in-office (Mark, 2019).

4. E more employee-focused

Working in-office provided organizations with an ease of communication, from quick catch-ups to over-the-desk updates. Over the past twelve months, business leaders have been trying to replicate this online. To build a better communication strategy, it must have the employees as the centerpiece and work to their strengths. Rather than heading up communication channels in the traditional way, find out how your team wants to communicate, with what platforms, and when.

5. Do you really need that meeting?

Researchers at Harvard Business School and New York University found that the number of meetings increased during the pandemic by 12.9%, on average, and the number of attendees per meeting grew by 13.5%. These not only eat into the time of each individual every day, but they also create a period of disruption afterward, as attentions are diverted to address points covered. Assess whether there are other ways of communicating topics without assembling groups of people online (Mark, 2019).

6. Regular virtual contact

It goes without saying that communication is essential in a remote work setting. There is, however, a point where the workforce can start to feel zoom fatigue, so it's important to strike a balance. Teams should work out a way of keeping in touch throughout the day, often with a morning 'stand up' to start the day. Managers should lead by example, setting up one-to-ones and taking into account the feedback from team members.

7. De-siloing

But to reduce siloing, there is also a need for cross-departmental communication. Channeling these conversations through an intranet, setting up forums for discussion, creating fun challenges and inspiring extra-curricular dialogue, setting up a rewards and recognition program – these are all ways of getting employees engaged with this evolving online version of the business.

8. Target your messages

A lot of the working day is consumed by wading through unnecessary, irrelevant comms. Send- all emails, updates, news, and information, provide blanket coverage which can often do

more harm than good. Using software that provides customized communications, sending correct news to the right parties allows internal comms to be recognized as relevant and not ignored (Mark, 2019).

9. Search

Another productivity blocker is an inadequate search function. Even the most digital-savvy businesses across the world are home to badly performing software hampering their progression. It's essential to ensure that one's pages are easy to find within the intranet and make improvements to ensure they're surfaced in searches. This cuts down unnecessary finding time and creates a satisfactory experience for every worker.

10. Encourage feedback loops

How does one know one's methods, software, management styles, protocol, and processes are well received? Listening to your employees is essential – these are the people who have the knowledge and expertise driving your business forward. If something isn't working, they should have the means to provide their thoughts and feedback on it. This empowers staff to communicate, offer new ideas, or suggest alternative options which can be worked on.

11. Nurture a culture of knowledge sharing

The age of the company 'lifer' is long gone. Nowadays employees are a lot happier to move to a new organization depending on the priorities they need to fulfill. With this transient workforce comes a massive knowledge drain as talent moves from in and out of business taking their know-how, ideas, and discoveries with them. Try and retain this knowledge by creating a culture of sharing and discussion on your intranet or employee engagement platform where ideas are shared and expertise offered up (Mark, 2019).

12. Provide career road maps

As discussed earlier, talent retention is key to productivity. However, most people leave businesses when they've hit a wall in the development of their role. When employees feel they're reaching this career cul-de-sac, productivity is one of the first things to slide. Provide your employees with as many career growth opportunities as possible. Online training and developing programs are ideal for a remote workforce. And provide open and honest feedback on their progress. This way, you develop in-house skills, hang on to the talent within your business and develop a professional relationship based on transparency and trust (Mark, 2019).

13. Introduce flexible hours

The nine-to-five working structure is slowly being overlooked in favor of a more flexible approach to working. Employees have different working styles, and while some experience their energy peak in the morning, others don't have a focus until later on in the day. Cater to the differences in your workforce by allowing your workers – where possible – to fulfill their hours at a time that suits them.

14. Develop your hybrid workplace

Many employees have flourished in a working from home setting. Others have not fared as well, preferring the office environment. It's now time to develop your hybrid workplace plan and allow workers to choose where they work when it's safe to do so. Hybrid working boosts productivity as it allows workers to choose where they work on any given day.

15. Provide managerial training

The pandemic saw traditional work turn on its head, and a new way of working developed almost overnight. As a result managers had to respond accordingly, often without adequate training. This continues to be an oversight in most businesses that underestimate the impact that the pandemic had on employees. Training the managers to deal with a wide range of situations – engagement, morale, mental health and problem solving – can make a considerable difference to the productivity and ambitions of a team (Mark, 2019).

16. Consider a remote workspace

While most employees moved from office to home working in 2020, a large percentage of the working population are permanently remote. Many organizations provide a shared space for these remote workers to convene and can be a productivity booster by providing collaboration and enjoying a better-designed workspace.

17. Choose the right communication tool

Luckily, there are tools designed to overcome communication barriers remote work brings into organizations. And not all of them have a focus on video conferencing. Remote communication can come in many different forms. Simple light touch chat, updates, and check-ins can be done through apps like Slack and Teams. Social tools enable different people to reach out to others in the organization with a ‘like’ or a comment. Intranet software can boost engagement levels with a variety of media, features, and community areas (Mark, 2019).

18. Be aware of the soft skills

In business, it’s generally our hard skills that gather the most attention – what qualifications we have, whether we’ve done the right training, the certificates we’ve acquired along the way. Soft skills get overlooked, but it’s these that can be assets in the team – who is able to work under intense pressure, who can communicate to a diverse audience, who can lift the morale of the group. Pay attention to the soft skills in your team and think about how you can use them to spur on your group of employees (Mark, 2019).

Theoretical Framework

The researcher used the following theories to beef up the study:

Richard S. Lazarus Theory of Stress

Richard S. Lazarus was a prominent American psychologist, professor, and researcher who studied stress and its relationship to cognition. He developed a transactional stress model. The Stress Theory Richard S. Lazarus (1966), also developed by Cohen (1977) and Folkman (1984), it focuses on the cognitive processes that appear when faced with a stressful situation. This theory argues that the confrontation we face in a stressful situation is actually a process that depends on context and other variables.

This theory is part of the so-called transactional stress models, because it takes into account the way in which the person interacts with a specific environment and situation, considering the influence of their appreciations and cognitions. According to Lazarus, a situation is stressful because of the transactions between the person and the environment, which depend on the impact of the environmental stressor. In turn, this impact is mediated by two variables:

first, by the person's assessments of the stressor, And secondly, for the personal, social or cultural resources available to the person confronted with this agent.

Spillover Theory

Hill, Ferris & Martinson (2003) Spillover theory postulates the conditions under which the spillover between the work microsystem and the family microsystem is positive or negative. Research documents that if work-family interactions are rigidly structured in time and space, then spillover in terms of time, energy and behavior is generally negative. Research also supports the notion that work flexibility, which enables individuals to integrate and overlap work and family responsibilities in time and space, leads to positive spillover and is instrumental in achieving healthy work and family balance.

Empirical Review

The following empirical studies were used to improve the study:

Rachel, David and Kelvin (2017) investigated on the extent that organizational stressors are associated with positive and negative outcomes. The purpose of this study was, therefore, to examine the main effects of organizational stressors and coping styles on various outcomes (e.g., positive and negative effect, performance satisfaction). Sport performers ($n = 414$) completed measures of organizational stressors, coping styles, positive and negative effect, and performance satisfaction. Multiple regression analyses revealed positive relationships of both goals and development stressors (duration and intensity) and team and culture stressors (frequency and intensity) on negative effect. Furthermore, problem-focused coping was positively related to positive effect, and emotion-focused coping was positively related to negative effect. This study furthers theoretical knowledge regarding the associations that both organizational stressors (and their dimensions) and coping styles can have with various outcomes, and practical understanding regarding the optimal design of stress management interventions.

Udeka & Raimi (2016) examined work-family role conflict and job performance among female bankers in selected banks within the Federal Capital Territory, Abuja, Nigeria. To achieve this objective, the study made use of a sample of 920 female bankers from selected banks. It relied on the —border crossing theory|| as well as analytical tools such as the simple percentage, descriptive methods, Chi-Square (χ^2) Statistical technique and a modified Service Level Agreement (SLA) model for data analysis. Based on this, the study revealed a strong relationship between work-family role conflict and low job performance among female bankers in Abuja. This is largely due to the fact that work-family role conflict generates some kind of stress and instability that further undermine the female banker's capacity to perform her daily tasks effectively. However, this relationship between work-family role conflict and low job performance is considered higher among women with more children and less spousal/family support or other forms of social support system. Based on these findings, the study recommends that there should be a clear separation of work and family role activities. This would create the psychological balance needed in both domains. On the part of the organization, banks should ensure that female staffs are not unduly overloaded with tasks that can lead to border crossing.

Babatunde (2015) focused on the factors that informed an organization's decision to seek and alternative means of handling conflict to traditional discipline and grievance procedures; and also looked at the barriers and facilitators to integrating mediation into

workplace practice and culture. Two hypotheses were formulated to determine the source of conflict and conflict resolution in the Nigeria Public Service. The study makes use of descriptive statistics to analyze the data collected from a sample of 170 employees of the Nigeria Public Service. Percentages and frequencies were used to analyze the responses collected from the respondents. The findings of the experimental survey of conflict management and resolution in public sector showed that conflict can be resolved through compromise between the employee and management. That leadership styles can lead to conflict in the organization. On the recommendations workers should be more involved in decision making process in Nigeria Public Service so as to reduce the rate of conflict. There should be effective communication network between the workers and the management.

Ogbogu (2013) examined academic women's experiences of workfamily role conflict and determined the implications on their job performance. It also identified the factors that trigger academic women's work-family role conflict in Nigerian Public Universities. The study utilized both primary and secondary data. Primary data were generated from the administration of questionnaires on 250 randomly selected female academic staff from 3 purposively selected Public Universities in Southern Nigeria. Results revealed that several factors such as long hours of work, overcrowded job schedules, inadequate working facilities, family and domestic responsibilities, teacher-student ratio and cohesive Heads of Departments accounted for greater workfamily conflict. It was also found that women's experiences of work-family conflict impacted negatively on their level of job performance and well-being. The study concluded that universities need to pay attention to the interface of work and family by initiating family friendly policies that take into consideration the multifaceted roles of women.

Abah, Itodo and Usman (2019) investigated conflict in organization especially in secondary schools in Benue State has become a thing of concern for scholars, parents, teachers, governments and researchers. The study was designed to investigate organizational conflict and the management of conflict in secondary schools in Benue State. The study has prompted series of conflict between Principals, teachers and students which has dampened the moral of teachers and other staff and has negatively affected their productivity. This paper therefore, focuses on organization, management, conflict causes and its management. The paper further examined the effect of conflict on teachers and Principals job performance. Recommendations were made, among them include: school management should try and prevent conflict in schools student union government should be involved in school management schools security personnel are to be proactive in controlling conflict situations. And government should provide infrastructural facilities in schools to prevent students' complaint which may result into conflict situation.

Oladejo & Olawumi (2018) examines the effect of work-family role on the level of employees' commitment and organizational performance in AKLAD Interlink concept, Ibadan, Nigeria. The research design adopted was a survey type, based on a population of 1047. A total of 155 employees was subsequently selected using stratified random sampling techniques. A pilot study was performed to test the validity and reliability of the instrument (questionnaire). Consequently, validity and reliability were ascertained and confirmed via face, content, Cronbach alpha, average variance extracted and composite validity. The six (6) hypotheses

of the study were tested using both multiple and simple linear regression, and the analysis of variance. The result of the study reveals a significant influence of work-family role conflicts on both employee commitment and organizational performance. In addition, the mediating influence of employees' commitment in prediction organizational performance as a result of work family role conflicts was also validated by our findings.

Moreover, work-family role conflict also had significant influence on gender. Lastly, the independent variable (work-family role conflict) also significantly influenced both married and single employees, as well as, the difference between the job commitment of both male and female staff of the organization. The study therefore concludes that work-family conflicts affect the organizational performance and effectiveness of the organization. Thus, our study strongly recommended strict adherence to balanced social lives, by organizational leaders and that special attention should be given to gender and marital issues of their employees so as to balance their family-work relationship. This study, therefore, contributes to extant literature, by showing the nexus between work-family conflict and workers commitment and organizational performance. The study also validated the theoretical framework.

Qasim, Bahadar, Muhammad and Hazrat (2020) empirically investigated the work overload is often considered as the most critical factor which effects the employees' commitment and turnover intention toward organization, therefore, the current study aims to evaluate effects of Work Overload (WO) on Organizational Commitment (OC) and Turnover Intentions (TOI) of employees. The data was collected from 296 employees of selected banks. The data was assessed through Pearson Correlation and Regression equation. It was found that work overload negatively influenced organizational commitment while positively affects employees' turnover intentions. The findings of this study can help the decision makers to effectively manage employees' workload and to improve organizational commitment and reduce employees' turnover intentions. Such type of behavioral outcomes has the potential to augment organizational performance.

Sarah, Amir, Waqar and Hassan (2015) investigated the impacts of work overload, work-family conflict, family work conflict and negative affectivity on job emotional exhaustion job embeddedness among medical specialists. Study further investigated the moderating role of coworker support. The study assessed the previously stated connections using simple, multiple and moderating regression. For the analysis of the study a total of 250 specialists were chosen from different hospitals in Pakistan. Results demonstrated substantial influences of work overload, work family-conflict, family-work conflict and negative affectivity towards job embeddedness and emotional exhaustion. Support of coworker moderates relationships of negative affectivity, work overload, work-family conflict and family-work conflict on emotional exhaustion. Notably, employees who have intense workloads and not able to make a harmony between work (family) and family (work) parts are candidly depleted. Such employees thus are less installed in their occupations and showcase poor execution in the service delivery process.

Fahad, Aftab, Syed and Farah (2020) analyzed the effect of stress and work overload on employee's performance of various public sector universities of Khyber Pakhtunkhwa. For this study, the province of Khyber Pakhtunkhwa was selected firstly and five (05) different public sector universities were designated for the analysis. The study was quantitative and for this purpose. The collected data was analyzed with the help of statistical package for social sciences (SPSS). Using Correlation Analysis the relation between the variables was found which

illustrated that both the independent variables (Stress and Work Overload) were negatively related to the dependent variable (Employee's Performance). The Regression analysis tool was used to check the effect of both independent variables (Stress and Work Overload) on the dependent variable (Employee's Performance). The results gave clear evidence that if the employees are stress due to any reason either internal or external and are overburdened, uncomfortable in their job, their performance towards the organization will be low which ultimately will make hurdles in achieving organizational objectives.

Williams, Okijie and Inyang (2021) wrote on work overload implications on the health of employees in the banking sector, Nigeria. The frequent retrenchment exercises that are ongoing in the Nigerian banking sector have created excessive workloads, and the surviving employees are experiencing long-term work overload and stress that had, in turn, generated poor health conditions. Using General Adaptation Syndrome GAS Model, the study analyses work Overload and how it affected the Health of banks' employees after retrenchments. A total of four banks - First Bank of Nigeria Plc, (FBN), United Bank for Africa Plc (UBA) representing Old Generation Banks (OGBs); while Access Bank Plc, ECO Bank Nig Plc, representing New Generation Banks (NGBs) were randomly selected. The sample comprised 256 survivors selected through the triangulation of purposive and simple random sampling techniques, while questionnaires and in-depth interviews (IDIs) were used to gather data.

The quantitative data were analyzed using frequency percentage distribution, and content analysis for qualitative data. Findings revealed that employees in both old and new generation banks were continually experiencing heavier and persistent work overload which resulted in long-term stress. For instance, 83.6% of workers in NGB, 82.0% in OGB stated that they were experiencing stress situations due to persistent and heavier work overloads. Equally, exposure to stress conditions had triggered both physical and psychological health challenges such as headache, ulcer, depression, etc. The study concludes that banking work is very stressful for the employees; therefore, the affected employees should be aware of their different stress conditions endeavor to manage their body response to guide against severe health challenges.

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The design was correlation design while regression statistics was used to analyze the predictive effects of work overload and organizational justice dimensions on CWB. Sample for the study was 85 employees, 44 males (51.8%) and 41 females (48.2%) drawn with the aid of purposive and cluster sampling. Participants' ages range from 20 to 57 at an average age of 34.02 years. CWB scale, Distributive justice index, and Work overload scale were instruments for data collection. The result revealed that employees were high on counterproductive work behaviour and that the predictive effects of work overload on CWB was positive and significant at $\beta(3, 385) = .57^*$, $p < .05$ implying that with greater work overload on employees CWB increased proportionally. However, predictive effects of distributive justice (DJ) and procedural justice (PJ) were negative and significant at $\beta(3, 385) = .52$ and $.40$, $p < .05$ respectively implying that as the justice dimensions (distributive and procedural) improved, CWB reduced proportionally. The study recommends that management of organizations should shun exploitation and enthrone fair treatment of employees across board irrespective

of ethnic background, age, religion, and gender to reduce CWB and improve organizational efficiency.

Gap in Literature

The gap identified in literature is that empirical studies accessed by the researcher in the areas of work overload and corporate productivity in public enterprises in South East Nigeria did not investigate how damage to employee career, damage to employee health, and depression/anxiety influenced corporate productivity. This study fills the gap observed.

Methodology

The study adopts the survey research design. The questionnaire is the major instrument for data collection. For the population of the study, the workers at the NTA, Owerri(110); Abia Hotels Limited, Umuahia(175);Enugu Transport company Ltd, Enugu(152); Anambra Newspaper and Purity corporation, Awka (146) and Ebonyi State Water Corporation, Abakaliki (135). The total population proposed for this study is therefore 618. The following formula was used for the sample size determination:

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

Where:

N = sample size

N = number of items in the universe or population

e² = square of maximum allowance for sampling error or level of significance.

For the purpose of this research, the sample size is:

Substituting the value into this formula, we have

$$n = \frac{618}{1 + 618(0.05)^2}$$

$$n = \frac{618}{1 + 618(0.0025)}$$

$$n = \frac{6189}{1+1.545}$$

$$n = \frac{6618}{2.545}$$

$$n = 242.8$$

$$n = \cong 243$$

It is the Taro Yame’s formula which was adopted to obtain a sample size of 243. Sample size proportion was also used in determining the number of questionnaire copies that would be administered on each of the study organizations. The data sources consist of primary and secondary sources. The primary sources are the survey tools (questionnaire and observations) while the secondary sources include journals, texts and other materials. Validity of the questionnaire was done by showing the instrument to the supervisors and to other experts for their corrections and inputs (face validity). It was also ensured that all the items in the questionnaire were strictly based on the research questions (content validity).

The reliability was conducted by way of carrying out a pilot study and subjecting the outcomes of the pilot study to Cronbach Alpha Statistic. The formula is:
Below is the formula for Cronbach's alpha.

$$\alpha = \frac{N * \bar{c}}{\bar{v} + (N - 1) * \bar{c}}$$

Where:

N = number of items

\bar{c} = mean covariance between items.

\bar{v} = mean item variance.

To compute the sample size proportion, we used the formula:

$$k = \frac{w_i}{N} \times n$$

Where;

k = sample size proportion,

w_i = no. of respondents per sector

N = population size

n = sample size

A reliability ratio of 0.74 (74%) was obtained. Data analysis was committed to descriptive statistics of mean, percentages and standard deviation. Correlation analytical technique was used to test hypotheses. The computations were aided by Statistical Package for Social Sciences (SPSS). The formula for correlation is:

Formula

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

Sampling Procedure

The study employed the probability sampling method. The simple random sampling technique was adopted from the probability sampling method which entails random selection of staff. Also, members of the population had equal chance of being selected. This method was adopted by the researcher because of its simplicity to avoid bias in judgment.

To identify the enterprises for the sample, a purposive sampling technique was applied, as firms that were selected for the study were only manufacturing firms with the staff strength not less than fifty employees situated in some selected States in Nigeria. A table of proportion was used to identify the number of employees that were sampled for each of the selected banking firms.

Substituting the value into this formula, we have:

n = For the purpose of this research, the sample size is:

Substituting the value into this formula, we have

$$n = \frac{618}{1 + 618(0.05)^2}$$

$$n = \frac{618}{1 + 618(0.0025)}$$

$$n = \frac{6189}{1+1.545}$$

$$n = \frac{6618}{2.545}$$

$$n = 242.8$$

$$n = \cong 243$$

Our sample size is therefore 243 employees.

The number of employees included in the sample from each of the four (4) selected manufacturing firms was determined through proportional allocation from the computation of the sample size proportion as shown below in Table 3.2.

QUESTIONNAIRE ANALYSIS

Out of the 243 questionnaire copies distributed to the respondents, only 221 copies were properly filled and returned. This means 90.9% return.

Research Question 1:

What is the relationship between damage to employee career and corporate productivity in public enterprises?

Table 1: Respondents’ responses on the relationship between damage to employee career and corporate productivity in public enterprises

Q/No	Item	SA	A	UN	D	SD	N	Mean	Std . De
1	Damage to employee career affects corporate productivity in public enterprises.	126	56	18	13	8	221	4.26	0.835
2	Management discourages work overload for improved productivity in public enterprises.	96	66	26	19	14	221	3.95	0.811

Field Survey (2023)

The Table 1 above presents data from responses by the respondents under study. The result also disclosed a strong agreement by the respondents on their opinion on the relationship between damage to employee career and corporate productivity in public enterprises. The results further shows that the respondents agreed to the facts that: damage to employee career affects corporate productivity in public enterprises ($\bar{x} \pm S. D$ of 4.26 ± 0.835); management discourages work overload for improved productivity in public enterprises (with a $\bar{x} \pm S. D$ of 3.95 ± 0.811).

Research Question 2:

How does damage to employee health influence corporate productivity in public enterprises?

Table 2: Respondents' responses on the relationship between damage to employee health and corporate productivity in public enterprises

Q/No	Item	SA	A	UN	D	SD	N	Mean	Std. Dev.
3	Damage to employee health influence corporate productivity in public enterprises.	100	59	35	20	7	221	4.28	0.881
4	Many workers complain of damage to employee health in their quest to contribute to corporate productivity.	109	65	24	16	7	221	4.14	0.833

Field Survey (2023)

The table 2 above presents data from responses by respondents on the relationship between damage to employee health and corporate productivity in public enterprises. The results show that majority of the respondents affirmed to the statements. There is a high level agreement by the respondents on the opinion that damage to employee health influence corporate productivity in public enterprises firms as the result accounted for a mean of 4.28 and a standard deviation of 0.881. The result has indicated that the majority of the respondents agreed to the item statement that many workers complain of damage to employee health in their quest to contribute to productivity in corporate productivity ($\bar{x} \pm S. D$ of 4.14 ± 0.833);

Research Question 3:

To what extent does depression/anxiety affect corporate productivity in public enterprises? Report on Research Question 3 is presented on Table 3

Table 3: Respondents' responses on the relationship between depression/anxiety and corporate productivity in public enterprises

Q/No.	Item	SA	A	UN	D	SD	N	Mean	Std. Dev.
5	Depression/anxiety affects corporate productivity in public enterprises.	132	52	19	11	7	221	4.32	0.707
6	Management tries its best to reduce depression/anxiety for improved productivity in public enterprises.	142	48	24	6	1	221	4.47	0.788

Field Survey (2023)

The table 3 above presents data from responses by the respondents under study. The result also disclosed a good agreement by the respondents on their opinion on the relationship between depression/anxiety and corporate productivity in public enterprises. The results further show that the respondents agreed to the facts that: depression/anxiety affect corporate productivity in public enterprises with a ($\bar{x} \pm S.D$ of 4.32 ± 0.707 ; management tries its best to reduce depression/anxiety for improved productivity in public enterprises(with a $\bar{x} \pm S.D$ of 4.47 ± 0.788).

Testing of Hypotheses

H01: There is no significant relationship between damage to employee career and corporate productivity in public enterprises.

Table 5: Correlation analysis between damage to employee career and corporate productivity in public enterprises

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Damage to employee career	4.23	0.774	0.751	0.001
Corporate productivity	3.93	0.721		

SPSS Correlation Analysis Output 2023).

The result on table 5 presents the correlation analysis between damage to employee career and corporate productivity in public enterprises. The result shows a p-value of 0.001 and correlation coefficient of 0.751. The result shows a p-value less than 0.05 being the level of significance; therefore rejecting the null hypothesis and accepting the alternative hypothesis. Therefore, the correlation coefficient between damage to employee career and corporate productivity in public enterprises is statistically significant. Therefore, there is a significant relationship between damage to employee career and corporate productivity in public enterprises.

H02: Damage to employee health does not significantly influence corporate productivity in public enterprises.

Table 6: Correlation analysis between damage to employee health and corporate productivity in public enterprises

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Damage to employee health	4.00	0.801	0.766	0.001
Corporate productivity	4.12	0.785		

SPSS Correlation Analysis Output (2023).

The result on table 6 presents the correlation analysis between damage to employee health and corporate productivity in public enterprises. The result shows a p-value of 0.001 and correlation. The result shows a $p\text{-value} \leq 0.05$ level of significance, thereby rejecting

The null hypothesis and accepting the alternative which states that damage to employee health significantly influences corporate productivity in public enterprises.

H03: Depression/anxiety does not significantly affect corporate productivity in public enterprises.

Table 7: Correlation analysis between depression/anxiety and corporate productivity in public enterprises

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Depression/anxiety	4.29	0.722	0.793	0.001
Corporate productivity	4.43	0.846		

SPSS Correlation Analysis Output (2023).

The result on table 7 presents the correlation analysis between depression/anxiety and corporate productivity in public enterprises. The result shows a p-value of 0.001 and correlation coefficient of 0.793. The result shows a p-value less ≤ 0.05 level of significance; therefore rejecting the null hypothesis and accepting the alternative which states that there is a significant relationship between depression/anxiety and corporate productivity in public enterprises.

Findings

After the data analysis, the study found that:

- i. Damage to employee career significantly influenced corporate productivity in public enterprises South East Nigeria.
- ii. Damage to employee health significantly affected corporate productivity in public enterprises South East Nigeria.
- iii. Depression/anxiety significantly influenced corporate productivity in public enterprises in South East Nigeria

Conclusion and Recommendations

Conclusion

This study concludes that work overload significantly affected corporate productivity in public enterprises in South East Nigeria. It was therefore concluded that any management that does not pay special attention to issues of work overload may not achieve much in productivity.

Recommendations

Based on the findings, the researcher made the following recommendations:

- i. Management should always handle issue of damage to employee career better so that it may not be worsening work overload matters in the organization.

- ii. Management should not fail to handle the issue of damage to employee health so as to continue improving corporate productivity.
- iii. Workers should always avoid depression/anxiety so as to remain committed in contributing to corporate productivity.

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