

## **HOW DOES OVER WORKLOAD INFLUENCE THE WORK PERFORMANCE OF EMPLOYEES IN AGENSI ANTIDADAH KEBANGSAAN WILAYAH PERSEKUTUAN KUALA LUMPUR?**

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### **Abstract**

The study examines the effects of over workload on the employees' performance in Agensi Antiadadah Kebangsaan Wilayah Persekutuan Kuala Lumpur. The research objectives of the study are to study the effect of shortage of staffing on employees' performance in Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur, to study the effect of excessive workloads on the job performance of the employees, to determine the effect of job satisfaction level towards the level of job performance, and to discover the most factor that giving an impact on employee performance. The independent variables used in the study are shortage of staffing, excessive workloads, and job satisfaction to find the relationship and the impact with the dependent variable, namely employees' performance. The method used in data collection is a random sampling technique where a sample size of 127 employees is selected randomly to answer the questionnaire distributed by the researcher. This study is using the quantitative approach to obtain the information on the study. The main findings of the study are first, there is no relationship between excessive workloads and employees' performance. Second, there is a relationship between a shortage of staffing and job satisfaction with employees' performance. Lastly, the most significant variable that affected employees' performance in Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur is the shortage of staffing.

### **Keywords**

Workload, employees, performance, Agensi Antidadah Kebangsaan

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## **Introduction**

Agensi Antidadah Kebangsaan (AADK) is an agency that was established by the government on 30th December 2004 under the National Anti-Drugs Agency Act 2004. This agency was given the responsibility to combat drug issues in Malaysia. The vision of the agency is to achieve a drug-free country for Malaysia and the mission of the agency is to become the lead agency in combating drug issues in the country. These visions and missions are parallel with the objectives of the agency which are to prevent an individual from getting involved in drug problems, to treat and rehabilitate the drug abusers, to overcome the addiction relapse, and to stop the supplies, deals, and misuse of drugs

There are fourteen state branches of Agensi Antidadah Kebangsaan (AADK) and Agensi Antidadah Kebangsaan (AADK) Wilayah Persekutuan Kuala Lumpur is one of the state branches of the agency. Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur have one main branch which is located at Jalan Tuanku Abdul Rahman, Kuala Lumpur and five district branch which are Agensi Antidadah Kebangsaan Daerah Dang Wangi, Agensi Antidadah Kebangsaan Daerah Sentul, Agensi Antidadah Kebangsaan Daerah Brickfields, Agensi Antidadah Kebangsaan Daerah Cheras, and Agensi Antidadah Kebangsaan Wilayah Persekutuan Putrajaya.

According to the warrant of appointment, the number of staff in Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur is 240 persons. However, the real number of appointed staff in Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur is 195 persons. The differences in numbers of staffing are mainly caused by the transfer of staffs to another branch with no substitute to fill in the empty seats. This leads to the shortage of staffing problems. The situation will result in extra workloads for the existing staff of the agency. This is because the existing staff need to perform the tasks that are supposedly assigned to the transferred staff

The multiple aims of the agency in combating drugs also cause the employee to do multiple tasks as per requested by the agency. Furthermore, the employees in Agensi Antidadah Kebangsaan are bound to section 10 of the National Antidrug Agency Act 2004 (Agency, 2006) which state that the employees must be ready to be on duty whenever they being called by the office to do so. This situation had caused the employees in Agensi Antidadah Kebangsaan to do multitasking when they were required to. The problem or the tension will arouse when employees are required to settle a task as soon as they received orders from the upper level officers and in the same time, they need to settle their existing jobs. For example, if the agency decided to do a big scale ambush on a suspected drug addict port, all the employees in the branch need to participate in the process before, during, and after the ambush. This will disturb the planned program for other units in the agency as they have to postpone the program.

Both the situation of shortage of staff and redundant tasks that needs to be performed caused the burden of excessive workloads on the staff. This situation will

result in burdening the staff with the need to complete all the tasks given effectively and efficiently by means to complete them on time and achieve the goal of the task. The main objectives of this proposed study are to study the relationship between the extra workloads and the employee work performance.

According to Simamora (2006) as cited by (Sudarsih & Supriyadi, 2019), the number of staffing and the qualification of the employee will effects the performance of the employee and thus affect the goal achievement of the organization. The staffing number in the agency also can lead to the over workload problem when a situation where an employee are being transferred to other branch or quit their position or get a promotion and there is no substitute for his position, other employees will have to take responsibility to cover the position until other substitute being appoint for that particular position. Therefore, the employee will have to do redundant task per day. This increase the workload for the employee.

This paper aim to To study the effect of excessive workloads towards the job performance of the employees of Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur. The performance of an organization are depending on the employees' performances (Diamantidis & Chatzoglou, 2019; Ramawickrama et al., 2017). This means that the goal of the organization can be achieved effectively and efficiently if the employees of the organization. Job performance among employees can be affected by various factors for example workloads, job satisfaction, work life balance and others. According to Bataineh (2019), an employee can perform well in their tasks if they have a full satisfaction towards all the factors mentioned before. If the employee is not well satisfied with his position and task that he was ordered to finish, he might as well have a bad performance.

## **Literature Review**

This paper uses the literature review on shortage of staffing, excessive workloads, job satisfaction and job performance. This part will begin with the definition of shortage in staffing, excessive workloads. It will be continued with the relevant literature on the impact of excessive workload towards job satisfaction and job performance.

### **Shortage of Staffing**

According to (Winter et al., 2020) shortage of staffing is the situation where the organization failed to supply adequate number of staffing to fulfil the task in order to achieve the goal of the organization. (Spector et al., 2014) defined the shortage of staffing or understaffing as the work units that have too few employees to perform the essential task and functions of the units. Previous studies regarding the shortage of staffing were originated from mid to late 1900s using the concepts of undermanning. However, in 1970s, there are studies that expand the undermanning theory and brought to work domain (Spector et al., 2014).

Miller et al., (2019) stated that shortage of staffing will cause the difficulties towards the existing employee to perform their task well and always associates with

clinical mistakes done by the employees which in the ends will result in negative consequences to their performance and personal feelings. Shortage of staffing often occupied with additional workloads towards the existing employees where the existing employees need to perform multi-tasking to achieve the goal of the organization. It causes the existing employees to do extra work compared to the situation when the organization supplied adequate number of staffing to perform the tasks. According to (Cheema & Asrar-UI-Haq, 2017), when there is a staffing shortage, existing employees' duties and workloads rise, resulting in mistakes and other inefficiencies, as well as a detrimental impact on individual performance, client service, and ultimately organizational performance.

### **Excessive Workloads**

(Smith & Smith, 2017) viewed workload as a multi-dimensional concept that describes the amount of time it takes to complete a task, as well as the mental and physical demands it imposes. This indicates that workloads are interrelated with the dateline for the task, amount of the task and the employee conditions in performing the task. According to (Ugwu & Onyishi, 2020), workloads can be considered as one of the most frequently discussed work stressor in an organization that always comes with numerous negative attitudes at work.

According to (Hee & Rhung, 2019), workloads can be considered as the key for employees either to retain in their current job or to switch jobs. The amount of work or task assigned by superiors is referred to as the workload. When a worker believes that his workload is too excessive, he will consider leaving the company or altering his attitude or performance at work because he perceives that there is no balance in his life. Most employees are unwilling to work above their job definition, indicating that if a person is not overburdened beyond their job responsibilities, they are thought to be more devoted, and organizational performance may be improved. (Kilimo et al., 2016)

According to (Inegbedion et al., 2020), organizational structures influence employee workload and task complexity. Employee work needs vary even within the same organization, because individuals of the same rank may be assigned different tasks. Educational qualifications, areas of specialisation, and organizational status may all play a role in workload disparities. According to (Sravani, 2018), an organisation has been put up to struggle with controlling the workload of their workforce's workers or employees. Employees of the organisation are becoming increasingly prone to stress and burnout as the workload increases, which has a negative impact on the business's efficiency.

### **Job Satisfaction**

Staff job satisfaction is critical to organizational performance, and good human resource management strategies improve organizational effectiveness. Staff members who are satisfied and happy are crucial because they have a favourable

impact on the organization's performance.(Cheema & Asrar-Ul-Haq, 2017). Referring to (Sudarsih & Supriyadi, 2019), job satisfaction refers to a positive emotional state that reflects a person's feelings about their work. Robbins (2010) as cited by Sudarsih and Supriyadi (2019) defines job satisfaction as an employee's attitude toward their work that reflects the gap between what they received and what they believe they should receive. The better an employee's job satisfaction in the organisation, the more at ease they are working there and the more likely they are to increase their work performance.

According to Riggio (2003) as cited by (Ali & Farooqi, 2014), the concept of job satisfaction encompasses one's feelings and attitudes toward one's work. All components of negative or positive feelings about a particular job that are likely to contribute to the formation of feelings of satisfaction are included in these attitudes. (Davidescu et al., 2020) refers job satisfaction as a critical criterion that cannot be overstated, as it represents a combination of psychological, physiological, and environmental factors that influence an employee's job satisfaction, consciousness and stability in emotion.

Tentama et al., (2019) explains that employees' job satisfaction is an issue that the organisation should pay special attention to since employee job satisfaction determines organizational performance, whereas low employee performance determines whether or not organizational goals will be met. Individuals that are more satisfied with their jobs will perform more efficiently and effectively. Therefore, through boosting employee job happiness, the organization's operational costs will be reduced as a consequence of high productivity, both in terms of quantity and quality, as a result of increased employee job satisfaction.

### **Job Performance**

Job performance has a high value for the organization and individual employees. Individual Job performance is an employee's behavioral outcome that indicates that the employee has a favorable attitude toward his or her employer. Whereas, organizational performance is more likely have the managers concerns since it signals a company's success. It analyses how well and how far an organisation has completed its tasks over a given time span. Simply said, it refers to how successful a company is over time. (Ramawickrama et al., 2017).

According to (Ali & Farooqi, 2014) job performance refers to a set of behaviors that a person exhibits in regard to his or her job, or, in other words, the amount of efficiency attained as a result of the person's job type. Further, job performance can also be referred to as a person's efficiency in his job in relation to his legal responsibilities, as well as the amount of effort and success that person has demonstrated. There will be no team performance, work effectiveness, organizational performance, or financial growth without individual job performance (Campbell & Wiernik, 2015).

Ackah (2015) referred job performance as the net effect of an employee's effort, as influenced by abilities, skills, role perceptions, and the results generated. The performance of employees within a company, whether or not those employees deal directly with customers, has a direct impact on the success of that business.

### **Effects of Excessive Workloads Towards Job Performance**

According to Murali et al., (2017), the influence of workload on the decline in employee performance is a problem that frequently arises. Work-related stress is caused by the need to meet goals, redundant tasks and responsibilities, a lack of time, and a mismatch of skills. (Smith & Smith, 2017) reported that an excessive workload will cause the performance of the employee to decline. This means that excessive workloads have a negative impact towards the job performance.

According to (Tentama et al., 2019), excessive workloads can lead to excessive work stress due to high demands, workplace conflicts, and a lack of clarity regarding assignments. Excessive job stress will lead to high job dissatisfaction, which can influence employee job satisfaction. However, according to Tentama et al (2019), employee job satisfaction can be enhanced by reviewing their workload, as an excessive workload can lower employee satisfaction.

## **Research Methodology**

### **Sampling**

This paper will focus on describing the excessive workloads and the effect of the excessive workloads towards the job satisfaction and job performance of the employees. Therefore, this research will focus on the employees of Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur to get the response on the effect of shortage of staffing and excessive workloads toward the job satisfaction and job. The determination of sample size for this research is following the Krejcie and Morgan table as below where the 127 respondents were chosen to respond to the research from the population of 200 employees of Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur.

The researcher uses simple random sampling for the study. In simple random sampling, each person is picked totally by chance, and every member of the population has an equal chance of being chosen. Giving each individual in a population a number and then using a database of random numbers to pick which individuals to include is one method of producing a random sample. Simple random sampling, like all probability sampling methods, allows the sampling error to be calculated and reduces selection bias. It has the distinct advantage of being the simplest method of probability sampling. The respondents for this study will be selected randomly from all 195 the employees of Agensi Antidadah Wilayah Persekutuan Kuala Lumpur. A total of 127 responses will be chosen randomly as the sample size for the research.

## Findings

Table 1 summarizes the demographic profile of respondents collected in this study. The total of the responses collected from the respondents was 127. Based on the concept of response rate, the data needs to be collected at least 60% of the total sample size (Baruch, 1999). This study has reached 100% of the response rate and it meets the requirement to compute the data as the findings. A summary of data from the respondents' background information is included in Table 4.1.

**Table 1: Participants' background information**

Attributes		Frequency (n)	Percent age (%)
Age	20-30 years old	20	15.7
	31-40 years old	68	53.5
	41-50 years old	33	26.0
	Above 50 years old	6	4.7
Gender	Male	91	71.7
	Female	36	28.3
Race	Malay	114	89.8
	Chinese	1	0.8
	Indian	4	3.1
	Others	8	6.3
Marital status	Single	30	23.6
	Married	93	73.2
	Divorce	4	3.1
Monthly Income	Less than RM2000	15	11.8
	RM2000-RM4000	64	50.4
	RM4001-RM6000	45	35.4
	RM6001-RM8000	2	1.6
	RM8001-RM10000	1	0.8

(Table 1  
Continued)

Education Level			
	Masters	1	0.8
	Bachelor of Degree	32	25.2
	Diploma	33	26.0
	Certificate	12	9.4
	SPM	49	38.6
Year of service			
	Less than 1 year	-	-
	1-5 years	25	19.7
	6-10 years	16	12.6
	11-15 years	7	44.9
	16-20 years	22	7.3
	More than 20 years	7	5
Current Position			
	Antidrug Officer	4	3.1
	Assistant Antidrug Officer	24	18.9
	Antidrug Assistant	70	55.1
	Assistant Administrative		0.8
	Officer	1	
	Clerk	8	6.3
	Safety Guard	10	7.9
	Driver	10	7.9



Based on table 1, there were 127 respondents involved in this study from Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur staff, which represents by 15.7% of the 20-30 years old, 53.5% of the 31-40 years old, 26.0% of the 41-50 years old, and 4.7% over 50 years old. The male respondents were more than female with a percentage of 71.7% male and 28.3% from females. For the units in Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur, 34.6% from the Enforcement and Security Unit, 21.3% from Prevention, 19.7% from Treatment, Medication and Rehabilitation, and lastly 24.4% from Administration. As for position in the organization, 3.1% from antidrug officer, 18.9% from assistant antidrug officer, 55.1% from antidrug assistant, 0.8% from assistant administrative officer, 6.3% from clerk, and 7.9 % from both the driver and the safety guard. For working experience, 44.9% of the respondent have 11 to 15 years' experience, 19.7% have 1-5 years' experience, 17.3% have 16-20 years' experience, 12.6% have 6-10 years' experience, and 5.5% of the respondent have more than 20 years' experience. This study also includes the education background which has five levels of education such as SPM, Diploma, Bachelor's Degree, Master's degree, and PhD. Most of the respondents have SPM qualification (38.6%), Diploma (26.0%), Bachelor's Degree (25.2%), Master's degree (0.8%) and none of the respondents have PhD.

**Relationship between shortage of staffing and employee performance among the employees of Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur**

Ha: There is a relationship between shortage of staffing and employee performance among the employees of Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur.

**Table 2: Pearson Correlation between shortage of staffing and the employee performance**

		Shortage of Staffing	Employee Performance
Shortage of Staffing	Pearson Correlation	1	-0.443
	Sig. (2-tailed)		0.000
	N	127	127
Employee Performance	Pearson Correlation	-0.443**	1
	Sig. (2-tailed)	0.000	
	N	127	127

\*\* Correlation is significant at the level 0.01 level (2-tailed)

Table 2 above shows that the output whereby the employee performance influences have the value of ( $r=-0.443$ ). There is a slight correlation and relationship so small as to be negligible exists between shortage of staffing and employee performance. Besides, the relationship between each variable is significant as the p-value is 0.000 smaller than the value of 0.05. Therefore, there is a significant relationship between shortage of staffing and employee performance. From this observation, the researcher could clarify that shortage of staffing can influence employee performance.

**Relationship between excessive workload and employee performance among the employees of Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur**

Ha: There is a relationship between excessive workload and employee performance among the employees of Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur.

**Table 3: Pearson Correlation between Excessive Workload and the employee performance**

		Excessive Workload	Employee Performance
Excessive Workload	Pearson Correlation	1	0.108
	Sig. (2-tailed)		0.225
	N	127	127
Employee Performance	Pearson Correlation	0.108 **	1
	Sig. (2-tailed)	0.225	
	N	127	127

*\*\*.* Correlation is significant at the level 0.01 level (2-tailed)

Table 3 above shows that the output whereby the employee performance influences have the value of ( $r=0.108$ ). There is a slight correlation and relationship so small as to be negligible exists between excessive workload and employee performance. Besides, the relationship between each variable is significant as the p-value is 0.225 more than 0.05. Therefore, there is no significant relationship between workload and employee performance. From this observation, the researcher could clarify that excessive workload does not influence an employee’s performance.

**Relationship between job satisfaction and employee performance among the employees of Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur**

Ha: There is a relationship between job satisfaction and employee performance among the employees of Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur

**Table 4: Pearson Correlation between job satisfaction and the employee performance**

		Job Satisfaction	Employee Performance
Job Satisfaction	Pearson Correlation	1	-0.292
	Sig. (2-tailed)		0.001
	N	127	127
Employee Performance	Pearson Correlation	-0.292	1
	Sig. (2-tailed)	0.001	
	N	127	127

*\*\*.* Correlation is significant at the level 0.01 level (2-tailed)

Table 4 above shows that the output whereby the employee performance influences have the value of ( $r=-0.292$ ). There is a slight correlation and relationship so small as to be negligible exists between job satisfaction and employee performance. Besides, the relationship between each variable is significant as the p-value is 0.001 less than 0.05. Therefore, there is a significant relationship between job satisfaction and employee performance. From this observation, the researcher could clarify that job satisfaction can influence employee performance.

Table 5 above shows the result of the main hypotheses based on research objectives that have been developed at the beginning of this study and have been discussed in chapter one and chapter two respectively. The analyses have been done in this study and have been reported at the beginning of chapter four to test the hypotheses of this study. The summary of the main findings is presented in the table above and shows that hypothesis 1 (H1) and hypothesis 3 (H3) are accepted whereas hypothesis 2 (H2) is rejected.

**Table 5: Results Funding for Hypothesis**

<b>Label</b>	<b>Hypothesis</b>	<b>Result</b>
H1	Relationship between shortage of staffing and employee performance among the employees of Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur	Accepted
H2	Relationship between excessive workload and employee performance among the employees of Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur	Rejected
H3	Relationship between job satisfaction and employee performance among the employees of Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur	Accepted

*Source: Derived from the study*

## **Conclusion**

As conclusion shortage of staffing has a major impact towards employees' performance in Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur. The study is derived from the four research objectives with the first objective is to study the effect of shortage of staffing towards employees' performance in Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur. The second objective is to study the effect of excessive workloads towards the job performance of the employees. Hence, it can be concluded that shortage of staffing has a major impact towards the level of employees' performance in Agensi Antidadah Kebangsaan Wilayah Persekutuan Kuala Lumpur. Therefore, the management level of the agency may consider taking steps to improve the employment level and increase the staffing number in the agency in order to improve the employees' performance in the future. This is crucial in ensuring that the goal of the agency achieved efficiently and effectively.

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