

The Effects of Work Overload on the Employees' Performance in relation to Customer Satisfaction: A Case of Water & Power Development Authority, Attock, Pakistan.

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This paper explores the affect of work overload on the task related performance and customer orientation of employees in WAPDA. A survey through structured questionnaire was conducted among low level management, i.e. Meter Readers. The Public sector organizations in developing countries like Pakistan proved futile in delivering employee satisfaction. Employee dissatisfaction in consequence generates an array of tribulations which unswervingly affect the organization's outcome and in return the society. The finding of study shows that a decline in performance occurred as a result of work load which led to less customer orientation among the employees This study recommend that the employees' performance should be regularly checked against certain standards in such way that if there is decline in performance, then it is increased with training, so that the customer orientation of employees doesn't suffer.

Field of Research: Human Resource Management

1. Introduction

The electricity supply service in Pakistan, initially, was undertaken by different agencies, both in public and private sectors, in different areas. In order to provide for the unified and coordinated development of the water and power resources, Water and Power Development Authority (WAPDA) was created in 1958 through WAPDA Act, 1958. As a Semi-Autonomous Body for the purpose of coordinating and giving a unified direction to the development of schemes in Water and Power Sectors, which were previously being dealt with, by the respective Electricity and Irrigation Department of the Provinces. Since October 2007, WAPDA has been bifurcated into two distinct entities i.e. WAPDA and Pakistan Electric Power Company (PEPCO). WAPDA is responsible for water and hydropower development whereas PEPCO is vested with the responsibility of thermal power generation, transmission, distribution and billing. There is an independent Chairman and MD (PEPCO) replacing Chairman WAPDA and Member (Power) who was previously holding the additional charges of these posts. WAPDA is now fully responsible for the development of Hydel Power and Water Sector Projects. PEPCO has been fully empowered and is responsible for the management of all the affairs of corporatized nine Distribution Companies (DISCOs), four Generation Companies (GENCOs) and a National Transmission Dispatch Company (NTDC). These companies are working under independent Board of Directors (Chairman and some Directors are from Private

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Sectors). The Companies are administratively autonomous and leading to financial autonomy by restructuring their balance sheets by bringing their equity position to at least 20 percent, required to meet the prudential regulations and to facilitate financing from commercial sector (approved by ECC).

The Vision of WAPDA is “Achieve and maintain the highest degree of efficiency, reliability. The goal of WAPDA is to provide smooth and consistent flow/supply of electricity, Prompt restoration of disrupted electricity supply, Accurate and timely meter reading and billing, Provision of electricity connection in minimum time Open door policy to facilitate our customers, Special concessions for quick and timely payment of bill, Availability of stores to deal with emergencies, Feedback through Customer Services Centers, Create awareness amongst employees for adopting safety measures while working on lines, Energy saving message dissemination, Creating positive image of WAPDA, taking steps for welfare of company employees Morale building and to create sense of belonging amongst company employees (WAPDA, 2011).

The problem that this paper is dealing with is regarding lack of customer satisfaction with the billing system of WAPDA this problem has direct link with the meter readers of this organization. Hence we peep deep into the problem we came to know that it is occurring due to work overload without being compensated for extra work. One meter reader is responsible for taking thousand readings per month. But currently he has to take 2500 readings in a month. This in short is making employee de motivated and results in poor performance. So we are conducting research that whether incentive pay programs will boast employee performance and thus effecting customer satisfaction in the long run.

Problem Statement

This paper is exploring the problem of low Employees performance affected by work overload which directly affect customer satisfaction. We are conducting research on effect on the incentive pay plans on bringing efficiency in the work performance of meter readers of WAPDA ATTOCK branch. Main objective of this paper is to investigate the important issues related to HRM. Particularly in this research study, we will investigate that whether work overload of employees which result in poor performance can be set off by giving incentive pay program to employees which will give outcome of making customers quality service better. So our main objective is to check out that whether incentive pay plans can bring better work outcomes of employees in WAPDA, which is the organization we are currently using for this study and By using performance management make the performance of employees efficient and accurate.

Research Objective

The paper aims at knowing the effects of work load on the task related performance of WAPDA employees in such way that it will check the ultimate effects of work load on the customers' orientation of WAPDA employees

Research Questions

The paper will explore answers to the following research questions:

1. What is the effect of Task repetition & Task excess on the task performance of employees?
2. What is the effect of Physical & mental load and working in odd times on task performance?
3. What is effect of work load on employees' orientation?

Research Hypotheses

The paper will embark upon the following research hypotheses:

1. Task repetition & Task excess are negatively related to performance.
2. Physical & mental load and working in odd times negatively related to performance.
3. Work load is negatively related to employee customers' orientation.

Limitations

There are different limitations of that study

- Time constraint for this project is limited.
- Getting information from meter readers is not easy as there is a general perception that they show biasness in data.

2. Literature Review

If the saying 'what gets measured gets managed', is true, there should be many reasons for organizations to measure their performance (Robert G. Eccles, 1991). Reasons given could include a desire to increase earnings and improve effectiveness; to encourage new ideas and innovations; to plan for, manage, and even promote change; to better understand best practices; to advance decision making; and to guide strategic planning and design (André de-Waal, 2001, A.D. Neely, 1998).

Performance measurement is part of the management control mechanism. According to Sharman (1995), A control mechanisms helps to ensure strategies are implemented and objectives are met. It is, therefore, important to have the right performance measurement tools that accurately measure the performance of an organization, so that managers can act upon the results. There are many performance measurement tools and each tool measures a particular aspect of the business operation. The most commonly used methods that have been around for several decades are the traditional financial measurement tools, which rely on traditional accounting report system (A.D. Neely, 1998).

The strong public interest in incentive compensation has presumably largely been caused by the great increase in CEO salaries in the late 1990s. Their remunerations, being tied to company stock-price performance through stock options, have benefited from the bull market of the 1990s (A. Ehrbar, 1998). Executive compensation has also attracted a large amount of academic research, in particular by agency theorists who have focused on the relationship between managerial performance and incentives (Canice Prendergast, 2002). Performance

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management is the development of individuals with competence and commitment working towards the achievement of shared meaningful objective within an organization which support and encourage their achievements (Robert G. Eccles, 1991).

All individual being clear about what they need to achieve and expected standards and how they contributes to the overall success of the organization receiving regular fair, accurate feedback and coaching to starch and motivate them to achieve their best. Discussing what are major concerns of performance management, it is written that actually it is establishing a culture in which managers, individuals and groups take responsibility for continuous improvement of business processes and of their own skills competencies and contributions Performance management is defined as the accomplishment, execution, carrying out working out of anything order or under take (M. Armstrong and H. Murlis, 1988).

Individual incentive plan pay off for individual performances. These plans have been the biggest trend in compensation administration in the United States. Popular approaches included merit pay, piecework plans, time-saving bonuses, and commissions. One popular and almost universally used incentive system is merit pay. Under a merit pay plan, employees who receive merit increase merit increases have a sum of money added to their base salary. Somewhat linked to a cost-of-living raise, merit pay differs in that the percentage of increase to the base wage rate is attributable solely to performance While the merit pay plans is the most widely used, the best-known incentive is undoubtedly piecework.

Complete customer satisfaction is only possible when there is full information about customer requirements in the hands of all and everyone who has influence on how they are met. By getting it right first time, the whole customer/supplier chain focuses on meeting the needs of the external customer, and providing customer satisfaction (Mike Asher, 1989) considers the need for customer satisfaction in the prevailing service-led economy proposes five steps to greater customer satisfaction, the customer satisfaction audit, service strategy development, employee relations, implementing tactics, and maintenance and feedback. Customer satisfaction program requires an understanding of the marketplace, and of the difference between minimum service requirements and value-added services (Craig Cina, 1989).

3. Research Methodology and Design

The methodology which we will be using for our research study is Surveys through questionnaires. We will use a structured questionnaire. The selected sample of employees will be 26 meter readers in SDO Attock. In which 15 are from SDO Attock main city and 11 are from SDO cant branch all of them have full time jobs. The sample we have selected is of lower management staff. Questionnaires and informal interviews are used. Questionnaires are better tool for conducting our research because it is a structured way of collecting data and while filling questionnaire we will conduct informal interviews to get the harmony in both data.

The major measures for the study were the effects of work load on employee's performance and their resultant customer's orientation Participants were asked to respond to all questionnaire items for these measures using a rating scale ranging from 1 (Strongly Agree) to 5 (Strongly Disagree). Collected data from above methods

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and techniques would be then processed and analyzed through statistical models and conceptual reasoning. Statistics will be used for quantitative data while conceptual reasoning would be applied for qualitative data extracted from interviews and observations. We are planning to use SPSS software for analyzing data. Our research time period assigned was of three months and we accomplished it in the given time period.

The hypotheses have been tested through an Ordinary Least Squares Regression Model. We have used the following frame work for the purpose of our analysis:

Research Design

Concepts	Variable	Statements
Work Load	-Task repetition -Task excess -Physical/Mental load -Work at Odd times	-My job involved a lot of repetitive work -My job involved an excessive amount of work -My job required lots of physical effort. -My job required lots of Mental effort. -My job requires working at odd times.
Performance	Task Performance	-Meets criteria for performance. -Demonstrates expertise in all job-related tasks -Fullfills all the requirements of the job. -Appears suitable for a higher level role. -Is competent in all areas of the job, handles tasks with proficiency -Performs well in the overall job by carrying out tasks as expected Plans and organization
Customer Satisfaction	Customer Orientation	-Customers' needs are given very high priority. Finding out about -Customer requirements is seen as a key activity.

Data Analysis

The data has been analyzed through Ordinary Least Square Regression Analysis through the testing of hypotheses. The testing of 1st Hypothesis i.e. Task repetition & Task excess are negatively related to performance, shows that the variable "Work load" has significant affect on the dependent variable "Task performance". The Beta coefficient 5.236 is significant at (0.82) significance level, as clear from table: 1. Therefore this hypothesis has been accepted. Furthermore the Coefficient of Determination (R^2) also shows negative relation between work load and task performance.

Tables 1
Dependent Variable: Task Performance

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant) (Task repetition & Task excess)	56.096	2.293		88.066	0.360
	4.369	1.362	5.236	16.362	0.820
R^2	-0.72				

This means that the work load (Task repetition & Task excess) has negative relation with task performance of the employees. The Coefficient of Determination (R^2) negative value (-0.72) shows the negative relationship. Thus this hypothesis has been accepted.

Table 2
Dependent Variable: Task Performance

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant) (Physical & mental load and working in odd times)	69.023	1.368		67.562	0.365
	4.987	0.256	5.235	12.489	0.760
R^2	-0.68				

The testing of 2nd hypothesis (Physical & mental load and working in odd times negatively related to performance) shows that work load in shape of Physical & mental load and working in odd times are negatively related to performance. The Beta coefficient 5.235 is significant at (0.76) significance level, as clear from table: 2. Therefore this hypothesis has been accepted. Furthermore the Coefficient of Determination (R^2) also shows negative relation between work load and task performance. This means that the work load (Physical & mental load and working in odd times) has negative relation with task performance of the employees. The Coefficient of Determination (R^2) negative value (-0.68) shows the negative relationship. Thus this hypothesis has been accepted.

Table: 3
Dependent Variable: Customers' Orientation

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant) (Work load)	72.026	2.391		73.982	0.698
	7.920	1.365	6.987	10.265	0.860
R^2	-0.83				

The testing of 3rd hypothesis (Work load is negatively related to employees' customer orientation) shows that work load in shape of Excessive tasks, Repetitive task, Physical & mental load and working in odd times are negatively related to employees' customer orientation. The Beta coefficient 6.987 is significant at (0.860) significance level, as clear from table: 3. Therefore this hypothesis has been accepted. Furthermore the Coefficient of Determination (R^2) also shows negative relation between work load and task performance. This means that the work load has negative relation with employee customers' orientation. The Coefficient of Determination (R^2) negative value (-0.83) shows the negative relationship. Thus this hypothesis has been accepted.

4. Conclusions and Recommendations

It is concluded that incentive plans are a good way of bringing efficiency and better work outcome. Employees of WAPDA show a strong willingness of launching incentive pay plans for the work they do. The meter readers of WAPDA are being victim of work overload as their job requirement is to check 1000 meter readings per month but they have to take 2500 readings in actual. This means 1500 extra readings without any incentive. This result in poor performance of employees, as they take work as burden and start losing interest. This conclusion is in alignment with the citations from relevant literature. So incentive pay programs are recommended to be launched, such as equity pay plans as it motivates the worker and make wok efficient. It creates a sense of competition among employees which improves organizational performance in the longer run and creates job satisfaction and motivation.

Coming towards the second point that is job-quitting the average shows that employees don't want to leave a permanent job. That's why everyone has showed that they will do job. In the third part everyone is asked about the salary package either they are satisfied or not. And almost everyone is not satisfied with their job. Work overload with a hectic routine without training is the reason. So there are different incentive plans that can be given to them like Incentive compensation plans.

The organizations that are sincerely committed to developing a compensation system that is designed around performance will want to consider the use of incentive pay. Typically given in addition to rather than in place of the wage incentive plans should be viewed as an additional dimension to the wage structure. Incentives can be paid based on individuals, group, or organization-wide performance- a pay for performance concept in the Individual incentive plan payoff for individual performances.

These plans have been the biggest trend in compensation administration in the United States. Popular approaches included merit pay, piecework plans, time-saving bonuses, and commissions. One popular and almost universally used incentive system is merit pay. Under a merit pay plan, employees who receive merit increase merit increases have a sum of money added to their base salary. There are different suggestions that can be given to WAPDA. First of all talking about the job satisfaction as the average shows that the employees are not satisfied with their job and there are many reasons behind that. They are not trained and also the over burden of work causes dissatisfaction in employees mainly in meter readers. So this can be removed by giving training to employees and also the job specification i.e. right person for the right job so that over burden from the employees can be removed.

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