

THE INFLUENCE OF WORKLOAD, WORK ENVIRONMENT, AND WORK DISCIPLINE ON EMPLOYEE WORK EFFECTIVENESS: EVIDENCE OF PRIMARY & SECONDARY SCHOOL TEACHERS WORKING IN SINDH, PAKISTAN

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Abstract

The aim of this study is to determine how employee work effectiveness is affected by workload, work environment and work discipline among government primary and secondary school teachers working in Sindh, Pakistan. Teacher work effectiveness is vital for improving educational quality, student learning outcomes and making it essential to know workplace elements that contribute to effective performance. A quantitative research choice was employed and data were collected from 92 primary and secondary school teachers using structured questionnaire. Data were analyzed using Pearson correlation and multiple regression analysis to test hypothesis through IBM SPSS Version 24 and findings show that workload has weak negative and insignificant relationship with employee work effectiveness with value of ($r = -0.147$, $p = .163$) means as workload increases then teachers' performance will be decreased. Work Environment has high positive and significant relationship with employee work effectiveness with value of ($r = 0.755$, $p = 0.000$). This means better work environment is linked with higher teachers' work effectiveness. Work Discipline has high positive and high significant relationship with employee work effectiveness with value of ($r = 0.813$, $p = 0.000$) mean higher work effectiveness of teachers can be achieved with higher discipline of work. The study's practical



consequences include significance of management in allocating workload fairly, fostering positive work environment and enhancing work discipline to promote productivity. Theoretically, study suggests that improving work environment and strengthening work discipline are important elements associated with enhancing employee performance while workload has negative and significant relationship with employee performance. These findings provide valuable implications for school administrators and policymakers in developing strategies to boost teacher performance and educational outcomes in Sindh, Pakistan.

Introduction

Human capital is key factor in understanding success of organization either it is getting its goal or not (Vania, 2022). Organization must understand the elements that effect human resource performance including workload, work environment and work discipline in order to enhance employee work effectiveness. Teachers are perceived as one of the most worthwhile human resources in the education sector by shaping student knowledge and overall development. An effective teacher can ensure the quality of education system (Campbell, 1990; Robbins & Judge, 2019). The effectiveness of teachers in their work is shaped by variety of organizational and personal factors with workload, work environment and work discipline being prominently discussed in the literature on human resource management and educational

administration. Schools are under growing pressure to achieve elevated educational standards while also handling curriculum modifications, technological progress, accountability demands and administrative duties. These heightened expectations have expanded teachers' roles beyond just classroom instruction, highlighting the need to comprehend the elements that affect their effectiveness (OECD, 2020). Load of work, condition of work and discipline of work effect performance of employees. The quantity of assignment must be finished in specific amount of time is known as workload (R. Ramadhani et al., 2023). According to the I. C. Putra (2022), when employee assigned too many tasks it will minimize its performance and will be the reason of tiredness. Requirement of work according to qualification of



workers that need to be finalized with particular duration known as workload and work ought to be assigned to workers according to his knowledge and skill that effectiveness of work can be brought into the organization. Relationship among workers, machinery, material, tools, things and condition of work including temperature, wind, light etc around workers where they accomplish different type of assignments is called work environment. The work environment must be comfortable and supportive so that workers can give their high output and desirable results can be achieved (Ekawati, 2022). Accomplishment of work can be detrimentally affected by lack of resources as unavailability of adequate resources hamper the effective discharge of responsibilities and performance is also impacted by unsuitable interpersonal interaction and somatic environment (I. C. Putra, 2022). According to the A. Mappatempo (2019), Discipline of workplace is set of rules that impacts performance of work. Essentially, the standards and regulations established and

implemented by organization for its workers constitute what we call discipline. According to the (Busta & Russo, 2020), the key element of achievement of any organization is known as discipline of work without taking it seriously organization will face poor and undesirable consequences. According to the (Rodríguez-Araya et al., 2020), desirable results can not match by organization and productivity of worker also can not be increased due to lack of discipline.

Overall purpose of this is to explore how effectiveness of work is affected by load of work, environment of work and discipline of work, there is scarcity of empirical data on how these factors collectively impact the work effectiveness of primary and secondary school teachers in Sindh, Pakistan. The educational sector in Sindh encounters variety of challenges, such as essential teaching duties, scarce educational resources, insufficient infrastructure and rising administrative pressures all of which could influence teacher's effectiveness. Thus, examining these organizational factors in context of Sindh is both timely and crucial.



Research Objectives

1. To determine the influence of workload on employee work effectiveness.
2. To determine the influence of work environment on employee work effectiveness.
3. To determine the influence of work discipline on employee work effectiveness.
4. To determine the relationship among workload, work environment, work discipline and employee work effectiveness.

Research Questions

1. What is the influence of workload on employee work effectiveness?
2. What is the influence of work environment on employee work effectiveness?
3. What is the influence of work discipline on employee work effectiveness?
4. What is the relationship among workload, work environment, work discipline and employee work effectiveness?

Research Significance

In this rapid organizational environment employee performance is

essential for any type of organization to understand elements that effect performance of employee. This study is also based on these factors in order to understand how effectiveness of work can affected by workload, work environment and work discipline.

This research focuses on influence of workload, work environment and work discipline on employee work effectiveness among government primary and secondary school teachers working in Sindh, Pakistan. This study will provide useful evidence for School Education and Literacy Department of Sindh, district education authorities and government school administrators in developing policies and management practices that promote teacher effectiveness. The results of study will enrich existing literature and help decision-makers understand importance of maintaining manageable workload, creating supportive, resourceful work environment and strengthening work discipline among teachers. This evidence can be used to enhance teacher management, improve school performance and support better educational service delivery in



government schools. Furthermore, study will serve as valuable reference for future researchers interested in teacher effectiveness, educational leadership and human resource management within public education sector of Pakistan.

Literature Review

Work effectiveness of employee is essential element of organizational success, especially in education sector where teachers play vital role in shaping students' academic achievement and institutional performance and work effectiveness of work is affected by several elements with workload, work environment and work discipline being the most significant. Previous studies also show employee performance is influenced by workload, work environment and workplace discipline. Organizations should effectively manage workloads, provide conducive environment for their workers and maintain proper discipline; this enables employees to deliver their best possible output and ensures the organization's success.

Workload and Employee Work Effectiveness

Effectiveness of work affected by workload including variety of assignment and shortage of resources that can diminish efficiency of work, productivity and effectiveness of overall work (A. Masruri, 2022). According to the Jasmin & Asbara (2023), When a worker is unable to deliver desired output due to strain of assignments that situation is referred to as workload. Work professionally, done work timely, circumstance of work, attainment of objective, intellectual and rational burden, these are six main elements that combine to form workload (Farhan Saputra et al., 2023). While according to Putra, Sulastris & Onsardi (2020), there are four elements that combine to form workload which are accomplishment of goal, environment of work, application of time and criteria of work. When a worker is assigned variety of assignments within given duration, the workload becomes burden, leaving them without the energy to perform effectively. This creates difficulties that hinder employee's ability to do their job properly. Therefore, organization should assign duties in accordance with the worker's specific duties to ensure



they can perform their duties effectively and he also struggles when assigned duties that exceed their capacity, organization should reduce their workload Irwandy (2007).

H1: There is positive and significant influence of workload on employee work effectiveness.

Work Environment and Employee Work Effective

Temperature, machinery, building, security and dealing with workmate effect employee performance is pertain to work environment (A. S. Karundeng and S. L. H. V. J. Lopian, 2024). Absolutely efficiency will be decreased that worker who work in hostile and unsupportive atmosphere as compare to another who works in friendly and positive atmosphere and he also works in such an adverse environment, he become tired and demotivated, which inevitably leads to reduced results and lower output Kussriyanto (2001). According to N. Tyastuti Puntorini (2025) Integrity, collective understanding, security at workplace, machinery for work, establishments of work, principles of company, cooperation, ventilation, lighting,

peaceful environment and base of work are factors which environment of work depends upon. Another scholar Mangkunegara (2022), stated that worker's performance is influenced by their surrounding which encompasses elements around them, whether living or non-living as well as their style of work and organizational structure of assignments. collectively, these factors constitute working environment. According to Indarwati & Sugiarti (2020), a satisfied and balanced working environment is essential for workers in high-fashion industry, as it directly influences the quality of fashion being created.

H2: There is positive and significant influence work environment on employee work effectiveness.

Work Discipline and Employee Work Effective

When worker maintains positive surrounding and strives for high output while adhering to company's criteria and values, this constitutes workplace discipline (Ardhiansyah et al., 2021). When worker gains understanding of assignment assigned to him. He feels inspired & realized its importance and



driven by sense of passion to perform it, this is referred as compliance of rule (Muslimat & Wahid, 2021). To bring about change in the workers' mindset and inspire them to effectiveness of work, work discipline method used by execution body in order to develop friendly surrounding by following standards of workplace (Siregar et al., 2022). According to E. Deviani, P. Isyanto, and D. Yani (2023), Workers' output will be at its peak when there is high level of rule compliance among them and discipline of work is considered as key element of HRM and it is not easy for an organization to manage its employees without proper compliance of rule. Charges of work, respect of high officials, know-how of work and presence at workplace are key elements of discipline of work (M. Arif et al., 2019).

H3: There is positive and significant influence of work discipline on employee work effectiveness.

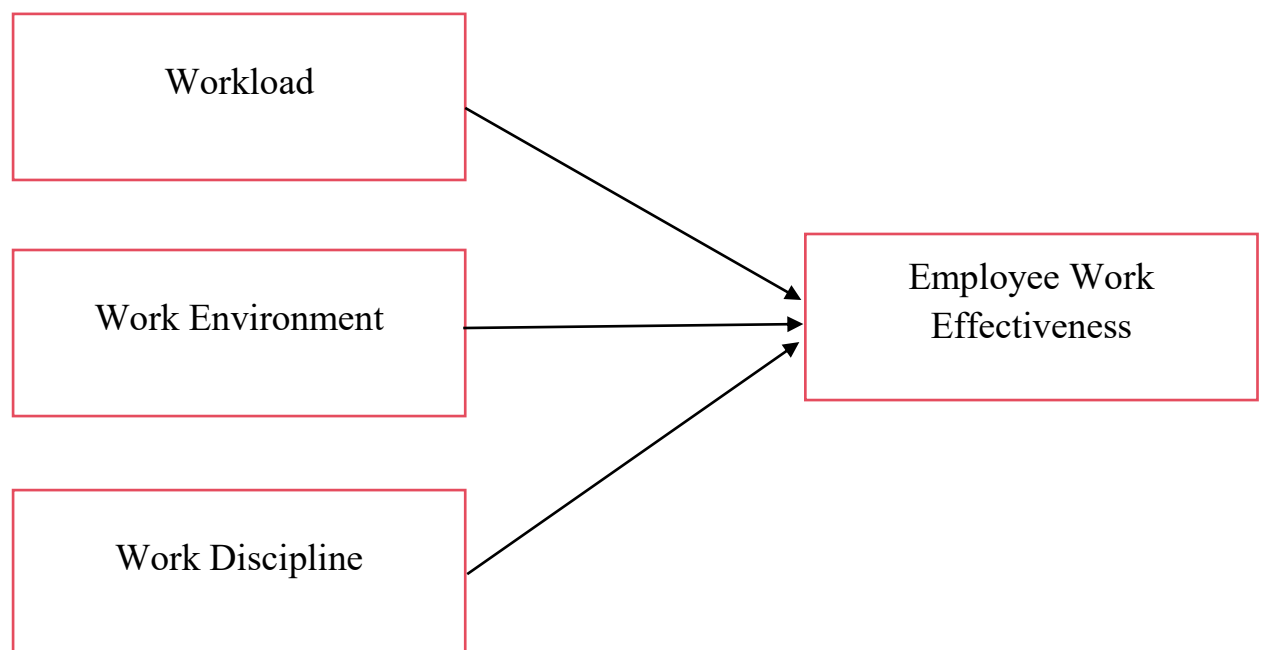
Workload, Work Environment, Work Discipline and Employee Work Effective

According to Job Demands-Resources (JD-R) theory developed by Bakker and

Demerouti (2007), states that worker's performance can be optimized when there is good balance between workload and working environment, if worker faces heavy workload with limited resources their energy will be depleted and their performance will suffer. When company fosters positive environment, it supports its workers boosts their commitment & discipline and ultimately helps enhance their performance (Blau, 1964). Worker output improves when organizational directions are straight and workplace discipline is established. Discipline helps employees stay focused on organizational goals, while manageable workload and supportive environment enable them to achieve those objectives (Locke and Latham, 1990). Collectively, Performance of workers is influenced by workload, work environment and workplace discipline. Organizations ought to overcome burden over workers, provide conducive environment for their workers and maintain proper discipline among workers and also at workplace this enables employees to deliver their best possible output and ensures organization success (Nabawi,

2019; Pawirosumarto et al., 2017; Prasetyo & Kasmir, 2021).

H4: There is positive and significant relationship among workload, work
Research Model



Research Hypothesis

1. There is positive and significant influence of workload on employee work effectiveness.
2. There is positive and significant influence work environment on employee work effectiveness.
3. There is positive and significant influence of work discipline on employee work effectiveness.

4. There is positive and significant relationship among workload, work environment, work discipline and employee work effectiveness.

Materials and Methods

Positivism is philosophical theory that tells us reality is revealed only when we view things based on facts and figures, scientific inquiry and natural laws (Auguste Comte, 19th century), this



study is also based on positivism research philosophy. When we reached at conclusion by breaking things down is called deductive approach. Similarly, this study is also based on deductive approach. Mono method choice implies that data was collected using single method. Similarly, Quantitative method has been used for this study. When data is collected at single point in time, it is referred to cross-sectional time horizon. Similarly, for this study data was collected within single time period. Data has collected from 92 primary and secondary school teachers working in government schools at Khairpur in Sindh through structured questionnaire. The questionnaire consisted of items measuring workload, work environment, work discipline and employee work effectiveness. For the questionnaire, 5-point rating scale (Likert scale) was used. The rating was divided into five scales which are: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and Strongly Agree (5). The questionnaire was randomly given to participants through in-person meetings, email and

whatsapp using Google Forms, which are easy for the target audience to access. Before the questionnaire was distributed, respondents were informed about main goal of research to ensure they were fully engaged and supportive. This would help ensure they completed questionnaire accurately. Additionally, secondary data sources were used from various articles, journals, books, theses and websites. Gathered data was analysis through demographic statistics, reliability statistics, pearson correlations analysis and multiple regression analysis.

Data Analysis

The collected data were analyzed using IBM SPSS Statistics Version 24. Demographic statistics were used to summarize respondents' characteristics while reliability analysis assessed internal consistency of the measurement scales. Pearson correlation analysis was conducted to examine relationships among study variables and multiple regression analysis was performed to know effects of workload, work environment and work discipline on employee work effectiveness.

Demographic Analysis

Demographic Statistics

		Gender of Respondent	Age of Respondent	Education of Respondent	Experience of Respondent	Job Position of Respondent
N	Valid	92	92	92	92	92
	Missing	0	0	0	0	0

Frequency Table

Table 1
Gender of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	54	58.7	58.7	58.7
	Female	38	41.3	41.3	100.0
	Total	92	100.0	100.0	

The findings show that 54 respondents were male whose response rate can be calculated as 58.7%, while 38 respondents were female at the rate of 41.3%. This shows male participants slightly larger proportion of sample than female participants.

Table 2
Age of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	29	31.5	31.5	31.5
	31-40	55	59.8	59.8	91.3
	41-50	6	6.5	6.5	97.8
	Above 50	2	2.2	2.2	100.0
	Total	92	100.0	100.0	

Regarding age distribution majority of respondents were 55 at the rate of 59.8% between 31 and 40 years. 29 respondents accounted for 31.5% between 21-30 years. Only 6 respondents at the rate 6.5% belonged

between 41-50 years, while 2 respondents at rate of 2.2% were above 50 years. These findings suggest that sample mostly consisted of individuals in their early to mid-career stage.

Table 3
Education of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's Degree	28	30.4	30.4	30.4
	Master's Degree	56	60.9	60.9	91.3
	MPhil / MS	8	8.7	8.7	100.0
	Total	92	100.0	100.0	

In terms of education qualifications 56 respondents accounted for 60.9% held Master's degree, making it the most common qualification among respondents. 28 respondents accounted

for 30.4% had Bachelor's degree, while 8 respondents accounted for 8.7% had MPhil/MS degree. This indicates that respondents were generally well educated.

Table 4
Experience of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	2	2.2	2.2	2.2
	1-3 years	16	17.4	17.4	19.6
	4-6 years	47	51.1	51.1	70.7
	7-10 years	21	22.8	22.8	93.5
	More than 10 years	6	6.5	6.5	100.0
	Total	92	100.0	100.0	

According to work experience 47 respondents accounted for 51.1% had 4-6 years. 21 respondents accounted for 22.8% had 7-10 years of experience,

while 16 respondents accounted for 17.4% had 1–3 years of experience. Smaller proportion of respondents had more than 10 years with 6.5% and less than 1 year with 2.2% of experience.

Overall findings suggest that most respondents had moderate experience enabling them to provide informed responses to study.

Table 5
Job Position of Respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Teacher	92	100.0	100.0	100.0

All 92 respondents accounted for 100% were employed as teachers. This shows that study exclusively targeted teachers ensuring the collected data represented perspectives of professionals directly relevant to research objectives.

Reliability Analysis

Generally, Cronbach's Alpha value of ≥ 0.90 is Excellent, $0.80 - 0.89$ is Good, $0.70 - 0.79$ is Acceptable and < 0.70 considered as Questionable.

Table 6
Reliability Statistics

Variables	Cronbach's Alpha	N of Items
Workload	.729	4
Work Environment	.738	5
Work Discipline	.803	5
Employee Work Effectiveness	.721	5

As shown in table 6, Cronbach's Alpha value of workload is 0.729, which is an acceptable range means items are reliable for further analysis. The value of work environment is 0.738, suggesting that items reliably measured intended concept. The value of work

discipline with highest reliability is 0.803, shows good internal uniformity among items measuring work discipline. Also, the value of employee work effectiveness is 0.721, which comes under range of acceptance. Overall, reliability analysis shows good

consistency among all items and it can be considered reliable.

Correlations Analysis

Generally, if the value of $r = \pm .90$ to ± 1.00 is very high positive/negative correlation, $\pm .70$ to $\pm .90$ is high positive/negative correlation, $\pm .50$ to

$\pm .70$ is moderate positive/negative correlation, $\pm .30$ to $\pm .50$ is low positive/negative correlation, $\pm .00$ to $\pm .30$ is negligible correlation.

If $r = \pm 1$ correlation is said to be perfect positive or negative and $r = 0$ means there is no correlation.

Table 7
Correlations

		Workload	Work Environment	Work Discipline	Employee Work Effectiveness
Workload	Pearson Correlation	1	-.192	-.014	-.147
	Sig. (2-tailed)		.066	.896	.163
	N	92	92	92	92
Work Environment	Pearson Correlation	-.192	1	.734**	.755**
	Sig. (2-tailed)	.066		.000	.000
	N	92	92	92	92
Work Discipline	Pearson Correlation	-.014	.734**	1	.813**
	Sig. (2-tailed)	.896	.000		.000
	N	92	92	92	92
Employee Work Effectiveness	Pearson Correlation	-.147	.755**	.813**	1
	Sig. (2-tailed)	.163	.000	.000	
	N	92	92	92	92

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

The Pearson correlation analysis shows workload has weak negative and insignificant relationship with employee work effectiveness with value of ($r = -$

0.147, $p = .163$) means as workload increases then employee work effectiveness will be decreased. Work Environment has high positive and

significant relationship with employee work effectiveness with value of ($r = 0.755$, $p = 0.000$). This means better work environment is linked with higher employee work effectiveness. Work discipline has high positive and high

Regression Analysis

significant relationship with employee work effectiveness with value of ($r = 0.813$, $p = 0.000$). Higher work effectiveness can be achieved with higher discipline of work.

Table 8
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849 ^a	.721	.711	2.13620

a. Predictors: (Constant), Work Discipline, Workload, Work Environment

As shown in table, the value of R Square is .721 which means 72.1% variance in the dependent variable which is employee work effectiveness by

independent variables which are workload, work environment and work discipline.

Table 9
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1037.380	3	345.793	75.776	.000 ^b
	Residual	401.576	88	4.563		
	Total	1438.957	91			

a. Dependent Variable: Employee Work Effectiveness

b. Predictors: (Constant), Work Discipline, Workload, Work Environment

As shown in table 9, there is significant variance between dependent variable which is employee work effectiveness and independent variables which are

workload, work environment and work discipline with p-value of .000 which is less than 0.05.

Table 10
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.364	1.482		2.269	.026
	Workload	-.070	.052	-.079	-1.345	.182
	Work Environment	.297	.082	.313	3.631	.000
	Work Discipline	.576	.084	.582	6.886	.000

a. Dependent Variable: Employee Work Effectiveness

As shown in table 10, workload has negative but insignificant effect on employee work effectiveness -0.79. Therefore, workload does not significantly predict employee work effectiveness. work environment has positive and significant effect on employee work effectiveness. One-unit increase in work environment increases

employee work effectiveness by 0.313 units holding other variables constant. Work discipline has positive and significant effect on employee work effectiveness. One-unit increase in work discipline increases employee work effectiveness by 0.582 units controlling for other variables.

Table 11
Hypothesis Status

Hypothesis	Statement	p value	Status
H1	There is positive and significant influence of workload on employee work effectiveness.	0.163	Rejected
H2	There is positive and significant influence work environment on employee work effectiveness.	0.000	Accepted
H3	There is positive and significant influence of work discipline on employee work effectiveness.	0.000	Accepted

H4	There is positive and significant relationship among workload, work environment, work discipline and employee work effectiveness.	0.000 (Pearson Correlation)	Partially Accepted
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Discussions

To determine effect of workload on employee work effectiveness correlations analysis was performed and findings show that workload has negative and insignificant relationship with employee work effectiveness with value of ($r = -0.147$, $p = .163$). The studies also show workload has negative impact on employee work effectiveness. So, work should be systematically organized by organization that every employee is assigned appropriate share of assignments in order to get high output from them (S. P. Nugraha, 2021). There is inverse relationship between employee performance and workload, high workload will lead to low performance and low workload will lead to high performance (S. W. Prasetyaningtyas, 2022).

To determine effect of work environment on employee work effectiveness correlations analysis was performed and findings show that work

environment has positive and significant relationship with employee work effectiveness with value of ($r = 0.755$, $p = 0.000$). According to Nitisemito (2015), positive work environment can enhance employee morale and comfort. It has been proven that intangible elements such as balanced relationships with colleagues and superiors contribute to improving comfort and efficiency at work. When employees are provided with comfortable physical and social environment in workplace, their motivation increases and assignments can be completed effectively.

To determine effect of work discipline on employee work effectiveness correlations analysis was performed and findings show that work discipline has positive and significant relationship with employee work effectiveness with value of ($r = 0.813$, $p = 0.000$).

Overall, results indicates that employee work effectiveness in government schools in Sindh is closely associated



with work environment and work discipline than workload. It reveals both work environment and work discipline have positive and significant relationships with employee work effectiveness suggesting that supportive workplace conditions and strong employee discipline contribute to improved job performance. While workload does not demonstrate significant relationship with employee work effectiveness. Additionally, positive relationship between work environment and work discipline suggests that conducive working environment may encourage greater discipline among employees. Overall, these findings show importance of fostering positive work environment and maintaining work discipline as key organizational factors that enhance employee work effectiveness in government schools in Sindh.

Conclusion

For any organization performance of its employees is essential element. The primary intention of this study is to explore employee work effectiveness is affected by workload, work environment and work discipline but

effect of these elements can differ from organization to organization because the nature of organization. Previous studies have also shown that employee performance is affected by load of work, environment of work and discipline of work. To determine the effect of workload, work environment and work discipline on employee work effective among government primary and secondary school teachers in Sindh, Pakistan. The results show that these three variables play significant role in determining teachers' performance. Teacher's performance has negatively and significantly affected by workload means if there is high workload it will be decrease work performance of teacher because too much assignments causes stress for worker leaving them unable to deliver their best performance and if there is low workload it will be increase work performance of teacher because it keeps worker calm and relax that causes their best performance. Teacher's performance has positively and significantly affected by work environment when teachers are provided good environment including proper lighting, ventilation,



infrastructure, materials etc. and good cooperation among teachers will also contribute to optimal performance. Teacher's performance has also positively and significantly affected by work discipline when performance of teacher will improve then professionalism and quality standards are incorporated into it. Worker's output will be at its peak when there is high level of rule compliance among them and it is not easy for organization to manage its employees without proper compliance of rule. Charges of work, respect of high officials, know-how of work and attendance at workplace are key elements of work discipline that affect performance. Overall, this study contributes to existing body of knowledge by providing measurable outcomes on collective influence of workload, work environment and work discipline on employee work effectiveness in terms of government schools in Sindh. Although these variables have been widely examined in organizational and educational research, limited studies have investigated their collective impact within public education sector of Sindh.

By addressing this gap, study enhances understanding of how these organizational factors interact to influence teachers' ability to perform their responsibilities effectively and efficiently. The findings may serve as valuable reference for researchers, policymakers and educational administrators seeking to develop policies and practices that enhance teacher effectiveness and educational outcomes.

Recommendations

- Educational institutions ought to develop policies that promote balanced workload, supportive work environment and strong work discipline to enhance teachers' work effectiveness.
- School administrators should monitor teachers' workload and working conditions on daily basis to make sure effective job performance.
- Continuous professional development and training programs should be provided to enhance teachers' productivity and effectiveness.



- Collaboration and communication between teachers and school management should be strengthened to elevate organizational performance.
- Policymakers should allot sufficient resources in order to create positive and motivating work environment for teachers.
- The School Education and Literacy Department (SELD) Government of Sindh should review teachers' workload on daily basis and distribute responsibilities more equitably.
- Government schools should recruit sufficient teaching staff to reduce high workload and maintain suitable student-teacher ratio (STR).
- School administration should minimize unnecessary administrative and Co-curricular activities that teachers can devote more time to teaching and student learning.
- Government schools should improve physical work environment by providing adequate classrooms, furniture, electricity, internet access, teaching aids and learning materials.
- School heads should establish and consistently enforce clear attendance, punctuality and professional conduct policies to reinforce work discipline.
- Regular on job training, workshops and capacity-building programs should be organized to improve teachers' instructional, classroom management and time management skills.
- Fair performance appraisal and reward system should be introduced to recognize disciplined and high-performing teachers.
- The Government of Sindh should increase investment in school infrastructure, educational resources and teacher support services to create more conducive working environment.
- Future studies should include government school teachers



from other districts of Sindh or other provinces of Pakistan to extend study while this study is limited to government schools in Khairpur due to limited resources.

Limitations

The study has certain limitations that need to be discussed. First, data for this study was collected by government primary and secondary school teachers from Khairpur, Sindh. Therefore, the findings may not be applicable for private school teachers and other districts of Sindh. Second, this study is totally depended on teachers and data was also only collected from teachers so this study may not be applicable for all sectors rather than education. Third, data was also collected in single phase using adopted quantitative questionnaire. Fourth, data has been collected from specific number of workers due to limited time and sources which may not necessarily represent all workers. Fifth, study has comprised of how workload, work environment and work discipline influence employee effectiveness. However, these variables

may not be sufficient to fully capture impact.

Future Directions

Future research can study on private school teachers and also higher education institution. They can also get data from other districts of Sindh or other provinces of Pakistan. Other researchers and scholars can also get data from employees having different job positions and other sectors. They can collect data from employee at different times gathering data once, pausing for a while, collecting data again and pausing again. Subsequently, data can be collected from larger number of respondents that they can accurately reflect entire population. Future researches ought to integrate some other variables such as performance appraisal, job autonomy, job security, training and development that upcoming research holds significant potential to enhance academic literature, assist policymakers and school leaders in developing effective, sustainable and employee focused strategies related their performance.



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