



## Work Overload and its Impact on Staff Retention among Non-Teaching Personnel of Public Elementary Schools in the Philippines

Maricar Q. Baes<sup>1</sup>, Rose Lyn C. Dinglasan<sup>2</sup>, Niña Faye A. Patal<sup>3</sup>, Christine Rellama<sup>4</sup>  
Jesus P. Briones<sup>5</sup>, Joanna Paula E. Verano<sup>6</sup>

<sup>1</sup>Quezon Capital Rural Bank, Inc., Philippines

<sup>2</sup>Schools Division Office-DepEd, Philippines

<sup>3</sup>Landbank of the Philippines, Philippines

<sup>4</sup>Apex Oretans Corporation, Philippines

<sup>5,6</sup>Southern Luzon State University, Philippines

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### Abstract

Effective staff retention strategies are essential in the workplace to address employee turnover, improve work-life balance, and promote employee commitment to the organization. This study examined the impact of work overload on staff retention in public elementary schools in the Philippines, focusing on 148 non-teaching personnel (NTP). Employing a descriptive-quantitative research design, data were gathered through a researcher-structured questionnaire formatted in Google Forms, and distribution was made online via the personal email addresses of NTP. The data were analyzed using frequency, percentage, weighted mean, and Pearson's correlation coefficient as statistical tools. The findings revealed that work overload is prevalent, with task demands, time pressure, and role ambiguity identified as critical stressors. However, despite the workload experienced by the NTPs, they are still committed to staying with the organization. Time pressure, work hours, and role ambiguity were significantly correlated with job satisfaction and organizational commitment, whereas resource availability and task demand exhibited no direct influence on staff retention. These findings suggest that external factors and personal resilience may mitigate the impact of work overload. Based on the findings of this study, a strategy roadmap for improving staff retention is proposed. This study is essential for an organization seeking to improve staff retention and the long-term success created through workload distribution and clarifying roles in the workplace.

**Keywords:** *Non-Teaching Personnel, Philippines, Public Elementary Schools, Staff Retention, Work Overload*

### INTRODUCTION

Work overload is an increasingly common issue in the public sector that has significant implications for organizational performance and retention. The increased pressure to meet rising demands without adequate resources has been linked to decreased employee satisfaction, poor work-life balance, and high turnover rates. According to Cigara (2019), these issues are particularly common in the educational sector and are experienced by non-teaching personnel (NTP), who play a crucial role in supporting the educational process and handling a wide range of administrative and academic tasks. NTPs' roles encompass managing daily operations, financial tasks, and integrating information technology to enhance the school's overall efficiency (Tanjung & Elfrianto, 2023). However, despite their significant contributions, NTPs often face challenges, such as work overload, time pressure, and role ambiguity (Pacaol, 2021). Understanding the effects

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Corresponding author's email: [jbriones@slsu.edu.ph](mailto:jbriones@slsu.edu.ph)

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of work overload on employee retention is important for formulating effective interventions for this growing problem.

Global studies have consistently explored the relationship between work overload and its impact on staff retention and employee turnover. [Nyamugoro et al. \(2023\)](#) assessed the relationship between workload and job satisfaction among public high school teachers in Kenya. They confirmed that their relationship with supervisors positively affected job satisfaction despite workload pressures. [Wahana et al. \(2024\)](#) revealed that work overload significantly contributes to work stress, which positively influences both turnover intentions and burnout among bank employees in Indonesia. In a separate study in Indonesia, [Wibowo et al. \(2021\)](#) further supported this, showing that increased work volume without sufficient completion time leads to physical and mental stress among employees. [Marsyah and Widigdo \(2024\)](#) also emphasized that job overload is a key factor that drives turnover intentions, while organizational commitment reduces turnover. However, career development opportunities showed no significant effect on turnover intentions. On the other hand, a study in South Korea by [Hwang and Kim \(2021\)](#) suggested that enhancing job meaningfulness and organizational support can mitigate the negative effects of work overload. These studies reinforce the importance of managing work overload to improve employee retention and reduce turnover rates.

In the Philippine educational sector, all employees, including the NTPs of public elementary schools (PES), may have similar work overload experiences and how these impact their intention to stay in the organization. However, NTPs who contribute to school empowerment ([De Castro, 2023](#)) are often ignored in local studies. Recent studies on NTP have focused on work challenges ([Esmane & Quezon, 2024](#); [Maca, 2023](#)), job performance ([Alaurin et al., 2024](#); [Berdin Jr., 2022](#); [Ezebb, 2023](#); [Mercado, 2023](#)), motivation ([Manalo & Apat, 2021](#); [Namoc & Tirol, 2016](#); [Rodillas et al., 2024](#)), job satisfaction ([Toreno, 2023](#)), and training and development ([Alonzo, 2025](#); [Reyes, 2023](#)). Based on the researchers' knowledge, no single study has examined the dimensions of work overload that significantly impact NTP retention in the Philippine educational sector. Considering the vital role of NTPs in PES, they are often burdened with administrative tasks and face unique challenges, such as lack of support and unbalanced workloads. Despite the robust framework provided by the Job Demands-Resources (JD-R) Theory, there remains a significant gap in empirical research, specifically examining how work overload affects NTPs in PES. Recent literature indicates that NTPs often face unique challenges, such as excessive tasks and insufficient support, which intensify feelings of work overload ([Bakker & Demerouti, 2024](#)). This lack of targeted research on NTPs is deemed critical to educational outcomes, considering their presence and active participation in the educational process is vital for organizational stability. Therefore, understanding the impact of factors affecting NTPs' job satisfaction, work-life balance, organizational commitment, and turnover intentions is critical for addressing retention issues. Given the growing pressures within public education systems, this study aims to fill the research gap by examining how work overload influences retention rates among NTPs, which can inform strategies to enhance their job satisfaction and long-term engagement.

Thus, this study sought to address these gaps by focusing on NTPs in PES in the Philippines, assessing the extent of work overload's impact on staff retention across multiple dimensions, and developing targeted intervention strategies to address the identified issues. Specifically, this study explored the dimensions of work overload, such as task demands, time pressure, work hours, role ambiguity, and resource availability, and its impact on staff retention among NTPs. The study employed the JD-R theory to examine the association between work overload and staff retention, considering key factors like job satisfaction, work-life balance, and organizational commitment. Finally, this study proposed a strategic roadmap aimed at improving working conditions and retention rates for NTPs in PES. This study, which focused on a specific context, fills an important

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gap in local research and provides valuable insights for policymakers and educational institutions in the Philippines.

### **LITERATURE REVIEW**

This section presents THE literature that emerged through articles and scientific papers published in various electronic and paper publishing channels. The primary focus of this review is on work overload and staff retention among non-teaching staff in public elementary schools.

#### **Job Demands-Resources (JD-R) Theory**

This study is anchored on JD-R theory, which provides a valuable framework for understanding the impact of workload on staff retention among NTPs in PES. According to JD-R theory, high job demands, such as excessive workload, can lead to increased burnout, negatively affecting job engagement and retention rates (Sadewo & Shinta, 2024). Conversely, job resources, including psychological capital and autonomy, can mitigate the adverse effects of these demands by fostering engagement and reducing turnover intentions (Granger et al., 2024). An imbalance in which demands exceed resources can lead to strain and decreased retention (Bakker & Demerouti, 2024). In the study by Sakinah et al. (2023), they revealed that work environment exerts an influence on organizational citizenship behavior within an organization. This influence may affect employee productivity and commitment to the organization. Therefore, addressing workload through the lens of JD-R theory can inform strategies to enhance NTP retention in PES.

#### **Work Overload**

Excessive workload has been identified as a significant factor contributing to employee dissatisfaction, burnout, and ultimately, turnover. Deng et al. (2021) highlighted a strong link between high workload and job stress, leading to emotional exhaustion and decreased job satisfaction. To address this need, Rotenstein et al. (2023) emphasized the need for systemic approaches, including sustainable compensation, adequate safeguards for mental and physical health, and readily accessible mental health resources. Addressing these issues through workload assessment and support mechanisms is crucial for enhancing performance and reducing occupational stress (Cabaguing, 2022).

#### **Staff Retention of NTP in PES**

Staff retention among NTPs in PES has been a growing concern, particularly due to increasing workloads and stress. Harini et al. (2024) indicated that job satisfaction, work-life balance, and organizational commitment are interconnected, with a positive work-life balance leading to increased job satisfaction and organizational commitment. To address this issue, PES should focus on fostering a supportive work environment, ensuring fair policies, and providing opportunities for career growth and recognition (Malinao & Agustin, 2023). Additionally, maintaining a work-life balance is crucial, as poor balance can lead to burnout and turnover (Rodillas et al., 2024). By implementing these strategies, PES can improve staff retention and motivation, ultimately contributing to the overall school success.

#### **Relationship of Between Work Overload and Staff Retention**

The complex relationship between work overload and staff retention has been studied in various sectors, including education. This study delves into eight dimensions of work overload and its relationship to staff retention.

Excessive workload, characterized by high task demands, time pressure, and prolonged working hours, often leads to job stress, burnout, and reduced job satisfaction (Schaufeli, 2017). NTPs in PES, burdened with multiple responsibilities and tight deadlines, are especially vulnerable

to these negative outcomes. [Chavez-Diaz et al. \(2024\)](#) noted that time pressure can undermine work quality and employee well-being. [Johari et al. \(2019\)](#) identified time pressure as a significant factor that influences job performance, alongside work overload and social pressure. Additionally, prolonged working hours, which constitute the third dimension of work overload, can intensify exhaustion, especially when employees have limited autonomy ([Sandmeier et al., 2022](#)). [Bazillai \(2021\)](#) further emphasized that many employees regularly work beyond stipulated hours, which negatively affects their performance.

As another dimension, role ambiguity refers to unclear job expectations and responsibilities that contribute significantly to work overload and job dissatisfaction. [Carter and Harper \(2016\)](#) highlighted how role ambiguity negatively impacts employee well-being, leading to stress, anxiety, and diminished job satisfaction. Inadequate resources also compound work overload, increasing the risk of burnout and lowering productivity. [Pérez-Francisco et al. \(2020\)](#) underscored the importance of resource availability, especially in healthcare settings where limited resources intensify work overload. Their study revealed that shortages of human and material resources due to economic constraints intensify workloads, adversely affecting staff health and patient care.

Job satisfaction is a key factor that influences employee retention. [Danendra and Rahyuda \(2019\)](#) emphasized the importance of job satisfaction as a determinant of employee well-being and organizational performance. [Elbaz et al. \(2020\)](#) also highlighted that work-life balance is crucial for employee well-being and job satisfaction. [Kelly et al. \(2020\)](#) further asserted the importance of leisure activities in maintaining work-life balance and job satisfaction. Organizational commitment is another strong predictor of staff retention. [Effiong \(2020\)](#) defined organizational commitment as the degree to which an employee identifies with and is dedicated to the goals of the organization. [Harmen et al. \(2020\)](#) noted that organizational commitment can be categorized into three components: affective, normative, and continuance commitment. [Batugal \(2019\)](#) emphasized that organizational commitment is essential for achieving institutional goals. A lack of commitment can lead to disengagement, reduced productivity and higher turnover rates.

The relationship between work overload and staff retention among NTPs in PES is complex and context-dependent. While some studies have indicated a positive correlation between increased workload and turnover intentions ([Marsyah & Widigdo, 2024](#)), other research, such as [Esmane and Quezon \(2024\)](#), has confirmed that non-teaching staff experience only mild workload challenges without a significant relationship to job performance or retention. Therefore, while work overload can contribute to turnover intentions, its effect may be moderated by other factors, such as organizational commitment and employee support systems, indicating that a direct, significant relationship may not universally apply. In consideration of the study's objectives, the authors developed the following hypotheses:

Ho: There is no significant relationship between the dimensions of work overload and staff retention.

## **RESEARCH METHOD**

The study used a descriptive quantitative research approach, employing a questionnaire to gather data. As explained by [McCombes \(2019\)](#), this method accurately describes a population, situation, or phenomenon. Participants were selected through simple random sampling from a total population of 238 permanent NTPs in PES within a district in the Philippines. A sample of 148 NTPs was calculated using Raosoft with a 95% confidence level and a 5% margin of error. The use of a simple random sampling strategy ensured that the targeted group, having significant experience relevant to the organization, provided valuable insights. This sample size was deemed sufficient to effectively meet the study objectives.

The self-developed questionnaire was divided into three sections. The first section collected demographic information from the respondents. The second section assesses the extent of work overload experienced by NTPs across dimensions such as task demands, time pressure, work hours, role ambiguity, and resource availability. The third section measures staff retention factors, including job satisfaction, work-life balance, and organizational commitment. The study comprised 39 items aimed at capturing respondents' perspectives on eight key dimensions. A 4-point Likert scale was used, with ratings as follows: 1.00-1.75 = Strongly disagree; 1.76-2.50 = Disagree; 2.51-3.25 = Agree; and 3.26-4.00 = Strongly Agree. The questionnaire was validated by two human resource management experts. Their comments and suggestions were considered in finalizing the questionnaire. Then, the final questionnaire was pilot tested on 18 NTPs outside the study population. The pilot test results were subjected to Cronbach's Alpha reliability testing to confirm the internal consistency of the instrument, ensuring that the questionnaire was reliably measured relative to the objectives of the study. In interpreting Cronbach's alpha to determine the internal consistency of Likert scale questions, the following were used:  $\alpha \geq 0.9$  = Excellent;  $0.9 > \alpha \geq 0.8$  = Good;  $0.8 > \alpha \geq 0.7$  = Acceptable;  $0.7 > \alpha \geq 0.6$  = Questionable;  $0.6 > \alpha \geq 0.5$  = Poor;  $0.5 > \alpha$  = Unacceptable. The pilot test resulted in Cronbach's alpha scores ranging from 0.731 to 0.947 (Table 1), indicating reliability levels from acceptable to excellent, as a score above 0.70 is considered reliable (Frost, 2022).

**Table 1.** Reliability Analysis

Indicators	Cronbach's Alpha	No. of Items
<b>Dimensions of Work Overload</b>		
Task Demands	0.796	5
Time Pressure	0.843	5
Work Hours	0.947	5
Role Ambiguity	0.958	5
Resource Availability	0.731	5
<b>Staff Retention Dimensions</b>		
Job Satisfaction	0.822	5
Work-life Balance	0.822	5
Organizational Commitment	0.890	4

Data collection was conducted using Google Forms and distributed online through the personal email addresses of NTP from a list provided by the School Division Office personnel unit. Furthermore, to ensure that the information provided by the respondents will only be used for the study, a confidentiality note was provided on the first part of the questionnaire. The data gathered from the respondents were analyzed using statistical tools such as frequency distribution, percentage, mean, and Pearson's correlation coefficient. These statistical tools were employed to describe the demographic profile of the respondents, determine the level of work overload and staff retention, and identify relationships between the two variables.

**FINDINGS AND DISCUSSION**

This section presents the study's findings on work overload in PES, focusing on NTPs' demographic profile, work overload dimensions, and staff retention. This section interprets these findings in the context of their relevance to improving staff retention in the workplace. The results are structured across various tables, providing a comprehensive overview of the respondents'

experiences and the relationship between work overload and staff retention. These insights are crucial for understanding how staff retention can be enhanced in PES.

**Demographic Profile**

Data from the table indicate that a vast majority of the respondents are younger, single, female employees who are generally employed as administrative staff and have less than five years in service. This demographic aligns with the report of [Funk and Parker \(2018\)](#), who stated that women and younger employees are most likely to occupy administrative and clerical positions. Table 2 presents the respondents’ profile information.

**Table 2.** Demographic Profile of the Respondents

<b>Indicator</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Age</b>		
20-25	22	14.86
26-30	50	33.78
31-35	27	18.24
36-40	12	8.11
41-45	17	11.49
46+	20	13.51
<b>Total</b>	<b>148</b>	<b>100</b>
<b>Gender</b>		
Male	28	18.92
Female	120	81.08
<b>Total</b>	<b>148</b>	<b>100</b>
<b>Civil Status</b>		
Single	79	53.38
Married	69	46.62
<b>Total</b>	<b>148</b>	<b>100</b>
<b>Position</b>		
Administrative Assistant	100	67.57
Administrative Officer	48	32.43
<b>Total</b>	<b>148</b>	<b>100</b>
<b>Years in Service</b>		
0-5 years	95	64.19
6-10 years	45	30.41
11-15 years	3	2.03
16-20 years	3	2.03
21+ years	2	1.35
<b>Total</b>	<b>148</b>	<b>100</b>
<b>Municipality</b>		
Candelaria	31	20.95
Dolores	8	5.41
Lucena	57	38.51
San Antonio	12	8.11
Sariaya	27	18.24
Tiaong	10	6.76

Indicator	Frequency	Percentage
Pagbilao	3	2.03
<b>Total</b>	<b>148</b>	<b>100</b>

**Work Overload Experienced by NTP**

Work overload in the workplace is influenced by several dimensions, including decision-making, productivity, and overall well-being. Understanding these dimensions is essential for identifying areas that require improvement and developing strategies to enhance staff retention. Table 3 summarizes the level of work overload experienced by the NTPs.

**Table 3.** Work Overload Experienced by NTPs

Statement	Mean	Descriptive Rating
<b>Task demands</b>	3.45	Strongly Agree
<b>Time pressure</b>	3.23	Agree
<b>Work hours</b>	3.13	Agree
<b>Role ambiguity</b>	2.89	Agree
<b>Resource availability</b>	2.81	Agree
<b>Mean of Means</b>	<b>3.1</b>	<b>Agree</b>

The table indicates that respondents experienced work overload across multiple areas. Task demands stood out as the most prominent, with a descriptive rating of “Strongly Agree,” suggesting that NTPs in PES face a particularly high workload due to a large volume of tasks, multitasking, and the pressure to work faster to meet deadlines. The complexity of these tasks further increases the day-to-day activities of the NTP. This finding aligns with [Inegbedion et al. \(2020\)](#), who noted that exceeding standard workloads can overwhelm personnel and drive them to seek fewer demanding jobs. This also supports the JD-R model, which explains that when job demands surpass available resources, it results in higher stress and diminished well-being ([Phillips-Wren & Adya, 2020](#)). The model also underscores the importance of job crafting strategies to reduce stress and better manage workloads. This is further confirmed by [Kaiser et al. \(2020\)](#), who found that both job demands and resources are important predictors of employee well-being and organizational outcomes. To mitigate the negative impacts of excessive task demands, implementing strategies such as workload prioritization, delegation, and task simplification is crucial. According to [Darmasetiawan and Rapina \(2023\)](#), enhancing teamwork within an organization can also improve the accomplishment of delegated tasks.

Moreover, time pressure, work hours, role ambiguity, and resource availability were also key factors to consider, as they received a descriptive rating of “Agree.” Time pressure is significant, with many NTPs expressing the need for more hours in the day and frequently finding their tasks urgent. Extended work hours are common, with many working beyond their scheduled hours and feeling obligated to respond to work-related communications outside regular working hours. This finding aligns with [Secunda’s \(2019\)](#) observation that remote work and technology enable employees to work additional hours, potentially causing work-life imbalances and negative health impacts. Additionally, this finding supports [Dong et al.’s \(2021\)](#) research, which linked excessive working hours to increased stress, workload, and burnout. Role ambiguity also contributes to workload stress because unclear job responsibilities and conflicting instructions from supervisors intensify the feeling of overload. Although resource availability is less of a concern, the lack of support from colleagues and insufficient training still play a role. This is consistent with previous research ([Alblihed & Alzghaibi, 2022](#); [Mwakyusa & Mcharo, 2024](#)) that role ambiguity significantly influences emotional exhaustion, with employees facing this issue struggling to complete tasks.

Moreover, adequate resources can mitigate burnout and improve engagement, as highlighted by [Claes et al. \(2023\)](#).

**Staff Retention of NTPs**

Staff retention is influenced by several dimensions that can affect employee engagement, satisfaction, and long-term commitment to an organization. Understanding these dimensions is important for creating a positive work environment and reducing employee turnover. The dimensions identified in this study include job satisfaction, work-life balance, and organizational commitment, all of which contribute to an employee's decision to remain with or leave an organization. Table 4 presents the dimensions of staff retention and provides insights into how each factor influences NTP retention

**Table 4.** Staff Retention of NTP

Statement	Mean	Description Rating
<b>Job satisfaction</b>	2.94	Agree
<b>Work-life balance</b>	2.77	Agree
<b>Organizational Commitment</b>	2.99	Agree
<b>Mean of Means</b>	<b>2.9</b>	<b>Agree</b>

The findings reveal that all dimensions received a descriptive rating of “Agree”. This suggests that NTPs in PES express a commitment to staying with the organization, despite their workload. Among these dimensions, organizational commitment often emerges as the most significant determinant of retention, reflecting emotional attachment, loyalty, and involvement with the organization. According to [Almendras et al. \(2025\)](#), an appropriate and relevant workplace culture can make employees highly engaged and committed to their work. Such high levels of organizational commitment can help reduce turnover intentions, particularly when employees perceive an alignment between their personal values and institutional goals. However, this commitment can be strained by work overload, which can lead to burnout and reduced productivity, even among the most dedicated employees.

Job satisfaction also plays a key role, as it enhances employees' sense of purpose and contentment, while a balanced work-life dynamic fosters physical and emotional well-being. Despite the work overload, NTPs generally agree that they are satisfied with their jobs, citing personal growth opportunities and the rewarding nature of their roles. This finding aligns with [Gyamfi et al. \(2017\)](#) study, which highlighted that manageable workloads and professional development contribute to job satisfaction. Moreover, recognition is highlighted as a crucial factor in boosting motivation and satisfaction, as stressed by [Akafo and Boateng \(2015\)](#). Work-life balance, although receiving the lowest rating among the dimensions, remains acceptable to most employees, although they face challenges managing personal responsibilities due to work demands. This suggests a need to reduce workloads to support personal and family time, which aligns with [Ata-Agboni and Nafisat \(2024\)](#) findings on the negative effects of heavy workloads on work-life balance.

The overall results suggest that higher job satisfaction and better work-life balance strengthen organizational commitment, promoting staff retention. This supports [Culibrk et al. \(2018\)](#) research, which emphasized the importance of job satisfaction, work-life balance, and a supportive work environment in fostering organizational commitment and improving employee retention. Enhanced recognition and rewards are suggested as strategies to further improve retention among NTPs, reinforcing their loyalty and the value they feel within the organization.



**Relationship Between Work Overload and Staff Retention**

The relationships between the five dimensions of work overload and the three dimensions of staff retention were analyzed using the Pearson correlation coefficient test. In reference to the null hypothesis described by the researchers that there is no significant relationship between work overload and staff retention, Table 5 presents the results of the statistical analysis.

**Table 5.** Relationship Between Work Overload and Staff Retention

<b>Work Overload</b>	<b>Staff Retention</b>	<b>R</b>	<b>p-Value</b>	<b>Interpretation</b>
<b>Task Demands</b>	Job Satisfaction	-0.101	0.224	Not Significant
	Work-life Balance	0.075	0.365	Not Significant
	Organizational Commitment	-0.096	0.248	Not Significant
<b>Time Pressure</b>	Job Satisfaction	-0.243	0.003	Significant
	Work-life Balance	-0.008	0.920	Not Significant
	Organizational Commitment	-0.219	0.008	Significant
<b>Work Hours</b>	Job Satisfaction	-0.226	0.006	Significant
	Work-life Balance	-0.082	0.320	Not Significant
	Organizational Commitment	-0.214	0.009	Significant
<b>Role Ambiguity</b>	Job Satisfaction	-0.291	0.001	Significant
	Work-life Balance	0.035	0.673	Not Significant
	Organizational Commitment	-0.302	0.001	Significant
<b>Resource Availability</b>	Job Satisfaction	-0.088	0.286	Not Significant
	Work-life Balance	0.053	0.521	Not Significant
	Organizational Commitment	-0.160	0.052	Not Significant

*Note: If the p-value is less than or equal to 0.05, reject the null hypothesis. Otherwise, it fails to reject the null hypothesis.*

The findings reveal that certain dimensions of work overload significantly influence staff retention, whereas others do not. As Table 5 shows, time pressure, work hours, and role ambiguity have a significant relationship with key dimensions of staff retention, including job satisfaction and organizational commitment. Therefore, the null hypothesis is rejected for these variables. This suggests that excessive time pressure, extended work hours, and unclear job roles contribute to low staff retention, making these critical areas for improvement. These findings align with prior research by Culibrk et al. (2018), Dong et al. (2021), and Kunte et al. (2017), which emphasized the detrimental effects of excessive workload on job satisfaction and organizational commitment and highlighted the importance of balanced workload distribution and clear role definitions.

On the other hand, task demands and resource availability were found to have no significant relationship with any dimension of staff retention, indicating that these factors do not directly impact job satisfaction, work-life balance, or organizational commitment. Therefore, the null hypothesis is accepted for these variables. This means that although task demands and resource availability contribute to the overall workload, they do not significantly influence retention factors. As De Ramos and Briones (2024) noted, efficient resource allocation is necessary to foster a supportive learning environment and enhance the overall experience in an organization. While this is considered relevant, the NTP being resourceful are not considering this a hindrance to performing assigned tasks. The result further suggests that other elements, such as personal resilience and job crafting, as noted by Bakker et al. (2014), may mitigate the impact of these dimensions on employee outcomes.

Moreover, work-life balance was found to have no significant relationship with any dimension of work overload. This indicates that the ability of NTPs to maintain a work-life balance is not directly affected by task demands, time pressure, work hours, role ambiguity, or resource availability. The null hypothesis is also accepted for this variable. These findings suggest that workload increases work stress but is mediated by work-life balance, suggesting that while workload affects balance, it does not directly correlate with stress levels (Shukri & Taha, 2024).

Overall, the findings underscore the importance of addressing excessive workload, unclear roles, and time pressures to improve staff retention. This jibes with the findings of Schaufeli and Taris (2014), who emphasized that managing work overload is essential for enhancing employee satisfaction and commitment, reinforcing the need for a comprehensive approach to retention strategies.

**Proposed Strategies Enhancing Staff Retention and Overcoming Work Overload-Related Problems**

Table 6 outlines the proposed strategy roadmap for improving staff retention and overcoming work overload-related problems associated with NTPs in PES.

**Table 6.** Proposed Strategies Enhancing Staff Retention and Overcoming Work Overload-Related Problems of NTP in PES

Indicators	Proposed Strategies	Expected Outcomes
<b>Work Overload</b>		
<b>Task Demands</b>	Advocate open communication to facilitate shared trust and collaboration and for employees to better manage high task demands alongside preserving a healthy work environment.	Enhanced collaboration, increased trust and confidence in performing tasks leading to a shift from agree to highly disagree on work overload dimensions.
<b>Time Pressure</b>	Train on time management to develop the perceived time control and streamline time consuming tasks.	
<b>Work Hours</b>	Provide flexible work options and more control over how their work is done.	
<b>Role Ambiguity</b>	Clearly define roles, communicate expectations effectively, provide adequate training, manage performance transparently, and foster a supportive work environment.	
<b>Resource Availability</b>	Implement teamwork structures to build social capital and autonomy; Offer training in problem-solving (an individual resource) and transformational leadership skills on leaders (a leader-level resource).	
<b>Staff Retention</b>		
<b>Job Satisfaction</b>	Provide a conducive workplace environment to enhance employee satisfaction and productivity.	Increased motivation and personnel engagement, leading to job satisfaction, achieving work life balance and fostering a
<b>Work Life Balance</b>	Increase leisure activities for personnel to ease themselves of stress.	
<b>Organizational</b>	Offer professional development training and	

Indicators	Proposed Strategies	Expected Outcomes
<b>Commitment</b>	implement organizational policy that encourages employee involvement to satisfy desire for empowerment and demand for commitment to organizational goals.	culture of organizational commitment, moving responses from agree to highly agree in the staff retention dimensions.

The proposed strategies foster a caring organizational culture that encourages strong engagement and employee loyalty, thus enhancing employee well-being and productivity. As [Saks and Gruman \(2024\)](#) and [Concepcion et al. \(2024\)](#) suggested, a caring organizational culture is essential for the satisfaction, health, and productivity of managers, employees, customers, and communities. Additionally, [Gorde \(2019\)](#) emphasized the importance of a suitable work environment for fostering employee commitment. This is further supported by previous studies done by [Gamboa et al. \(2024\)](#) and [Larroza et al. \(2024\)](#) that found a supportive workplace culture that practices inclusivity and open communication improves an organization’s collaboration, creativity, and productivity. These strategies are aligned with JD-R theory, which considers that every job performed by NTPs has specific demands and resources that can influence their employees’ well-being, productivity, job satisfaction, and long-term engagement with the organization. As pointed out by [Bakker and de Vries \(2020\)](#), the JD-R framework suggests that when employees are confronted with increased job strain, they are more likely to use maladaptive self-regulation strategies, such as coping inflexibility and self-undermining. In the same vein, [Demerouti and Bakker \(2023\)](#) also suggested that regulatory strategies of the organization should be implemented to modify the impact of demands and resources on outcomes.

**CONCLUSION**

This study highlighted the significant influence of work overload on the retention of NTPs in PES in the Philippines. The respondents were young non-teaching professionals employed in the education sector with limited years of service, making them most susceptible to the adverse effects of work overload. The findings revealed that NTPs generally experience work overload across various dimensions, with task demands identified as the most prominent source of strain. However, despite their workload, they are still committed to staying with the organization. High workload pressures, such as multitasking, tight deadlines, and unclear job responsibilities, negatively impact job satisfaction and organizational commitment. Time pressure, extended work hours, and role ambiguity emerged as significant contributors to turnover intentions, whereas resource availability and task demands showed no direct relationship with retention dimensions. Nonetheless, fostering a supportive work environment with clear role definitions and adequate resources is essential for reducing stress and enhancing employee engagement, which aligns with the JD-R model.

The proposed strategies proposed by the researchers encourage strong engagement and employee loyalty, thereby improving NTPs’ well-being and productivity. These initiatives are expected to significantly reduce turnover rates, if not eliminate them entirely. A conducive work environment in PES is expected to strengthen collaboration, creativity, and overall organizational productivity, ensuring long-term sustainability and success.

**LIMITATIONS AND FURTHER RESEARCH**

Despite the valuable insights gained from this study, some limitations must be acknowledged. The sample size was limited to NTPs in a particular district of PES in the Philippines, which may not generalize the overall findings across the entire public-school system or other government sectors.

As a result, the experiences of NTPs in other regions or divisions may differ, and this study's conclusions may not fully reflect the overall workforce dynamics of similar educational or government institutions. Additionally, the study did not incorporate in-depth interviews with the selected participants, which could have provided more insights or validated the data gathered through the survey. The researchers suggest that future research should include a more diverse representation of public educational institutions and expand the sample to cover a broader range of employees in PES across the country. Involving a larger and more diverse pool of employees could improve the generalizability of the findings and offer a more comprehensive understanding of work overload and staff retention in various contexts. The use of qualitative methods such as interviews, focus group discussions, and observations is also recommended to supplement the survey data and reduce the possibility of self-report bias, where participants may provide socially desirable responses instead of their true perceptions. Moreover, for future research, this study could serve as a preliminary study to examine the cause-and-effect relationships between the research variables employed in the study.

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