

CHALLENGES AND SOLUTION FOR HUMAN RESOURCE MANAGEMENT OF IT INDUSTRY DUE TO OVER LOADED ORGANIZATIONS

Yashvir Singh¹, Gesu Thakur²

E-Mail Id: yashvir2008@gmail.com, drgesuthakur@gmail.com

Assistant Professor, Faculty of Law, SRM University, Delhi NCR, Sonipat, Haryana

Professor, School of Computing, University of Engineering and Technology Roorkee, Uttarakhand

Abstract-In modern era it is a big challenge to beneficiary run an organisation, due to the current competition age. The human resource plays a vital role in organization whether it is large or small. It the key responsibility of top-level management to setting up an efficient a reliable Human Resource department. The best HR practice makes an organisation amore adaptable, resilient, and agile and customer focused to succeed. Now a day's HR department of an organization a facing various challenge one of them is very important that is work overload in an organisation. Heavy workload may decrease review quality, increase research costs and negatively influence willingness of faculty to participate on IRB's. This paper will highlight on how a HR Manager can meet the challenges of work overload, how to motivate employees and dealing with employees who complain of work overload. It is a challenge that most HR professionals are facing increasingly often.

Keywords: Workload, Stress, Organization, HR Experts, Technology, Employee, Employer.

1. INTRODUCTION

At present every organisation facing work overload problem. Work overload occurs when job demand exceeds human limits and people have to do too much, in too little time, with too few resources. Work overload is characterized by (a combination of) the following conditions:

- Long and difficult working hours, Unreasonable workloads, Pressure to work unwanted overtime (paid and unpaid) Less breaks, days off and holidays, Faster, more pressured work pace, Increased, excessive performance monitoring, Unrealistic expectations of what can be achieved with the available time and resource, Additional, often inappropriate, tasks imposed on top of 'core' workload (more than one job).
- Work overload, and the accompanying stress of not having enough hours in the day, is a major problem for many business owners and managers. Not only is the issue of feeling snowed under by too much work an issue for entrepreneurs and executives, it's getting worse. Some business people are left to dream of adding magical hours to their clocks as a last resort.
- When overload is a chronic condition, not an occasional emergency there is little opportunity to recover, rest, and restore balance. This relates to not only the amount of work, but also the capacity to do work. It is both quantitative and qualitative.
- Many hours of a well-defined job in full concentration may do better to your mental state than pure idleness. At the same time, even one hour of chaos can wreak havoc on your ability to focus, rest in the night, communicate with your peers, etc. When you get down to work, you subconsciously define a set of expectations for your working day. If these all go to ruin because of factors beyond your control, you end up with unmet expectations and stress.

2. FACTORS: TO INCREASE THE WORKLOAD

Role conflict having two or more tasks that are incompatible (ex. Theresa's conflict between pleasing customer and boss in our case scenario), Long workdays, Managers resisting organizational change, instead of altering the sources of job stress, Unrealistic deadlines, Low levels of support from supervisors, Confusion over who's responsibility a specific task or project. Ultimately, these factors can and will combine to result in burnout, a condition that has negative effects on both the employees and the company.

3. CAUSE OF WORK OVERLOAD

At Present time every industry / organisation is in pressure to do best and give the best due to this every organization/industry wants more their employees. This era is a competition era and every employee are working like a machine. In the last couple of years, there is increasing time hours per week in Indian manufacturing industries. As more and more jobs are reduced from downsizing, off shoring, and outsourcing, many managers are feeling the pressure to add responsibilities to their own heavy workloads. For business owners, a growing company

brings additional work and responsibility. The need for improved time management has never been more crucial than it is for business people today. Finding solutions to the work overload problem is vital for both employees and management. The very survival of the business may depend upon it.

The average overtime in the durable goods industry was also increased. These represent all time highs in these industries. In other fields of business, the numbers are on the increase as well. Performing at unrealistic workload levels will eventually lead to a breakdown. This is already occurring in some workplaces and is becoming obvious in some large public sector agencies.

Technology has been a major factor in the drastic increase in work overload and subsequent burnout. With the influx of cell phone, pagers, fax machines, and e-mail employees are frequently in constant contact with their work. They are unable to escape work and relax. At work they have the added burden of constant phone call to interrupt concentration on a specific project and distract the flow of a routine. This can be a major stress factor, since the quality of work time is considered to be as important as the quantity of work time.

Employees also must now find time for checking and returning e-mails and voice mails, staying current on fast moving technologies, and otherwise dealing with vast new areas of work. The AP reported in May 1998 that the average business manager receives 190 messages a day- a perfect example of work overload.

The information technology field is a perfect model of work overload in effect. Work overload is cited as the leading source of stress for members of the industry in a report released by RHI Consulting in Menlo Park, Ca. Many jobs are unfilled, leaving already over-worked employees to shoulder the extra burden. "Companies are trying to do whatever they can with the least number of staff possible" says Maria Schafer, program director at Meta Group, Inc.

One of the reasons for this increase in workload is that IT departments have been adopting systems from a variety of vendors, resulting in more complex projects, and greater difficulty in completing them. Added to this, is the need for many employees in large metropolitan areas to spend up to several hours a day commuting to and from work, making the average work day in all practicality, much longer than intended.

In Indian conditions unemployment and increasing the professional education level is also a factor to increase work overload because employees leave every time in pressure of insecurity of jobs due to this insecurity he works hard without limit of time and unfavorable conditions.

Employers want that employees perform their best due this he works more and more and accept the new challenges every day. By these challenges, unemployment and insecurity employees come into the work overload.

4. AFTER EFFECT OF WORK OVERLOAD

4.1 Health Effects on Employee and His Family

"Burnout results when individuals experience increasing amounts of negative stress" says Gary Vikesland. Stress: (1). a force that tends to distort a body (2). A factor that induces bodily or mental tension. (Dictionary definition) Stress from work overload leads to physical and psychological strain, and negative stress can result in feelings of: Distrust, Rejection, Anger, Depression, Fear, A sense of working out of obligation, Boredom.

These feeling in turn can lead drug use and chronic smoking, and all the health problems they represent. They can also lead to numerous other health problems, including: High cholesterol, Fatigue, Increased heart rate, Weight gain or loss, Headaches, Upset stomachs, Rashes, Insomnia, Ulcers, Fatigue, High blood pressure, Strokes.

In extreme cases worker overload and burnout can even lead to death. The Discovery channel has reported on Japanese businessmen who have literally worked themselves to death, and simply drop dead of to much stress.

Work overload not only effects and employee, but can also have an effect on the employee's family. Changes in the roles of couples in work and the home are increasing the workload placed on them. As a result, married men and women are more likely to experience anxiety and depression than single men and women. (Nation campaign on work overload) This added stress has important ramifications on a family. There are two major concerns: First, the time couples should be spending with their children is time spent working instead. Second is the lack of time the couple spends developing their relationship as a couple.

When both parents work full-time, their children lose out on "quality time" they could be spending with their parents. Only parents can teach their children the traditions that lie within the family. The response children show when parents teach them to read, or assist them with homework is much greater than the response to baby-sitters or teachers. Without the time to spend with their children, families lack the closeness they should have. Married couples with children also suffer from the added stress of providing for the family.

For couples, work overload can be just as devastating. Divorce rates have been higher in the last few decades than ever. Couples lose that "spark" when they have to many things to deal with. The stress that work overload puts on couple's relays back into their relationship causing tension and anger between them. This can be disastrous to the couple if not dealt with.

4.2 Effect on Organisation

We have seen the effect work overload can have on an employee. So what does this mean to an employer whose employee may be suffering from work overload and consequent burn out? Why should an employer care? There are four principal reasons.

- The employees most likely to develop burnout are the company's best employees. The superstar employees are more likely to feel burnout because they usually put more of themselves into their job, spend more time at work, and take work more seriously and personally. An employee that does not take their work personally will not experience burnout.
- The superstar employee who is burnout or heading for burnout is the last to see it. Furthermore, before they correct the problem, they will likely do all the wrong things to try to correct it themselves. They might increase the amount of time spent at work, become more personally involved, and increase the amount of effort they put into the job. Employees who attempt to outperform their stress usually end up feeling discouraged and quit at some point, causing the employer to lose one of their best employees. A high turnover rate is a clear indicator that a company may be experiencing a problem with worker overload. by Gary Vikesland, MA.
- Employees who report experiencing a high level of stress are three times more likely to suffer from frequent illness. This can lead to increased absences from work for sick leaves, and in some cases, workman's compensation or other medical expenses for the company. According to the Bureau of Labor Statistics, workers who must take time off work because of stress, anxiety, or a related disorder will be off the job for about 20 days.
- The quality of an employee's work can be greatly affected. The Journal of Applied Psychology has done several studies on the effects of stress prevention programs in hospital setting. In one study, the frequency of medication errors declined by 50% after prevention activities was implemented in a 700-bed hospital. In a second study, there was a 70% reduction in malpractice claims in 22 hospitals that implemented stress prevention activities. In contrast, there was no reduction in claims in a matched group of 22 hospitals that did not implement stress prevention activities.

5. HR SOLUTIONS (SUGGESTED BY EMPLOYEES)

These are the views of the popular employees of national and multinational organizations. By the different views of employees who are allotted more work than they can handle are likely to demonstrate diminished enthusiasm and productivity, face burnout, or quit the organisation altogether. The main point that HR needs to keep in mind is that work should be distributed according to capacity and nature of work, rather than equally. "In my opinion, HR must play a vital role to apprehend work related stress for employees proactively by reviewing the attrition pattern in the organisation and educate the team in distribution of talent fairly. Understanding the work-load balance and doing a reconciliation with the available manpower in the team to achieve the target etc. will also help organizations to come up with a proper allocation of work," says Guruvayurappan PV, AVP, HR, Omega Healthcare Management Services. He suggests four ways to handle situations where due to the nature of business, late working or week-end working is unavoidable in spite of good work practices:

5.1 Communicate to Employees

Inform the employees about the need for extra working and also the importance of such a situation.

5.2 Keep them in the Loop

Update them periodically about the situation, particularly if they are told that the work over load is temporary in nature. If they can see light at the end of the tunnel, they will be less likely to complain and more likely to work harder to complete the job.

5.3 Reward them for their Efforts

Rewards need not always be cash rewards. Recognizing their effort, intangible rewards mechanism including a few kind words can go a long way towards reassuring employees when they are on work overload.

5.4 Be Present

HR always used to take back seat when the entire organization is on work overload situation. Demonstrate to the team that HR is also available to support the employees who are extending their hours of work, when in need.

6. THOUGHTS EXPERTS

Sanjiv Agarwal, Chairman, Tirupati Inks, offers a different approach, "On complaints of work overload the HR should revisit the assessment of work as also the appraisal of the human resource. This should also involve interaction with the complainant at length and appreciation of his views and perspective. For work profiles dominated by manual work, a time study should be conducted again not with the worker complainant but also with other workers given similar work. After the above exercise the HR should take one or more steps out of the ones

listed below: 1) Reduce the work load if required and justified by the re assessment. 2) Justify the work load to complainant with proper explanation and illustrations of other workers. 3) Helping the worker with suggested improvements and re organization of processes being used to accomplish the work. 4) Helping the worker with provision of additional tools and equipment to improve his work efficiency. Care however will have to be taken to justify it to other workers who have not been provided with that.”

Nikul Shah, Senior VP, Commercial and HR, Omnitech InfoSolutions Ltd. emphasizes on the need to avoid pushing such complaints to the back burner. “A complaint form received from any employee is not to be neglected but validated. At Omnitech, we have a system of defining the work load that one would handle. For example, we have a rule book set for all sales and delivery teams which defines what amount of business should be handled by any individual with specific competencies and level. Yet, if an employee complains of work overload it is essential to go into the crux of the problem and resolve it in the best interest of both the employee and the organisation.”

Subhashish Dasgupta, Head HR-VLCC tells us about how VLCC practices fair distribution of work, “We have a system wherein every employee is given their KRA’s when they join and this is as per their experience/competency. The job allocation is also according to capacity and nature of work which helps the employees understand the importance of team work. So, effort should be made to encourage employees to work as a team and foster in them the feeling of team spirit.” Agarwal adds, “To ensure fair distribution of work HR first have to profile the various work functions in the organisation that need to be distributed and the team members among which it has to be distributed.” Shah illustrates with an example, “If a logistics company is to assign the same load of goods to a 25-year-old and 45 years old they would be making a mistake in doing so”.

Thus, a little understanding and communication is all it takes to reassure the ubiquitous overworked employee.

CONCLUSION

As a cause of many work place problems, work overload must be considered as a major social concern in this modern age. Due to work overload, there is decreasing the working capacity of an employee and on the company level it is a challenge for HR Management to solve the problem and increase the capacity of employees. Work place stress has spread to the home and is a problem common throughout the world. As the effects of work overload are studied, the causes and losses associated with it have become evident. The amount of overtime has consistently increased amongst workers throughout the developed world. Huge workloads are becoming more and more common, which are expected and accepted. Negative effects are found in the individual, family, and the company. Poor health, increased divorce rates, and reduced profits are all results. Workers are watching their task loads rise, their free time shrink, and their general health decline. According to an expert, in the future,” The performance of the HR department will be measured not by its administrative efficiency, but how well it enables the business strategy and maximizes workforce performance.” It will be possible when HR management improves employee’s quality and employees stay away from stress of work overload.

REFERENCES

- [1] Arcía-Arroyo, J. A., & Osca, A. (2019). Work overload and emotional exhaustion in university teachers: Moderating effects of coping styles. *Universitas Psychologica*, 18(2). <https://doi.org/10.11144/Javeriana.upsy18-2.woee>.
- [2] Rodríguez-Rey, R., Palacios, A., Alonso-Tapia, J., Pérez, E., Álvarez, E., Coca, A., ...Gómez, F. (2019). Burnout and posttraumatic stress in pediatric critical care personnel: Prediction from resilience and coping styles. *Australian Critical Care*, 32(1), 46-53. <https://doi.org/10.1016/j.aucc.2018.02.003>.
- [3] Thakur, Gesu. "Data Preservation Framework for E-Healthcare: A Requirement of consumers of IoMT Devices." *Turkish Journal of Computer and Mathematics Education (TURCOMAT)* 12.6 (2021): 5175-5180.
- [4] Deodhar, J. K., & Goswami, S. S. (2017). Structure, process, and impact of a staff support group in an oncology setting in a developing country. *Industrial psychiatry journal*, 26(2), 194-200. https://doi.org/10.4103/ipj.ipj_59_16.
- [5] Kenneth E. Nelson, Nurse Manager Perceptions of Work Overload and Strategies to Address It, *Nurse Leader*, Volume 15, Issue 6, 2017, Pages 406-408, ISSN 1541-4612, <https://doi.org/10.1016/j.mnl.2017.09.009>.
- [6] Sigursteinsdóttir, H.; Skúladóttir, H.; Agnarsdóttir, T.; Halldórsdóttir, S. Stressful Factors in the Working Environment, Lack of Adequate Sleep, and Musculoskeletal Pain among Nursing Unit Managers. *Int. J. Environ. Res. Public Health* 2020, 17, 673. <https://doi.org/10.3390/ijerph17020673>.
- [7] Cannizzaro, E.; Ramaci, T.; Cirrincione, L.; Plescia, F. Work-Related Stress, Physio-Pathological Mechanisms, and the Influence of Environmental Genetic Factors. *Int. J. Environ. Res. Public Health* 2019, 16, 4031.
- [8] Wang, A.; Arah, O.A.; Kauhanen, J.; Krause, N. Shift Work and 20-year Incidence of Acute Myocardial Infarction: Results from the Kuopio Ischemic Heart Disease Risk Factor Study. *Occup. Environ. Med.* 2016.
- [9] Labrague, L.J.; McEnroe-Petitte, D.M.; Leocadio, M.C.; Van Bogaert, P.; Cummings, G.G. Stress and Ways of Coping among Nurse Managers: An Integrative Review. *J. Clin. Nurs.* 2017, 27, 1346–1359.

- [10] Zhen Wang, Lu Xing, Lynda Jiwen Song, Sherry E. Moss. (2022) Serving the customer, serving the family, and serving the employee: toward a comprehensive understanding of the effects of service-oriented high-performance work systems. *The International Journal of Human Resource Management* 33:10, pages 2052-2082.
- [11] inzhuo Wang, Mengtong Jiang, Fangwei Zhu, Pingping Song. (2022) Untangling Employee Well-Being in Projects: A Configural Analysis of Job Stressors and Psychological Needs. *Journal of Management in Engineering* 38:4.