Managing the Distribution of Employee Workload of the Hospital Staff

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ABSTRACT

Attracting, recruiting, motivating and retaining the workforce is the main course of action for any organisations and also the success of any organization is highly dependent on how they maintain these practices. All this happens when the organisation will be providing fruitful Compensation Packages and the most important is the way the workload is distributed. Distribution of workload cannot be burdened or overburdened to any employee associated with the organisation. More over in today's world the organizations need to be more elastic so that they are set to build up their personnel to be fit for the present competition. Therefore, organizations are required to adopt a strategy to better manage the 'Workload of the Employees' to satisfy the both organizational objectives in developing and employee needs of satisfaction.

In the total Work environment the term 'employee workload' refers to the managing of the workload management. Financially assisted programs are another way wherein organisation recognizes their responsibility to enlarge jobs and working conditions, including welfare programs that are admirable for the employees as well as for profitable growth of the organization. Employee workload program elements are such as – Recognition, Goodwill, Allowances, Perks, increments in the salary, Reward systems, a concern for employee job security and Job satisfying, career growth and employee participation in decision making process and so on.

An organization has been set up struggling in terms of managing the workers or the employee's workload of their workforce. With the ever increasing burden of the workload the employees of the organisation becomes more vulnerable to stress and also burnouts which impacts the efficiency of the organization, totally.

Key Words: Workload, Employee Workload, Multiple Resources Theory, Efficiency

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Introduction:

Career goal achievement for an individual and reaching the targeted objective for the organisation is the main task to be accomplished. Everything is surrounded by and efficient Workload managing. Managing Workload may not be a simple task for the Top Management. As it actually check with that of attracting, recruiting, motivating and retaining the workforce, including their Work Schedules, Working Hours, and Workloads.

Definition of Workload:

According to Gopher and Donchin, Workload refers to the "reflecting interactions of mental demands imposed on operators by tasks they attend to. The capabilities and effort of the operators in the context of specific situations all moderate the workload experienced by the operator." Workload is thought to be multi-dimensional and multi-faceted. Workload results from the aggregation of many different demands and so is difficult to define uniquely. The authors feel that no single, representative measure of workload exists or is likely to be of general use, although they do not provide guidance on how many workload measures they feel are necessary or sufficient.

Meaning of Workload:

According to the Cambridge Dictionary, the term workload means "the amount of work to be done, especially by a particular person or machine in a given period of time."

For example, a project or an assignment to be completed by a team, a subject preparation by a student, or an operation or the treatment that to be completed by a Doctor and so on, is the actual assigned work what has to be completed.

Managing Workload is the 'process of distribution of the employee workload effectively which is designed to facilitate the employees to achieve optimal performance and productivity levels'. A balance in the distribution in the workload is needed for every organisation to stay in this competitive world. It is this way that helps the management of an organization to improve or

enhance the efficiency of their on hand workforce. It is also found that the organizations have been struggling hard in terms of managing the workload of their personnel. Therefore, with the ever increasing burden of the workload the employees of the organisation becomes more vulnerable to stress and also burnouts which impacts the efficiency of the organization, totally.

In future, the organizational profit, output and growth needs to be ensured by strategically managing the work distribution which is chiefly done at the managerial level. As well as the execution of the workload distributed, which is the responsibility of the employee, has to how well he or she can handle his/her deliverables.

Following are the points that can help the organization to efficiently administer the distribution of the employee workload in order to preserve a strong and contented working force.

❖ Planning for a good organization: Every organization should follow a strong planning process. And also should calculate a precise inference by caring all their strengths and weaknesses in their brains. To framework the distribution of the employee Workload a successful planning procedure is needed, which should be based on essential data facts and future estimators. This actually helps them to get prepared for all the unwanted state of affairs. Therefore the distribution of the Workload on grounds of a concrete plan helps the management and employees to allocate and implement their given tasks in an efficient and effective manner.

❖ Clear set expectations of the organisations: Managing workload for attaining targeted high yield is only successful way that if the organization visibly addresses the performance point of view from the employees. Workload distribution clarifies the management priorities from the employees by giving them a clear idea about what they need to accomplish and how their performance will be analyzed, by maintaining certain performance related standards. The transparency on these aspects helps the employee to efficiently manage their deliverables by giving their appropriate energy and also the time as it needs.

❖ Planning the fitting Prioritization: Employees face a lot of problems in deciding about which tasks is important within the multiple tasks that he or she has to perform. In other words, prioritizing the tasks is very difficult. Because they may not be able to give proper time and put effort in completing the tasks and often face problems in finishing their duties and responsibilities.

Apart from these points the organizations can always take the aid of information systems in order to manage their personnel and their workloads.

Employment Workload and its working hours:

The letter of appointment clearly explains about the number of weekly hours an employed should work or it may sometimes be adjusted later in the employment, which is known as the formal working hours. According to the enactments it is 48 hours a week is fixed for the full-time employment. Certain times it depends upon the nature of work that the number of working days and duration per day in a week, that you are agreed upon with that of your management. All this information will be maintained in the organizational related Information systems or 'Employment pattern employees' web application. Wherein we can get the details of the following information:

- Employee Work schedule
- Number of Working hours
- Length of working week
- Extra work and overtime payments
- Weekly off
- Flexible working hours and shifts
- Public holidays and compulsory leave days

Reasons for managing Employee Workload:

An increase in managing Employee workload programs has become important in the corporate world for the following reasons:-

- Promote the rise in the demands at work
- Helps in Increasing the teamwork or team spirit
- To share and complete the allotted work among the employees

- It increases responsibility towards the elder

- The need for enhanced work place requirements such as skills, and experience etc.

- Number of employees within each department, division or unit.

- Employee has to be inform to organization in absences of them

- Improved remuneration and salary packages.

- Induction and Orientation sessions for new trainees and make them clear

- No for over burden

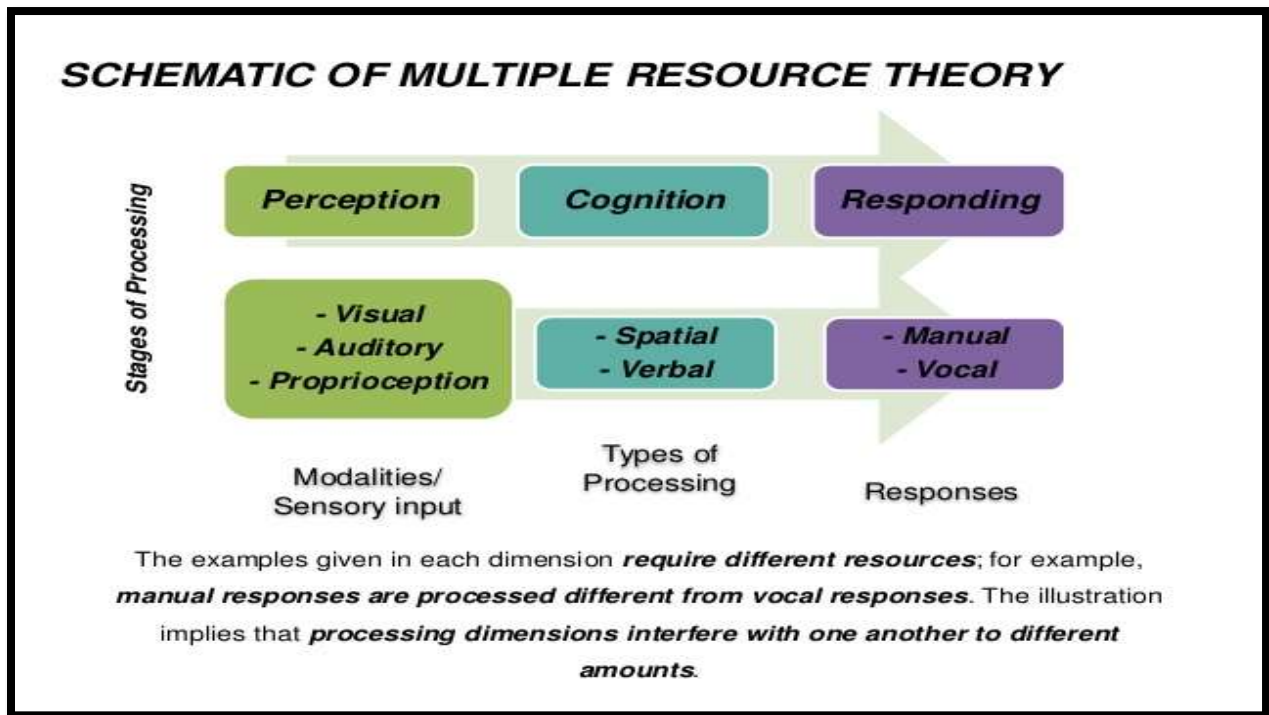- Working Schedules should be maintained properly

Managing heavy Workload with few employees: a Task or a Challenge

- Assessing what is important and what is good to do

- Coming across the various different ways to get the job done

- Get senior leaders on panel

- Engaging in some self-assessment

- Be a good conversationalist and get the response

❖ Assessing what is important and what is good to do: In general, Management adds in rather than lessening the burden of the employees. The team is weighed down by an increase in the number of tasks. So, it would be good to look at their respective responsibilities and the team shares the obligations to assess whether there are some legacy activities or tasks that can be stopped.

❖ Coming across the various different ways to get the job done: making the employee work fast may not make any sense as such there should be a proper guidance to make them feel comfortable to complete the work. In other words we should look for more efficient ways to do it. If not done so it may lead to frustration. Also their suggestions can be taken to regarding the ways to get the things accomplished by using fewer resources. It is like, they have to complete so they know better than any other person i.e., how to complete the work can only be known by them clearly.

❖ Get senior leaders on panel: Once it is clear with the prioritization of the tasks and amount of time, it's better to get the concert and have a discussion with the senior leaders to get their input and cooperation, and to make adjustments as necessary.

❖ Engaging in some self-assessment: Organisation has to first consider whether they are personally making the work more difficult than it is or easing it off, delaying decisions or not giving the employees enough scope to move forward on their own, no support is given to solve the problems and so on. It's hard to change, but not so difficult, it is incumbent on leaders to rise to the occasion.

❖ Be a good conversationalist and get the response: Organizations have to make their employees aware that you understand their problems which they are facing and are worried about the impact that unfilled jobs and increased work requirements are having on them. Keep them informed about the direction you want to head, the objectives and job schedules, and how you plan to help them meet the targets. And also let them know about progress being made and any modifications those are in store, and get their contribution.

Multiple Resources Theory for Workload Management:

This theory is developed by Prof. Christopher Wickens at the University of Illinois. In this he identified several mental resources that are known as "Pools" which people use for multitasking. These "Pools" include task stages. They are as: perception, cognition and Responding.

Source: https://image.slidesharecdn.com/informationprocessing-161212050408/95/information-processing-and-motor-skill-performance-13-638.jpg?cb=1481519103

For example, say a person is writing an e-mail and talking on the phone with a friend about a movie or so on. He may be able to do two things at the same time reasonably well; because each task draws on different resource pools. His ability to multitask declines if he's writing and talking about the budget, because both tasks use the same resource pool: cognition, symbolic and linguistic. This theory allows system designers to calculate when: (a) a task can be performed concurrently, (b) a tasks will interfere with each other and also (c) Increases in the difficulty of one task will result in a loss of performance of another task.

Like Prof. Wickens, the McCracken and Aldrich (1984), describe about several processing resources: Visual, Cognitive, Auditory, and Psychomotor (VCAP). All tasks can be decomposed into these components.

- The visual and auditory components describes about the external stimuli that are attended to.

- The cognitive component describes about the level of information processing is needed.

- The psychomotor component describes about the physical actions that are needed.

They have developed a rating scale for each of the Visual, Cognitive, Auditory, and Psychomotor (VCAP) components. This provides us a relative degree rating to which each resource component is used.

OBJECTIVES OF THE STUDY

Study has been taken up with the following specific objectives:

- To learn about the working conditions in the hospital.
- To know the aspects like salaries and bonus, career growth and various other work related facilities.
- To know what steps the organization is taking to improve the distribution of workload of the employees.
- To identify the factors causing stress to the employees at work in the organizations.

NEED FOR THE STUDY

Presently, the organizations need to be more bendable so that they retain their work force and enjoy their commitment. Organizational success lies in attracting, recruiting, motivating and retaining its work force. Hence, the organizations are required to adopt an approach to improve 'Distribution of workload' of the employees, which helps to satisfy both the organizational objectives and employees needs.

SCOPE OF THE STUDY:

Scope of the study has been confined to the employees working in the selected Hospital.

- The study conducted is an attempt to know about the 'Distribution of the workload' in the organization.
- An attempt is being made to know about the employee's opinion about their relationship with the employers of the organization.

SAMPLE PLAN: The type of sampling technique used is Random sampling technique.

REVIEW OF LITERATURE:

According to Muhammad Imran Qureshi and others, their study focused to know that there exists a relationship among job stressor, workload, and work place environment and employee turnover intentions. A random sample of 250 employees from textile industry of Pakistan is selected, with a response rate of 44%. They found that employee turnover intentions are positively related with that of the job stressor and the work load. And they also found that there exists a negative relationship with work place environment is considered.

According to W F J M Van Den Oetelaar and others, the study conducted on balancing nurse's workload in hospital. They have taken two important notes to develop a workload management method for nurses. First they have taken a list of patient characteristics relevant to care time that they have composed by performing a Delphi study among the nurses. Second they have taken up a time study of nurse's activities. The 2 combined to estimate care time per patient group and estimated the time nurses spend on non-patient-related activities.

Data Analysis and Interpretation:

1) Increase in the workload compared to the previous year

Category	Respondents	Percentage
Strongly agree	18	36
Agree	28	56
Disagree	4	8
Strongly disagree	0	0
Total:	50	100

From the table, it is clear that there is an increase in the workload compare to the previous year.

2) Helping their colleagues to complete their task

From the table, it is clear that the 50% of the respondents are ready to help their colleagues to complete their task.

Category	Respondents	Percentage
Strongly agree	22	44
Agree	25	50
Disagree	3	6
Strongly disagree	0	0
Total:	50	100

SUGGESTIONS:

1. Time management and job profile to be explained clearly to the employees.

2. Should take suggestions from both experiences as well as freshers.

3. Recruit sufficient number of employees so that workload will be distributed in a proper way.

4. Management has to assign the work according to the employee performance and efficiency.

5. Maintenances of proper job schedule are needed.

CONCLUSION: Organisations have to strive hard to motivate and give a chance for their employees to improve themselves. Has this is the only way to maintain and harmonial relations between them and also to maintain a healthy working environment. Hence with this the Organizations can maintain an appropriate balance in distributing the workload among the employees. Career growth opportunity for employees must also be encouraged. Employee benefits are the other essential things are provided by the organization will help to satisfy the employee personal needs. Training and Teamwork between employees in the organization is very important

to concentrate upon. The inter-personal relationship at workplace has to be improved. On the whole the employee workload is a fruitful aspect to follow on to achieve productivity on the whole.

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