



The effect of workload on employee's health and safety in the construction sector: a study construction firms in ghana

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Abstract

The excess load of work and poor fatigue management could also affect the workers' performance resulting in incidents such as downtime or low performance and unsafe acts or unsafe conditions such as slips, lapses, or mistakes, if not managed well. It is worth mentioning that under-tasking employees negatively affects their performance, raising concerns such as lack of enthusiasm, loss of awareness, dullness, and loss of alertness. The workload assigned to employees has a significant impact during downsizing or temporarily peak times. It is related to working schedules, organization, and the levels of employees. In some construction companies, the skilled labor supply does not match the workload. The higher the workload, the higher the safety implications on workers, this not only does not affect job satisfaction negatively but also leads to high staff shortage and turnover. A critical evaluation and management of workload needs to be investigated to identify whether a construction firm is under-staffed; the magnitude of the existence of additional workload or if employees are capable of coping during incidents, emergencies, accidents, or process distress, hence the reason for this research.

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I. INTRODUCTION

The construction sector in Ghana is currently on the rise because of the country's reputation of being an attractive destination for investors. The construction industry in Ghana has a market size estimated to be between US\$9 billion to US\$13.2 billion which is reported to be 7.2% of the Ghana's GDP. The construction industry is known to have increased by 14.25% and 12.4% during 2021 between the first and second quarter of the year, which lead to a 5.9% increment during the same year. This can be attributed to the wide range of investors in the construction arena and the government's effort to boost infrastructure in the country. The employment rate in the construction industry as of 2021 increased to about 3.7%, consisting of a total of 420,000 people being employed in the country.

On the other hand, construction is seen as a hazardous sector in Ghana, and the world at large, due to the neglect of

health and safety, of which poor workload management is an example. The workforce's health and safety are significantly impacted by workload. The workload is said to have a major impact on employees' performance, either negatively or positively in the construction sector. Employee rights are a topic of discussion for international organizations everywhere. Most people spend 50% of their time at work, which significantly affects their mindset, actions, skills, and performance. It is anticipated that safer job standards will result in better results and increased output. An effective job description will inspire workers and increase productivity. The safety of employees is reportedly impacted by several factors, including discontent, cluttered schedules, and the nature of the task, according to a range of literature on the study of various jobs and employment demand.

According to researcher, careers usually come with a number of risks and dangers that could harm people and prop-

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erty. Affecting social, economic, and health difficulties are these harms. Because of this, the goal of occupational health and safety (OHS) is to safeguard employees. Moreover, OHS or the workplace attempts to encourage and prevent accidents caused by workload. In order to protect the workers, it should also provide a work schedule that eliminates or significantly reduces known inherent dangers. The difficulty of the job also significantly affects absenteeism rates, which in turn affects employee performance and raises workplace productivity.

Every day, people are exposed to different workplace standards. researcher explains Job demands that necessitate consistent physical and mental effort and can have a detrimental effect on one's physical and mental health include administrative issues, emotional conflict, and role overload. Higher employee fatigue, absenteeism, and subpar performance have all been linked to the nature of the workload. In high-risk environments, other job requirements may also exist, such as exposure to hazardous materials, mentally demanding tasks, or work activities which are physically exhausting, and the requirements of these jobs impose various set of effects on workers, including workplace incidents, fatalities, and injuries. According to World Health organization, the implications of these safety-related issues are important because an estimated loss of 4% to 5% of the gross domestic product is affected by workplace incidents, injuries, illness and fatalities.

A. Problem Statement

In spite of the International Labor Organization code of convention, inclusion of a Health and Safety Department in the Construction Industry, the regular inspections of the Environmental Protection Agency, and the regulation of the Minerals Commission, there seems to be an overlook at employees' workload management.

The excess workload on workers threatens their health and safety as a result of persistent exposure to risks relating to work conditions, emergency of technology, and the kind of work. These exposures in turn could result in workplace incidents and fatalities across many construction sites when the root cause of these trends are not identified, resulting in fatalities if mitigating measures are not implemented. A perfect instance is when an employee working for long hours without a break, due to the workload and schedule is very vulnerable to stress, which is also likely to affect the alertness of the employee. As soon as a worker loses alertness while working, the possibility of an accident occurring becomes higher.

B. Aims of the Research

The research aims to understand the consequences of poor workload management on employee health and safety. In addition, this research also aims to notify employers that, apart from aiming at profit making, the health and safety of the employees should also be held in high esteem.

C. Research Objectives

This investigation intends to understand the consequences of poor workload management on employee health and safety. Nonetheless, the study's main objectives are:

- To identify the impact of providing a workload that is more than required for employees.
- To identify the other impact the workload will impose on employees' health and safety.
- To provide recommendations for workload management to avoid health and safety issues.

D. Research Questions

- What are the consequences of poor workload management on employee health and safety in the Ghanaian construction industry?

II. LITERATURE REVIEW

A. Theoretical Review

The detrimental impacts of poor task management on employee health and safety best describe the fundamental cause of the current investigation. Two hypotheses that explain human behavior in this way are the demand-control-social support model and the activity-analysis model.

1) Demand-control-social support model :

The demand-control-social support paradigm postulates that working in an environment with high psychological demands and little opportunity for discretion results in stress and a variety of physical and mental health concerns for individuals [1, 2]. The idea of social support is a third component, according to [3]. Therefore, the psychological demand, commitment space, and welfare services at the workplace, these three sections of this paradigm, are interconnected.

The model from [4] is possibly the one that has received the greatest interest from people all over the world and has been rated the most frequently and frequently favorably. The idea of choice latitude has drawn criticism for underestimating individual factors and combining two separate concepts (capability of dealing with all professional domains and self-improvement or empowerment). Furthermore, this model is particularly difficult to employ this model in any microanalysis circumstance in any workplace setting because it was developed for epidemiological aims

utilizing very large population samples.

2) *Activity-analysis model*: Using a functional design paradigm, more especially an activity-analysis model, the model attempts to disposition the notion of the actual work activity from the standpoint of workload. The real labor task, in accordance with [5], is the circumstance in which restrictions or limitations and resources manifest physically in a particular condition. In order to completely understand workplace restrictions, it is important to look at the various elements of which are frequently most relevant. The concept of work activity, according to [6], is that it is gradually formed by an employee (who has experienced life) in touch with high powered settings. Since the work activity depends on both employee and consolidated activities, on potential agreement, as well as the circumstances being confronted with, it affects both the individuals involved and the work during this era of progressive building. The aforementioned theories are pertinent to the current study in that they identify potential barriers that may be put in a person's path and affect how well they perform at work, such as demand and decision, efforts and rewards, and resources.

3) *Effort-reward model*:

According to [7], stress at work is brought on by an imbalance between efforts and rewards, which is in line with the concept of social support. Time constraints, interruptions, task-related needs, the volume of chores, and physical restrictions are examples of extrinsic factors that can impact efforts. They slightly support the idea of psychological needs put forth by [8]. In response to a challenge, to establish control over the circumstance, or out of a sense of duty, employees who overcommit to their work do so. Rewards could take the form of favorable remuneration or compliments from management or coworkers.

[7] highlighted three indicators that will materialize concurrently with any significant attempt, even though the results are underwhelming:

- Fatigued sufferers perceive their emotional reserves as exhausted.
- Workers who dehumanize or retreat from interactions with the people they are supposed to aid; workers who harbor negative attitudes about the people they are supposed to help.
- Individual workers' sense of success is lower at work: Employees view their own workplace accomplishment cynically and perceive it to be a non-fulfilment.

We have identified several workplace constraints that appear to affect workload according to these studies and models, including:

- prerequisites for the task (cognitive and physical).
- not in line with the accepted standards.
- the ability to use one's skills (or a low regard for wisdom and experience).
- decision-making autonomy.
- decrease in the number of resources needed to finish the task.
- time restrictions.
- frequent interruptions.
- obligations, incentives, and acclaim.
- Social Services

B. Concept of Workload

According to [9, 10], workload is defined as the amount of processing power expected during job completion. This entails the interaction between task demand and resource supply. The relationship between task demands, the environment in which the task is performed, and the perceptions, actions, abilities, and knowledge of the individual executing the activity, according to [11], determines workload. The work specifications may include, among other things, both mental and physical acts. More specifically, people experience work overload when they believe they lack the time or resources necessary to complete the tasks at hand. Work overload is broken down into qualitative and quantitative categories by the researcher. Qualitative overload happens when workers feel they lack the abilities required to do their work or that the performance requirements are too high. However, when there is not enough time or there are too many tasks to perform, quantitative overload occurs. The link between the supply and demand for resources including knowledge, behavior, abilities, and task perception, as determined by the aforementioned criteria, is the workload [9].

According to researcher, workload may also be described as the expenses made by an individual to complete a task with a specific set of requirements at a particular level. An increase in workload may improve short-term output, but it may also raise long-term expenses because employee stress and illness are linked to poor judgment and low productivity. The statistics show that when workload increases, short-term productivity rises, but long-term productivity may be impacted.

C. Factors of Influencing Workload

In their examination into the workload of customer service personnel, distinguished three types of workloads: actual workload (restraints), perceived workload, and recommended burden (constraints). The researchers took into

account a variety of factors, including worker resources, workplace activities impact, and institutional procedures. These "resources," referenced in the workers' mental, psychological and physical states, will have an impact on how they perceive the strain when completing a particular activity. They also claim that the activity's outcomes affect the firm and its expectations, as well as people and their resources, in a positive or negative way. Finally, processes of an organization are as a result of modern or emerging advancements (such as emerging technology and workplace organization), that fundamentally affect the work characteristics and activities involved in the work.

[12, 13] claim that the term "workload" refers to both the quantity of work and the conditions under which it is completed. In turn, this causes extra activities and coping methods to be required, which has an effect on both the employees and their efficacy at work [12]. As a result, some organizational features that are inherent to the work themselves function as sources of restraint. Studies have shown that factors including responsibilities, uncertainties, time restrictions, and job interferences correlate to higher physical and mental exertion [14, 15]. In this regard, it is also essential to consider the reverse while determining workload. Therefore, the same factors that could dramatically raise workload could also be used to reduce workload with the proper adjustment.

The workload study has generally focused on the constraints of people's information-processing and physical capacities [16]. In essence, physical workload and mental or psychological workload were the two categories into which the concept of workload was separated. A more thorough approach that takes into consideration the cumbersome nature of the job activity carried out in a flexible setting is necessary, according to [12]. The previous concept of workload, which can be divided into mental and physical components, is no longer relevant.

Organizational problems can come in many different forms and have a variety of implications on workload, according to [17]. According to [18], changes in job design, particularly those that modify how the work is organized, significantly affect workload. [12] cited (Bartlett, 2004) to support their claim that contemporary set up of work institutions is leading to an extension of activities, which interprets into an increasing workload, to a large extent given that there aren't enough resources to finish the tasks. Allowing people to work from home 24 hours a day has allegedly blurred the distinction between personal and professional lives and produced a "virtual office or workplace," according to [19]. This situation affects both work and fam-

ily life [18].

D. Consequences of Poor Workload Management on Employees

The intensification of labor has an inescapable effect on employees due to the increased strain on their cognitive, psychological, and physical capabilities [20]. Over the past ten years, it has been noted that several occupational health and safety hazards have returned to many domains of the workforce [21]. It is without a doubt a prevalent element in the psychological and physical repercussions observed in employees when it comes to workload, or more especially, when workers are overloaded or underloaded with tasks. Work reinforcement and its repercussions have an impact on the internal and external resources that employees and management can use to deal with work limitations. This could lead to a downward cycle at work with regards to the safety and health of workers.

34% of Canadian workers stated that job overload was the main reason for their stress at work in 2000. According to Statistics Canada, the high workload and number of hours worked were mostly responsible for this finding. 23% of Quebec workers, according to CROP-Express, believe that their workload is too heavy. Work overload is a major contributing risk factor for psychological and psycho-social conditions in the workplace, according to [22] and [23].

More specifically, burnout, workaholism, chronic stress, anxiety, depression, psychosomatic diseases, and the processes of psychological decompensating are all linked to the effects of job intensification. This phenomenon has its own unintended consequences by increasing the consumption of psychotropic medications as workers seek to address their psychological concerns [24]. A person's propensity to adopt unhealthy lifestyle choices, such as gaining weight, smoking, or drinking, also appears to be increased by long work hours [25].

One physical consequence of the burden is overuse of diseases, such as musculoskeletal disorders (MSDs) [26]. Employees' risk of cardiovascular disease rises with prolonged exposure to stressful work situations [27]. According to [28], there appears to be a correlation between rising work tempo and accident rates, particularly those involving falls or burns.

Similar to those in other institutions, employees in the corporate world other than the construction sector suffer from unfavorable conditions such as mental, physical and psychological health from work overload. Workers need to strike a balance between the expectations made on them by their employer in terms of the amount of work to be finished

in a given amount of time, the mental and emotional stress of dealing with their contacts with clients, and the limited discretionary time they have in their daily activities. They may experience burnout and loss of job satisfaction as a result [29]. Work overload, a lack of decision-making autonomy, and regular psychological pressure are indirect causes of MSDs, particularly those that affect the back and arms [30].

III. METHOD

This is qualitative research and data was gathered using primary data-gathering techniques e.g., interviews. The employees from the multinational companies were chosen to be interviewed to gather data. The population is defined by Burns and Grove (2013) as all components (things, events, and people) that fit the criteria for a research sample. Workers from multinational companies in Ghana who make up the research population were approached using purposive sampling techniques. The sample size refers to the numerical representation of respondents who partake in research work. In this study, 25 (N = 25) employees from various departments took part. Sample was HSE experts, construction and project managers, project control analysts, field engineers, mechanical engineers, earthwork superintendents and supervisors, civil engineers, materials and document controllers, construction security analysts, artisans-carpenters, masons, painters among others, HME operators and maintenance workers mine engineers, and a variety of construction work artisans will be the catch, along with the executive members of the construction workers responsible for safety, health and environmental concerns in the construction industry.

A. Data Collection and Analysis

For this study, a semi-structured interview was chosen for a variety of reasons. A semi-structured question guide utilized in this study to help the researcher maintain a record of the subject being studied and also ensure that the correspondent reacts freely and not under any form of duress. The interview process took two weeks. The respondents were chosen based on their company's cadre. To ensure that responses were easy and natural, interviews were conducted at the respondents' cozy homes, workplaces, and occasionally even during their free time. The researcher conducted the interview by himself using a recorder, and a printed interview guide. Thematic analysis technique was used to analyze the interviews.

B. Ethical Consideration

The research process involves a number of steps. Following ethical standards is a requirement for an article to be accepted because these stages include numerous documents written by multiple writers. For this study, ethical requirements were duly met.

C. Data Collection, Analysis, and Interpretation

1) *Participants profile* : In response to the objective of the study, 25 respondents took part in the study. The respondents were between the ages of 18 – 60, with 20 being the lowest age and 56 been the maximum age. Further demographics revealed that 5 respondents had no formal education, 13 respondents had tertiary education, 3 respondents completed middle school and 4 had access to primary education. Also, 13 respondents worked in the company for more than 10years, whereas the remaining 12 respondents had worked the company for less than 5years. In addition, the marital status of the respondent ranges from never married to widowed.

IV. RESULTS AND INTERPRETATION

A. General Impact of Giving the Workload Which is More than Required to Employees

Employees are always impacted in diverse forms when they are given a workload which is more than required. These impacts negatively affect the employees, either in the short term or in the long term and affect the employers in the long run. At this stage, due diligence is required in the assessment of the impact of giving workload more than required to employees.

The researchers looked at what could be the general consequences of poor workload management on employees.

From the interviews, it was found from a (employee) respondent that, "...when we are given a task that is beyond our strength, we get stressed out in a short time, and sometimes lose concentration in the course of the work..."

This finding seems to be in line with (Statistics Canada, 2001) where work overload was cited as the primary cause of stress at work by 34% of Canadian workers in 2000. This finding was mostly due to the high workload and number of hours worked.

He further went ahead to explain that the poor workload management does not only affect the employees but goes a long way to also affect the employers. He explained that, "...when are overloaded with tasks and we fall sick after some time, the company also suffers financially, that is, paying for our hospital and medical bills..."

The interview also revealed that, in a, poor workload man-

agement also delays productivity. The management of these construction companies may think that overloading the employees with more tasks may enhance productivity, but from the responses, it was made known that the poor workload management also affects productivity.

The responder said,

"...because the tasks given to us are too much for us, and we also know that even when we finish those given tasks, we are going to be assigned another one, we then resort to delay tactics. When we do this, there is always a carry forward task, which also causes other jobs delay..."

There was also an emphasis on their morale for the work being affected because of the poor workload management.

The respondent explained that,

"...because they have in mind that they are always going to be assigned a task more than required, as soon as they enter the working site, the urge and enthusiasm to work whole-heartedly leaves them, all because they feel that the management of their company does not care so much about them..."

From the interviews conducted, it is also made known that their personal and family life also gets affected. This is because they are not able to properly balance their work and their life. This made the researcher understand that some families and marriages are being ruined, thanks to poor workload management. He explained that,

"...since we had to live in our hometowns, and for families to come and settle to work here, we were also expecting that there could be regular breaks where we could get the chance to and visit our families back home, but due to the work schedules here, we are only a day to rest, and resume work the next day. This makes it very difficult for us to see our families, and as a result of this, our wives are beginning to raise allegations against us, which has put some marriages on the verge of collapse..."

According to [19] and [18] allowing people to work from home 24 hours a day has allegedly blurred the distinction between personal and professional lives and produced a "virtual office or workplace," according to the report. This situation affects both work and family life.

Again on the work-life balance, the interview revealed that, the workers do not get time to engage in other entertaining and stress - releasing social activities because their time to rest from work is limited. The respondent said that,

"...because we have limited time to rest as a result of our workloads and schedules, we only spend all our time at the working site, without getting the chance participate in other social activities that could have also helped us to release some stress, and also serve as a source of socialization, as

well as familiarization with other friends and colleagues..." This is not different from the findings from (Fournier et al., 2013) which was made known that business owners rely on their staff to accept the limitations faced by their businesses by setting on them quality, timing, and service demands that are occasionally challenging to balance.

B. Other Impact Workload Will Impose on Employee's Health and Safety

Aside from the general impact that poor workload management will have on the employees, the research looked at the health and safety of the employees. The researchers looked at how employees' health and safety is affected by the poor workload management. The primary resource of every company is human resources, and as such, their health and safety must be held in high esteem, and one such way to do this is to manage workloads that are assigned to these employees.

In the interview, it was revealed that some of the potential consequences of poor workload management on employees' health and safety are frequent sickness, accidents that may cause loss of life or damage to equipment.

The respondent explained that,

"...when we are loaded with more tasks than required, because we sometimes have to work beyond normal, we fall sick most frequently and sometimes too because we do not get enough time to rest, we sometimes doze off and even sleep when work in session. This sleeping during working hours sometimes causes accidents and near misses which are treats to our safety..."

Another respondent further explained concerns about their health being at risk as a result of poor workload management. He said that,

"...when we stay at the work area for a long period of time, we get too exposed to and come into contact with some harmful substances like dust and other chemicals, which affect our health status, even though we use Personal Protective Equipment while discharging our duties..."

This response is in consensus with [26] and [27] where both had a finding from their research that one physical consequence of the burden is overuse of diseases, such as musculoskeletal disorders (MSDs). Employees' risk of cardiovascular disease rises with prolonged exposure to stressful work situations.

He further added, "... we most at times go home with pains all over our bodies, and others too are experiencing some unusual pains in their spine." Also, others too have also developed some unfamiliar postures all as a result their workload..."

The researcher continued to find out from the respondents how they think poor workload management contributes to workplace accidents and injuries. One respondent answered.

"...at times too, because we want to go home early, or there is enough pressure on us to deliver quickly, we sometimes break the safety protocols and take shortcuts in order to get the job done quickly, and these unsafe acts normally cause injuries and accidents..."

With this clue, the researcher reached out to some of the administrative staff to find out from them how frequent these accidents and injuries occur. He responded.

"...per our records, at least we record two near misses and one accident each month and per our investigation report from these events, it was revealed that some of the leading indicators are shortcuts, stress, lack of concentration, ..."

The management who was interviewed also found out some of the organizational factors that contribute to the poor workload management. The respondent answered.

"...I can say that some of the organizational factors that contribute to poor workload management are inadequate workforce. Because we do not have an adequate workforce, but we always seek to meet our daily targets, we sometimes have no option other than to persuade the workers to work extra, for the deadlines set by our client to be met.

And sometimes too, financial difficulties contribute to the poor workload management. The reason is that, sometimes the money to purchase some raw materials to get the job done on time will not be readily available, so by the time the money comes for us to get the raw materials, there would not be enough time to complete the given task, hence we would not have any option than to overload the workers to meet the timeline..."

C. Some Recommendations for Workload Management to Avoid Health and Safety Issues

After looking at the impact of poor workload management generally and in the aspect of health and safety, the last objective of this research was to recommend some mitigation measures and strategies to curb poor workload management.

From the interview, some of the responses that came were that. "...we are currently looking at recruiting more workers so there will be enough workers, thereby making it easy to share the tasks evenly and when this happens there would not be much workload on the workers. We are also looking to set feasible timelines in such a way that there would not be much pressure on the workers. Another step that will be taken is that, raw materials will be made readily available so that there would not be a delay, which may also lead to pressure on the workforce..."

TABLE 1
CODES AND THEMES

Themes	Codes
General consequences	Stress Financial Cost Loss of employee morale Unbalanced work-life
Employees' health and safety	Health impacts Accidents and injuries Cause of accident and near miss Organizational factors Employee reinforcement
Recommendation	

V. CONCLUSION AND RECOMMENDATIONS

A. Introduction

The research was about the consequences of poor workload management on employee health and safety in the Ghana-

ian Construction Industry. The research objectives were to:

- Assess the impact of giving the workload, which is more than required to employees,
- Another impact workload will impose on employee

health and safety, and

- Some recommendations for workload management to avoid health and safety issues.

This section focuses on research summary, conclusions established from the findings and the recommendations made based on the conclusions.

B. Implications

Employees will naturally feel deflated and have low morale when the manager can't seem to find anything that pleases them. When you're subjected to criticism and unfavorable remarks on a regular basis, it's challenging to remain enthusiastic. Many managers are unaware of the importance of giving employees praise for their efforts and recognizing their accomplishments in order to increase their motivation and satisfaction at work. Even if you enjoy what you do, you will eventually feel a little deflated and in need of a positive energy boost to keep you motivated.

Also, managers will squander valuable resources due to employee turnover and a continual hiring procedure. In addition to the expense of hiring, you waste time interviewing potential new hires, training new employees, and performing exit interviews for departing employees. It is far preferable to spend that budget on team outings, training sessions, and other activities that will strengthen the team and increase employee engagement.

From the research, it was made known that working in an organization where workload is poorly managed makes workers feel much unmotivated. They lack the motivation to work harder, make fresh innovations, and arrive at work with a cheerful mindset. They start to feel disengaged and retract when their efforts aren't acknowledged or recognized. The management of organizations should take a critical look at this area as well.

An employee who feels he hasn't been handled or evaluated properly may choose to pursue legal action depending on the nature of your workplace, performance reviews, and behavior. Therefore, poor management can result in much more than just a disgruntled employee, it can potentially become a serious issue that costs both your business and you a lot of money.

C. Conclusion

Workload management is very important in every workplace and key to the health and safety of the employees, especially in areas where most of the tasks are done manually, for instance, in the construction sector. Employees' health and safety is paramount to the growth of the company; hence, management are to always consider the ways

to balance productivity and employees' health and safety. For this reason, the workload must be managed properly to get the most out of the employees.

Workers' grievances with respect to workload management must be listened to and acted upon with all urgency, because when they breakdown because of today's workload, they will not be available for the next day's task, and this will affect the company in several areas.

The research without a doubt proves that the workload imposed on employees in the construction sector of Ghana are bound to encounter stress, unbalanced work life, financial constraints, health impacts, accidents, injuries and fatalities amongst others. Managers as well as supervisors of these construction companies are to ensure that the workload of the employees are managed properly and that the workers too must always be bold enough to speak up without being intimidated when they are overloaded with tasks.

D. Recommendations

Owners of construction firms, management team of these companies, and employees have a role to play in ensuring the health and safety of all their employees. Policies for employee safety must be put in place to help secure employees' health and safety. Management and employers must also be committed to workplace health and safety in the field, but it should be on paper. The following recommendations were made to mitigate employee workload management.

- Managers of the companies should employ adequate employees. When this happens, work will be evenly distributed among them, so that no one will be overloaded.
- Managers and supervisors are to give workers intermittent breaks in the day's work to help them release some stress.
- Awareness of the effect of poor workload management must be created so that the culprit will refrain from it.
- The health surveillance and history of workers must be collected periodically, analyzed, and monitored to identify the trends of health condition patterns and how frequently poor workload management is involved.
- Reducing 12 hours of duty into 8 hours and three shifts into two shifts should regulate working hours and shift systems. Since the majority of the labor performed by sanitary workers is primarily physical in nature, open jobs should be filled as soon as a person leaves their post.
- Workers should have a thorough orientation regard-

ing leave and duty hours. They should be told to notify their manager in advance if they need to take time off so that the management can make the required arrangements. Additionally, they should be told that they must report for duty promptly because any delays will force the employee to abandon their post.

- The manager should be instructed and trained to carefully plan the work shift and have backup plans in mind to prevent extending the duty shift and working hours because a continuous night shift or extension of duty would negatively impact the manager's health and family life. If it is necessary to extend their duty and shift work, it should be done with their consent. If they desire additional money, leave, or both, it can be granted.
- The allocation of responsibility and the providing of leave should be done equally, and managers should be instructed not to exhibit any favoritism based on age, caste, religion, or other personal relationships. They should be warned to watch senior employees more closely and to keep an eye on them if they tend to delegate work to junior or freshly hired employees.
- Employees should be given a detailed job description outlining what they should and shouldn't do. This will prevent them from performing duties that are outside the scope of their job description.

- Workers should be given enough time and space to rest when performing physically demanding jobs. Health education about the value of sleep, relaxation, food, and stress management should be provided to them. They should only receive ergonomics training because they perform the majority of the physical job.

E. Recommendation for Future Research

Considering the number of respondents who were available for the study, future researchers should consider a larger sample so that the outcome of the research could reflect more of the happenings in the construction sites. This research was purely qualitative, and hence, further researchers should also adopt the quantitative research design so that the result could be presented graphically, for easy interpretation. Other researchers should also look at poor workload management at other work institutions since this paper is solely about the construction sector. This research looked at the consequences of poor workload management, but the researcher recommends that future researchers should also investigate the main causes of poor workload management.

Lastly, this research touched on the organizational and managerial factors that lead to poor workload management, so other researchers to also investigate the employee factors that result in poor workload management.

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