



# Employee's Negative Psychological Factors Based on Excessive Workloads and Its Solutions Using Consultation with the Manager

Hye-Ryoung PARK<sup>1</sup> and Seong-Gon KIM<sup>2</sup>

<sup>1</sup> *First Author* Ph.D. Candidate, Department of Medicine, Cha University, Seoul, Korea.  
Email: happyhre@naver.com

<sup>2</sup> *Corresponding Author* Ph.D. Candidate, Department of Medicine, Cha University, Seoul, Korea.  
E-mail: rlatjdrhs04@naver.com

Received: December 15, 2021. Revised: March 01, 2022. Accepted: March 12, 2022.

---

## Abstract

**Purpose** – Burnouts cause the workers to quit their jobs because with the heavy workloads that the employees get subjected to, they feel that they have little control over what they have to accomplish in the workplace. The purpose of this research is to provide adequate solutions using brief consultation process, reducing negative psychological factors.

**Research design, Data, and methodology** – The current research conducted the ‘Qualitative Content Analysis’ (QCA), which is one of the most employed analytical tools; it has been used widely all over the globe in various research applications in library science and information. Primarily, this analysis is often used as a method in the quantitative tool until the recent decade.

**Result** – Based on ultimate systematic literature analysis, excessive workloads can get addressed by finding proper solutions to the issues of depression, anxiety, irritability, and discouragement. The solutions are (1) Combating Excessive Workloads using Effective Employee Selection, (2) Employee Effective training, and (3) Job redesigning.

**Conclusion** – Selecting or recruiting employees that have skills for the given job also makes it possible for the organization to run its employees effectively and with minimal cases of workload as an organization understands the capabilities and capacities of workload an employee can complete.

**Keywords:** Employee Workload, Psychological Consultation, Human Resource Management

**JEL Classification Code:** J24, D91, O15

---

## **1. Introduction**

In the industrial sectors, working conditions have remained diverse and substantial to numerous changing conditions that involve working. The production and service industry comprehensive changes result in more demands from the employees by the management (Khalid and Nawab, 2018). Knowledge and flexibility have become key qualifications that the employees need to assess in order to have a place in the industry to work. However, while the changes get encouraged, they consistently require the employees' strength, and without these essential effects, there arises a conflict between the employees and the organizational leaders (Khalid and Nawab, 2018; Bhui, Dinis, Galant-Miecznikowska, De Jongh, & Stansfeld, 2016). While employees continue to work more, they expect to get better results. However, with overloads, employees do not become productive since they reduce the quality of work that gets delivered, and their service becomes a mess which shows a negative sign of workloads on the psychological health of the employee (Fida, Paciello, Barbaranelli, Tramontano, & Fontaine, 2012; Bhui, et al., 2016). However, workloads exist in two categories. That is the physical and mental challenges related to workloads. Essentially, managerial positions experience mental workloads while the physical workloads get experienced by the physically operating employees (Rajan, 2018). Nonetheless, employees should have a chance to accept added workloads to get added the work for an extra salary. However, when an organization does not involve the employee's opinion while adding workloads, it results in negative attitudes that develop as a consequence.

Excessive workloads result in headaches, difficulty in keeping concentration, short tempers, sleep disturbances, and stomachache. To some extent, these problems may become chronic, and it results in pressure as the employees get faced with challenging obligations that they get required to fulfill. Nevertheless, every job has its own stress, even though an employee likes it as much (Ingusci, Signore, Giancaspro, Manuti, Molino, Russo, Zito, & Cortese, 2021). Thus, it is the role of the management to make the working environment effective and conducive for its employee to operate less of challenging issues that may affect targeted productivity in the organizational milestone goals (Inegbedion, Inegbedion, Peter, & Harry, 2020). When work stress becomes chronic, it becomes an overwhelming challenge that implicates the employees' mental and physical health (Fida et al., 2012; Inegbedion et al., 2020; Ingusci et al., 2021). Without effective management of the employee stress, employers may lose talented staff while continually training and retraining new staff into the organization's activities.

Globally, work-related stress continues to grow effectively as a problem that affects employee wellbeing and health and workplace productivity. Work-related stress comes up when employees get presented with various workplace demands that often exceed their effective capability and capacities to cope (Asamani, Amertil, & Chebere, 2015; Kaur & Lomash, 2015). Many managers and employees report having work-related stress that has come up due to long working hours with excessive workloads. Due to work-related stress, employees develop burnouts depleting energy while diminishing efficacy. Burnouts cause the workers to quit their jobs because with the heavy workloads that the employees get subjected to, they feel that they have little control over what they have to accomplish in the workplace. It makes them begin disengaging with each other in the workplace mentally, and in return, it increases their negative attitude towards work. With long working hours due to heavy workloads, employee joys get taken away, and they become exhausted (Kaur & Lomash, 2015). Accordingly, in most countries, work-related stress involves psychological factors. These physiological factors that employees experience include anxiety, depression, discouragement, and irritability.

## **2. Research Background**

According to past research (Vizi, Kiss, & Lendvai, 2004), the nervous system plays an essential function in communicating with the brain to alert individuals when they experience an injury or a threat. Thus, it is the mandate of individuals to control what they feel through minimizing the rates of dangers they might experience while at the workplace. When people face situations that result in painful consequences, they respond through effective interventions that may involve adaptive coping skills (Samanta & Kallou, 2020). Accordingly, the major psychological issue that employees face is anxiety. Anxiety can result in pain in the employees as they aim to fulfill the presented objectives (Onwumere, Sirykaite, Schulz, Man, James, Afsharzadegan, Khan, Harvey, Souray, & Raune, 2018). To handle anxiety, there is a need for cognitive interventions that may include attention diversion techniques, distraction creation techniques, problem-solving skills, and ways to minimize the catastrophes that come from anxiety (Samanta & Kallou, 2020; Onwumere et al., 2018). It may call for goal setting and other primary exercises that an employee has to get involved in while trying to handle anxiety issues.

According to the previous research (Lerner, Adler, Rogers, Chang, Lapitsky, McLaughlin, & Reed, 2010), depression costs the United States loss of productivity of around \$36.6 to \$ 51.5 billion annually (2010). Thus, "Depressed employees exhibit more job loss, premature retirement, on-the-job functional limitations, and absences compared with their non-depressed coworkers. Inpatient samples, adverse work outcomes have been associated with higher depression symptom severity, the presence of specific symptoms (e.g., difficulty concentrating), and poorer-quality depression care" (Lerner et al., 2010). Using the prior study, Lerner et al. (2010) conducted research that investigated the harmful impacts of a stressful work environment. They discovered that an adverse working environment that involves heavy workloads leads to increased depression to the employees. Besides, the previous study concludes that excessive workloads affect employee productivity and their need to continue working since motivations to work get reduced. Often when one gets depressed, the consequences that come out are that they do not concentrate on their tasks, and their relationships with others around them do not prosper.

As argued by the previous research (Rajan, 2018), workloads perceive the relationships between mental health and the capacity to process the given tasks with given resources at a given time. Thus, "the main objective of assessing and predicting workload is to achieve evenly distributed, manageable workload and to avoid overload or underload" (Rajan, 2018). Employee health and wellbeing affect their mental health, which correlates with their balance with their environment and should have an effective state of harmony between their surroundings and the co-existing realities between them and their work. Due to depression, employees become reluctant to respond to their roles as workloads impact their organizational stress, which affects their turnover rate and emotional commitment. After conducting research using sample data of 1043 academicians that worked in Turkey state University, the research proved that correlation in the working environment analysis due to workloads results in an emotional commitment. On the contrary, the associations with stress, turnover intention, and workload responsibility are stored to employees positively impact the employees. It allows them to develop and become productive since when employees get allowed to have an opinion over their workload, they do not develop anxiety or depression. The study conducted by the prior researcher (Rajan, 2018) revealed that employees' behavior gets influenced through the workload experience. When employees get satisfied, their workload behavior becomes effective, and they do not show any signs of anxiety. With significant job satisfaction, employees experience effective work ethic and show significant productivity.

Zhou, Meier and Spector (2014) argue that harmful demands from the work environment result in higher psychological working conditions that result in depression. Psychological challenges become an issue to the employees as they get required to work under conflicting demands and job needs (Tavella, Hadzi-Pavlovic, & Parker, 2020; Maslach & Leiter, 2016; Leiter & Maslach, 2016). On the contrary, when employees work in an environment that has a low control rate, they get allowed to make skilled decisions, and in turn, the employees become productive (Olson, Sinsky, Rinne, Long, Vender, Mukherjee, & Linzer, 2019; Maslach & Leiter, 2016; Leiter & Maslach, 2016). Moreover, according to prior research, it is not common for people to get anxious and stressed when they wait to handle crucial events in their life. Therefore, job anxiety gets caused by different things that involve the work environment. For instance, when an individual decides that they cannot continue working in a certain organization without an essential reason, it happens because of a high anxiety experience (Ozkan, Ozdevecioglu, Kaya, & Koç, 2015). It is a normal type of anxiety, and anyone can get to experience it. However, when an employee has to stay for more long working hours in the working place during non-working hours in order to complete the remaining tasks, and it is involuntary, this anxiety is often not a normal type of anxiety and may cause discouragement of the job (Olson et al., 2019). When employees get discouraged, it is effective for the organizational leadership to look for the things that may have resulted in anxiety and discouragement.

According to the study (Fida et al., 2012), researchers have identified that it is effective to assess individual differences at the workplace as an essential means of understanding and addressing deviant workplace issues. Through their study, Fida et al. (2012) demonstrated the understanding of workplace irritability as a specific aggression cause to the employees and that it is related to dispositions in work stressors that remain conducive for productive work behavior using the stressors emotion model. Using a sample size of 1147 comprising Italian workers that involved 53.5 % women, Fida et al. (2012) also identified higher and lower irritability cases in employees. "Then, using a multi-group structural equations model, we simultaneously examined all the relations in both high- and low-irritability groups and investigated whether these relations were different between them". Accordingly, the researchers identified that job stressors result in negative psychological impacts on the employees, including discouragement, depression, and anxiety that causes irritability. These impacts develop due to affected job emotions, and employees only consider causing job conflicts to relieve the irritation they have accumulated over time. Excessive workloads have an effect on irritability. When employees get presented with excess workloads that need them to wear out while completing, the employee will develop a negative psychological impact. Irritated employees become prone to aggression to job stressors.

Due to great workplace discouragement, employees become rough, cause conflicts, and fail to meet deadlines (Sonntag, 2015; Nagai, Morikawa, Hamazaki, & Nakagawa, 2019). Besides, by having a strict boss, employees get excessive workloads without essential guidance and understanding of their work. It makes the employee become irritated with their job since they do not have control over what they choose to do and what they cannot complete. Irritability is a psychological problem that gets caused due to excessive workloads, and the employee naturally becomes irritated due to strict working conditions with low job rewards (Upadyaya & Salmela-Aro, 2020). These rewards may include little job benefits and low income (Richard & Kang, 2018). Consequently, it becomes natural to get anxiety due to consistent job irritability. When an employee consistently becomes irritated with their job due to workloads, they start seeing the negative impacts it causes to their daily lives (Park, Kook, Seok, Lee, Lim, Cho, & Oh, 2020; Ozkan et al., 2015). Some of the common effects may include bad relationships with colleagues at work, a decrease in performance and job quality, and a feeling of worthlessness. These affect an individual's personal life and discourage one from continuing to work at an organization as it only causes them negative effects and minimal positive impacts. Employees develop fear and lose opportunities since they fail to contain their fear and become rational to target effective goals to get to certain opportunities, including promotions and salary increments (Vignoli, Muschalla, & Mariani, 2017). Besides, romantic relationships get affected by spouse anger, reduced productivity, fatigue, and fears that get caused due to excessive workloads affecting the mental health and wellbeing of an employee.

However, through the studies conducted, psychological problems that employees face getting attributed to specific organizations. It happens regarding their structure and response to the issues affecting the employees due to excessive workloads. According to past research (Clarke, & Taylor, 2018), discoveries from earlier research propose that perceptions of work pressure may be a substantial contextual contributing factor to safety behavior at work besides, work pressure is discovered to be associated to negative health outcomes and scholars like which foresees a strong negative association with job satisfaction. Thus, while planning to come up with effective interventions, the organizations should formulate case-specific interventions that would effectively address psychological problems that employees face in the cause of excessive workloads that they have to handle.

### **3. Method for Systematic Textual Review**

#### **3.1. Qualitative Content Analysis**

This research conducted the 'Qualitative Content Analysis' (QCA). Quality content analysis is one of the most employed analytical tools; it has been used widely all over the globe in various research applications in library science and information. Primarily, this analysis is often used as a method in the quantitative tool until the recent decade. Currently, it is used to address specific weaknesses and limitations in the quantitative approach (Kang, 2021; Seong, 2021). The comparison between qualitative and quantitative content analysis often helps understand the qualitative content analysis method. Quantitative analysis used in mass communication is often criticized for missing syntactical information. Qualitative content analysis development in anthropology psychology explores the meaning by underlying the messages physically. The quantitative analysis is deductive. Mainly questions are generated from previous theories and research.

On the contrary, content analysis is always inductive, meaning that it grounds examinations of themes and topics in the data used. Qualitative content analysis is also used to generate theories. While the quantitative analysis requires data selection by sampling randomly or other approaches of probability, thus ensuring the inference statistics validity. On the other hand, quantitative analysis content samples consist of selection of texts that form the research questions. Qualitative content analysis focuses on the study's results showing peculiar themes and a range of phenomenal meaning rather than statistical importance in specific text concepts. As qualitative research content deals with antecedent consequent patterns and forms, the quantitative analysis will deal with form frequency and duration. Thus these two analyses are always not mutually exclusive. It is also pointed out that quantitative and qualitative content analysis make the best content analytic studies (Woo, 2021).

The qualitative content analysis uses more inductive reasoning as raw data is converted into themes or categories on the basis of interpretation and use of an inference that is valid. Content analysis is used across the globe in research techniques involving use of qualitative data. Apart from being a single method, currently content analysis applications portrays three different approaches: directed approach, summative approach or convectional approach (Choi, 2021; Kang & Hwang, 2017). These approaches are key in the interpretation of meaning from the text data and its adherence naturalistic paradigm. Significant differences among the approaches above are the origination of codes, coding schemes, and trustworthiness threats. The first conventional approach is applied to the various coding categories

inductively and directly from the raw data. This is the approach that uses the development of a grounded theory. In the directed approach, the analysis begins with a theory or research findings that are relevant for initial codes. Finally, the summative content analysis approach involves comparison and counting content or key words, followed by interpretation of the underlying context. Analytic procedures specific to each technique are shown by the authors while addressing trustworthiness using hypothetical examples that are drawn from the end-of-life care.

### 3.2. Fitness of Research Designs

Qualitative content analysis plays an important role and is of great help to researchers. It is key (Park, 2021), especially when handling a research problem or question that has not previously been researched, to understand the reasons why the phenomenon or problem exists. Later on, it is also essential when examining correlations between variables. Qualitative content analysis is, therefore, critical in the following ways:

Qualitative Content Analysis enables the researcher to generate ideas and hypotheses that can be developed and tested quantitatively. It is the first step the scientific method is often used in quantitative research does not support the thesis. One can attempt to interpret the qualitative data and develop a better theory. It helps in the determination of specific frequency characteristics. It also enables statisticians to form parameters for easy observation of larger data sets. Qualitative content analysis is typically more explanatory, it relies on verbal collection, observation and data interpretation subjectively. It is used commonly the investigation of future problems. These research methods usually elucidate multiple elements of a marketing problem. Qualitative data provide means that helps observers researchers can use to quantify the world around them (Woo, 2020; Kang, 2020; Seong, 2021).

Qualitative research is essential in uncovering the extent of the independencies and value of members in the system and grouping them in the different status quo. The analysis provides tools for the outsider or visitor to a system by characterizing its essential features, anticipation and coordination of the change effects. It enables market researchers to answer questions like who their customers are, what problems the customers face, and where they need to focus their attention to resolve issues. Qualitative observations and interviews proved invaluable practical information; it also helps researchers to understand the system structure, for example how groups function, and even in finding out what kind of outreach programs that would attract patients to a hospital sector.

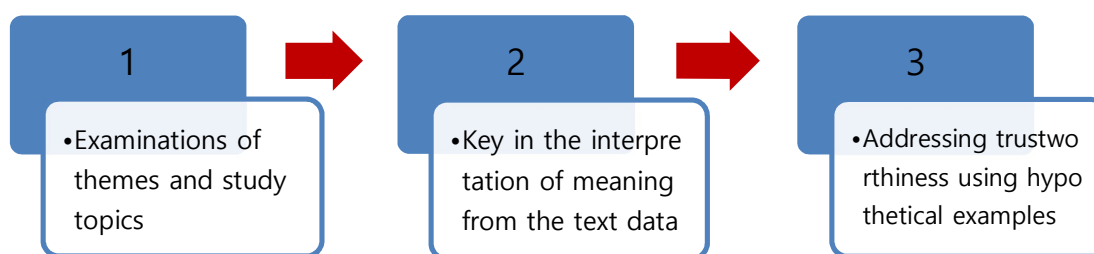


Figure 1 Data Collection Procedure

### 4. Findings from Systematic Review

The psychological issues that affect employees include anxiety, discouragement, irritability, and depression. Even though much research gets focused on the workload consequences, it becomes essential to consider predator variables that are potential to the effects of the workload (Brough & Biggs, 2013). Considering the potential variables may result in the desired interventions that contain solutions to the psychological issues affecting employees due to workloads. However, the variables that affect the workload's impacts on employees can be divided into environmental work factors and individual employee factors. Accordingly, certain effects in the workplace environment contribute to excessive workloads (Brough & Biggs, 2013; Zehnder, Law, & Schmölzer, 2020). These factors include the behavior of the leaders in the workplace, occupational and organizational culture, and workload patterns that are very in the working environment. Since the management dictates the workloads that the employees get, it can be considered that

leadership behaviors get reflected negatively through the way employees behave (Choudhury, 2012; Park et al., 2020). Leaders who do not know how to handle employees effectively, through how much work an employee should handle in a day, result in employees' psychological issues. These leaders get to assign the employees too much work or too little work without reasonably considering the role of employees in the workplace.

Besides, assigning employees too much workload may intentionally harm the subordinates, but the leaders remain insensitive (Choudhury, 2012). This tactic is used by abusive leaders who fail to apply occupational and organizational culture positively, contributing to excessive workloads (Olson et al., 2019; Park et al., 2020). Essentially some organizations might have an operational culture that requires employees to work hard exceptionally. Similarly, the industry might contribute to added workloads, and the employees get required to remain objective in order for the organization to remain competitive. For instance, in some organizations, employees get tasked with difficult and more workloads in order to enable them to work their way up the levels in the hierarchy (Olson et al., 2019). Thus, in some instances, organizations create high and low workloads. Besides, some employees who offer services such as emergency services often experience considerable workload fluctuations from one moment to the other, which might remain unpredictable (Upadyaya & Salmela-Aro, 2020). Therefore, in future research, researchers need to find out the impact of temporal changes in workloads and their effects on the employees' wellbeing.

The factors that get contributed by individual employee workloads get influenced by several individual differences that include time management ability and negativity. Individual differences impact the perceptions of the employees in regard to the workloads. When they negatively perceive the workloads, employees tend to let the workloads pile up, becoming excessive (Upadyaya & Salmela-Aro, 2020). Besides, employee perceptions influence the ability of employees to take on large piles of work. When employees have a good mental ability, they effectively handle tasks that they get presented, and they do not develop anxiety or depression over the workloads (Ozkan et al., 2015). Organizations should consider qualitative interventions that look forward to the employees' mental ability and develop interventions that result in employees changing their perceptions regarding workloads. The workloads' objectives may be followed when employees feel that they do not get excessive workloads by perceiving given tasks as right for them to complete. Therefore, organizations should ensure that employees have the ability to remain competitive in their working environment; psychological issues that they experience may get solved (Ozkan et al., 2015; Varshney, 2021). The solution to these issues may include effective employee selection, combating effective workload training, and effective work redesign.

Since there arise several undesirable consequences due to physiological issues caused by workloads, there is a need for solutions to get sought addressing excessive workloads. However, most jobs fail to address excessive workloads, and it is only through workloads interventions that the problems should get addressed through organizational intervention (Varshney, 2021). Thus, excessive workloads can get addressed by finding proper solutions to the issues of depression, anxiety, irritability, and discouragement.

#### **4.1. Combating Excessive Workloads using Effective Employee Selection**

Organizations face problems due to systems that do not lead to development in addressing the issues facing the employees' workloads issues. Accordingly, when employees get selected effectively in organizations, a good team gets set aside to control and conduct the completion of different tasks at the workplace (Selase, 2018). When employees present excessive workload complaints, it could indicate getting irritated with the organizational selection system. Through the organization, selecting becomes a problematic behavior that reflects a misfit between the individual workers' abilities, knowledge, and skills in relation to the employee demands. Accordingly, when qualitative work becomes excessive, an organization must focus on hiring significant employees who have needed skills for them to operate effectively at the workplace (Ekwoaba, Ikeije, & Ufoma, 2015). Skills, abilities, and matching knowledge become essential for employees to become effective and relate with each other well in the workplace. When employees relate well, they do not get discouraged with each other at the workplace. It is because tasks assigned get attended to in a teamwork manner. There is no room for excessive workloads since everyone becomes effective in the assigned roles because they have skills, knowledge, and abilities that satisfy the job requirements (Ekwoaba et al., 2015). Thus, for the organizational leadership to avoid subjecting the employees to excessive workloads, selecting skilled labor remains an essential part that should be addressed every time there is a recruitment session (Richard & Kang, 2018).

Moreover, the excessive workload may arise due to inadequate planning by the organization when conducting hiring processes. The excess workload is the problem experienced by the employees to avoid experiencing psychological problems that occur as a consequence. In this sense, the excessive workload can get addressed by getting to hire an additional labor force. Labor is an effective element for every organization. When an organization has a qualified and enough labor force, they do not experience excess workloads since the employees hired complete the tasks as there is

no surplus work that needs more labor to complete. New employees help in supporting the current employees in job completion. Accordingly, when employees work in an environment where they can complete their tasks on time and do not need to work for extra non-working hours to complete the tasks, they feel encouraged with their job (Ekwoaba et al., 2015). The employer gets to work with employees who are not anxious. By avoiding anxiety, employees do not experience consistent depression brought due to workloads (Shaw, & Weekley, 1985). Similarly, employees feel encouraged when they have time for their families and handle other issues outside work. It is the goal of the employer to satisfy employees mentally and physically.

#### 4.2. Employee Effective Training

The excessive workload that results in depression in employees can get combated through employee training (Daniels, Gedikli, Watson, Semkina, & Vaughn, 2017; Diamantidis & Chatzoglou, 2014). Effective employee training becomes a useful solution to the effects of depression. Accordingly, through training, the employees' excessive workload gets reduced because training enables the employees to have skills and knowledge to handle the tasks given without struggle. Knowledge and job skills are essential to every employee. When an employee needs skills to complete the tasks, they do not get depressed when tasked with a certain amount of job. Instead, they apply their skills and knowledge effectively, helping their organization to achieve its goals and vision. Besides, having requisite skills and knowledge reduces negative job perception, which benefits an organization (Tacho & Singh, 2018; Saengchai, Siriattakul, & Jernsittiparsert, 2019). Employee job perception impacts their stress levels that result in anxiety, irritability, depression, and discouragement. However, when one has enough training that occurs consistently, they develop positive behaviors towards their job (Saengchai et al., 2019). Besides, organizations can address supervisors' behaviors that may have an impact on excessive workloads that the employees get. By taking the supervisors in training, supervisors may be taught how to monitor subordinate workloads and learn how excessive workloads are in the workplace.

#### 4.3. Job Redesigning

Job redesigning can also become an effective way of solving employee psychological issues related to workloads. One of the ways an organization can redesign their jobs is by reassigning the job tasks to employees who do not have those employees who have not become overworked (Daniels et al., 2017; Knight & Parker, 2019). Accordingly, it relieves the overworked employees of the workloads though allowing them to have time to relax. It relieves the overworked employees of the issues of getting depression, anxiety, discouragement, and irritability. By using such interventions becomes effective to address excessive workloads when high levels of qualitative workload get experienced (Daniels et al., 2017; Knight and Parker, 2019). Besides, tasks can get reassigned to workers with enough skills in order for them to help the less skilled worker to complete them on time.

**Table 1:** Key Summary of the Findings

Analysis Contents	Analysis Method
1. Effective Employee Selection	Organizational leadership to avoid subjecting the employees to excessive workloads, selecting skilled labor remains an essential part that should be addressed every time there is a recruitment session
2. Employee Effective Training	Through effective training, the employees' excessive workload gets reduced because training enables the employees to have skills and knowledge to handle the tasks given without struggle.

3. Reliability verification of measurement	Job redesigning can relieve the overworked employees of the workloads though allowing them to have time to relax.
--	---

## 5. Conclusion

Employees often face several psychological issues that affect their mental wellbeing and health. The psychological issues that employees face include depression, discouragement, anxiety, and irritability. Each issue has its effect on the physical and mental health of employees, and employees may even experience all the issues without exclusion. When employees do not have good physical and mental health, it becomes hard for them to remain productive. On the contrary, organizations need the employees to always maintain their productivity in order for it to run towards its milestone vision and goals. However, stress is the main cause of the issues that employees face in an organization. It comes due to workload. The management has a hand in excessive workloads. It is through addressing the influences the management has on excessive workload to the employee that these psychological issues can be addressed effectively. Besides, through training, the management and the employees learn new skills and knowledge that impact workloads' challenges and how these challenges get addressed. Employees' training gives them a chance to learn how to complete tasks fast and easier, while management staff training enables them to identify when there is an issue due to workload. Moreover, jobs can get redesigned for employees to get a chance to help and support each other as part of job requirements. When employees get assigned tasks that have become more for other employees and help each other complete those, issues of depression, anxiety, discouragement, and irritability do not get experienced. Selecting or recruiting employees that have skills for the given job also makes it possible for the organization to run its employees effectively and with minimal cases of workload as an organization understands the capabilities and capacities of workload an employee can complete.

Even though this study addresses the issues that involve the negative effects of employee workloads and gives solutions, it has certain implications. These implications include the following. The study relied on peer-reviewed sources that contained information from researchers who had conducted a similar study before. Accordingly, some of the data from the sources got collected from a sample that is small which may have jeopardized the conclusions that the researchers made. Moreover, this research might have relied on biased data to draw conclusions and solve a given psychological issue that employees face. Accordingly, some of the employees do not face the psychological issues discussed in this research; hence generalization might not give a clear answer to the issues that involve excessive employee workload. Some organizations have addressed the issues addressed in this research through other means, and this research significantly intends to show that the mentioned psychological issues do not get addressed effectively on their linkage to excessive workloads. Suppose some organizations have already identified these issues and applied different means to address them. In that case, it implicates the effective application of this study in addressing the issues that affect their employee's poor productivity rate.

Besides, workload depends on the settings of an organization and the organizational culture that the employees follow. Therefore, this research has just generalized a discussion on issues regarding workload in organizations without considering that some organizations have employees that have got trained and taken through processes that enable their employees to work extra hours for their own good. Therefore problems such as depression, anxiety, irritability, and discouragement do not get experienced by certain organizational employees. Thus, this research gets implicated in addressing those organizational settings that have employees facing the named issues in order for it to become effective. Besides, this research has an implication as it has not used information directly taken from the physicians and psychological team to confirm on the named issues how much they affect the mental health and wellbeing of an employee. Thus, the research only relies on given data from scholarly sources that are not first-hand information.

Nonetheless, the research gives room for future research since it addresses effective issues that get faced in the workplace and gives solutions. Issues such as anxiety get solved by enabling employees to have reliable training on their job. Training gives employees skills and knowledge besides developing their ability to understand what their job requires them to do. Therefore, through following this research, issues that concern employee psychological factors get addressed well. Depression gets avoided when there is no room for irritability, anxiety, and discouragement. Employees conduct themselves well and manage to solve their issues with the management when these psychological issues have got solved by the management and individual employee perception changes. The way employees perceive



their jobs influence their attitudes towards the issues they get affected by due to workload. No issue remains unsolved when employees and their managers work together to find solutions to challenging situations faced in everyday operations.

Since this research only focused on research peer-reviewed sources, it was not easy to confirm that what the authors explained was effective or biased. The research only looked into the relationship between what each source used in the explanation of the solutions and issues that affect employees to draw meaning on how workloads affect employees and the steps that can get taken to solve these problems. The workload gets generalized as a negative thing towards employees. Accordingly, this research does not look into the positive effects of excessive workloads on employees and if the employees benefit from these workloads. The research covers negative effects without considering if the employees may have an influence on the excessive workload that they get required to handle. Due to the tough economic period, some employees may opt to handle the excessive workload to get additional salaries and overtime. Even though it makes them get discouraged and irritated, they still depend on this excessive workload to survive. Similarly, even though excessive workloads can cause employees to get discouraged, employee-only gets discouraged when they have to complete the excess workload, but they do not complain to the management since it benefits them. Some organizations offer employees tokens for extra workload, and this does not get mentioned through the research. The research is limited to only those employees in general careers, and it does not focus on specific professions. Thus, some professions do not subject their employees to excessive workloads. Employees only get required to operate under a certain period of time to complete specific tasks, hence excluding these professions from benefiting using this research data and solutions. Besides, a survey needs to confirm what occurs after the solutions get applied in real-life situations to understand what needs to get added to make this research a complete material for use by organizations for their development.

## References

- Asamani, J. A., Amertil, N. P., & Chebere, M. (2015). The influence of workload levels on performance in a rural hospital. *British Journal of Healthcare Management*, 21(12), 577-586.
- Bhui, K., Dinos, S., Galant-Miecznikowska, M., De Jongh, B., & Stansfeld, S. (2016). Perceptions of work stress causes and effective interventions in employees working in public, private and non-governmental organizations: A qualitative study. *BJPsych Bulletin*, 40(6), 318-325.
- Brough, P., & Biggs, A. (2013). Job demands × Job control interaction effects: Do occupation-specific job demands increase their occurrence? *Stress and Health*, 31(2), 138-149.
- Choi, D. H. (2021). Digital forensic: Challenges and solution in the protection of corporate crime. *The Journal of Industrial Distribution & Business*, 12(6), 47-55.
- Choudhury, K. (2013). *Workplace stress. In managing workplace stress*. Springer, India.
- Clarke, S., & Taylor, I. (2018). Reducing workplace accidents through the use of leadership interventions: A quasi-experimental field study. *Accident Analysis & Prevention*, 121(December), 314-320.
- Daniels, K., Gedikli, C., Watson, D., Semkina, A., & Vaughn, O. (2017). Job design, employment practices, and wellbeing: A systematic review of intervention studies. *Ergonomics*, 60(9), 1177-1196.
- Diamantidis, A. D., & Chatzoglou, P. D. (2014). Employee post-training behavior and performance: Evaluating the results of the training process. *International Journal of Training and Development*, 18(3), 149-170.
- Ekwoaba, J. O., Ikeije, U. U., & Ufoma, N. (2015). The impact of recruitment and selection criteria on organizational performance. *Global Journal of Human Resource Management*, 3(2), 22-33.
- Fida, R., Paciello, M., Barbaranelli, C., Tramontano, C., & Fontaine, R. G. (2012). The role of irritability in the relation between job stressors, emotional reactivity, and counterproductive work behavior. *European Journal of Work and Organizational Psychology*, 23(1), 31-47.
- Inegbedion, H., Inegbedion, E., Peter, A., & Harry, L. (2020). Perception of workload balance and employee job satisfaction in work organizations. *Heliyon*, 6(1), e03160.
- Ingusci, E., Signore, F., Giancaspro, M. L., Manuti, A., Molino, M., Russo, V., Zito, M., & Cortese, C. G. (2021). Workload, techno overload, and behavioral stress during COVID-19 emergency: The role of job crafting in remote workers. *Frontiers in Psychology*, 12(April), 1141.
- Kang, E. (2020). The Relationship between reinforcement of employee's customer-centric behavior and employee motivation factors. *Advances in Social Sciences Research Journal*, 7(7), 338-347.

- Kang, E. (2021). Qualitative content approach: Impact of organizational climate on employee capability. *East Asian Journal of Business Economics*, 9(4), 57-67.
- Kang, E., & Hwang, H. J. (2017). Team management for better performance that sells to customers: Aligning the stars. *Journal of Distribution Science*, 15(7), 19-24.
- Kaur, G., & Lomash, H. (2015). Do public and private sector employees differ in empowerment perceptions? A comparative study. *International Journal of Social Science and Humanity*, 5(11), 907-911.
- Khalid, K., & Nawab, S. (2018). Employee participation and employee retention in view of compensation. *SAGE Open*, 8(4), 1-17.
- Knight, C., & Parker, S. K. (2019). How to work redesign interventions affect performance: An evidence-based model from a systematic review. *Human Relations*, 74(1), 69-104.
- Leiter, M. P., & Maslach, C. (2016). Latent burnout profiles: A new approach to understanding the burnout experience. *Burnout Research*, 3(4), 89-100.
- Lerner, D., Adler, D. A., Rogers, W. H., Chang, G., Lapitsky, L., McLaughlin, T., & Reed, J. (2010). Work performance of employees with depression: The impact of work stressors. *American Journal of Health Promotion*, 24(3), 205-213.
- Nagai, M., Morikawa, Y., Hamazaki, Y., & Nakagawa, H. (2019). An assessment of stress coping for mental health promotion among Information Technology employees in Japan. *Arch Depress Anxiety*, 5(1), 5-8.
- Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: Recent research and its implications for psychiatry. *World Psychiatry*, 15(2), 103-111.
- Nantharath, P., Kang, E. G., & Hwang, H. J. (2016). Investment analysis in the hydroelectric power sector of the Lao People's Democratic Republic (Lao PDR). *Journal of Distribution Science*, 14(8), 5-8.
- Olson, K., Sinsky, C., Rinne, S. T., Long, T., Vender, R., Mukherjee, S., & Linzer, M. (2019). Cross-sectional survey of workplace stressors associated with physician burnout measured by the Mini-Z and the Maslach Burnout Inventory. *Stress and Health*, 35(2), 157-175.
- Onwumere, J., Sirykaite, S., Schulz, J., Man, E., James, G., Afsharzagdegan, R., Khan, S., Harvey, R., Souray, J., & Raune, D. (2018). Understanding the experience of "burnout" in first-episode psychosis careers. *Comprehensive Psychiatry*, 83(May), 19-24.
- Ozkan, A., Ozdevecioglu, M., Kaya, Y., & Koç, F. Ö. (2015). Effects of mental workloads on depression-anger symptoms and interpersonal sensitivities of accounting professionals. *Revista de Contabilidad*, 18(2), 194-199.
- Park, S., Kook, H., Seok, H., Lee, J. H., Lim, D., Cho, D., & Oh, S. (2020). The negative impact of long working hours on mental health in young Korean workers. *PLOS ONE*, 15(8), e0236931.
- Rajan, D. (2018). Negative impacts of heavy workload: A comparative study among sanitary workers. *Sociology International Journal*, 2(6), 465-474.
- Ramesh, C. (2020). The impact of job performance due to job demands. *International Journal of Psychosocial Rehabilitation*, 24(4), 6140-6147.
- Richard, J., & Kang, E. (2018). Culture, competencies and compensation: A framework for pay for performance incentives. *American Journal of Management*, 18(4), 33-48.
- Saengchai, S., Siriattakul, P., & Jermittiparsert, K. (2019). The mediating role of employee engagement between team and coworker relation, work environment, training and development, and employee performance. *International Journal of Psychosocial Rehabilitation*, 23(4), 853-864.
- Samanta, I., & Kallou, S. (2020). The role of emotional intelligence in counterproductive work behavior. *European Business & Management*, 6(2), 20.
- Seong, D. H. (2021). How to utilize sports psychology for better customer experience in sports retail store as a distribution content perspective. *Journal of Distribution Science*, 19(2), 45-52.
- Selase, A. E. (2018). The impact of recruitment and selection criteria on organizational performance. GN bank, greater Accra region of Ghana as the mirror. *Journal of Public Administration and Governance*, 8(3), 283-295.
- Shaw, J. B., & Weekley, J. A. (1985). The effects of objective work-load variations of psychological strain and post-work-load performance. *Journal of Management*, 11(1), 87-98.
- Sonnentag, S. (2015). Wellbeing and burnout in the workplace: Organizational causes and consequences. *International encyclopedia of the social & behavioral sciences*, 25(2), 537-540.
- Tacho, N., & Singh, A. K. (2018). The impact of training on employee performance and its effect on an organization. *Journal of Advances and Scholarly Researches in Allied Education*, 15(4), 180-184.
- Tavella, G., Hadzi-Pavlovic, D., & Parker, G. (2020). Burnout: Re-examining its key constructs. *Psychiatry Research*, 287(May), 112917.
- Upadyaya, K., & Salmela-Aro, K. (2020). Social demands and resources predict job burnout and engagement profiles among Finnish employees. *Anxiety, Stress, & Coping*, 33(4), 403-415.

- Varshney, D. (2021). How about the psychological pandemic? Perceptions of COVID-19 and work—the life of private-sector employees—A qualitative study. *Psychological Studies*, 66(3), 337-346.
- Vizi, E. S., Kiss, J. P., & Lendvai, B. (2004). Nonsynaptic communication in the central nervous system. *Neurochemistry international*, 45(4), 443-451.
- Vignoli, M., Muschalla, B., & Mariani, M. G. (2017). Workplace phobic anxiety as a mental health phenomenon in the job demands-resources model. *BioMed Research International*, 2017, 1-10.
- Woo, E. J. (2020). Environmental marketing policy to enhance customers' environmental awareness. *The Journal of Distribution Science*, 18(11), 23-30.
- Woo, E. J. (2021). The relationship between green marketing and firm reputation: Evidence from content analysis. *The Journal of Asian Finance, Economics and Business*, 8(4), 455-463.
- Zehnder, E. C., Law, B. H., & Schmörlzer, G. M. (2020). Assessment of healthcare provider workload in neonatal resuscitation. *Frontiers in Pediatrics*, 8(12), 1-15.
- Zhou, Z. E., Meier, L. L., & Spector, P. E. (2014). The role of personality and job stressors in predicting counterproductive work behavior: A three-way interaction. *International Journal of Selection and Assessment*, 22(3), 286-296.