

## **CHAPTER 2**

### **LITERATURE REVIEW**

The concept of workload used in the research is the number of work assigned to the workers (operators) during their work period. This research analyses the workload assigned per month, which is the number of vehicles served by a single operator in one month. According to Nachreiner (1995) there is a relationship between the performance and the workload of the operators; performance can be affected by the workload being too high or too low. Sustained low workload would be boredom, loss situation of awareness and reduced alertness as the result.

There are several studies in Australia related with equal workload distribution. According to Vardi (2008), an increasing of workload would have resulted working long hours and expressing dissatisfaction for the workers. It means, workers' satisfaction, not only performance, is also influenced by their work loaded. The workload would also be affected by the type of the jobs, the complexity of the jobs, working hours, and any other related factors.

Other factors related with unequal workload are the increasing demand to be fulfilled by the companies to satisfy their customers (D. Houston et al. 2006; I Vardi 2008). The increasing demand would have resulted the increasing workload as well and in the end of the day, the unequal workload is being inevitable. However, there are several studies that show that there have

been several modeling systems to manage workers' workload. Department of Mechanical Engineering of University of Bath, United Kingdom, had implemented equal workload for the staff and faculties called TRAM (Teaching, Admin and Research Model). The use of TRAM is to establish fairness and transparency in work allocation. TRAM analysis shows the distribution of workload whether there is or there is not any inequity of workload among the staff and faculties during their working time. Work Allocation Models (WAMs) is also widely used in Australia academic system to control the increasing workload among the staff and faculties (Vardi, 2008). The study shows that WAMs are effective to be implemented for the equity of work allocation. The result shows a decreasing of dissatisfying feeling among workers.

In some cases, the equality of workload is also affected by gender, which is called gender workload equity. Australia is one country that emphasizes the issue of gender equity. The Australian Vice-Chancellors' Committee (AVCC) Policy Statement in Gender Equity in Australian University states "*the achievement of greater gender equity.. is a significant issue for both quality and the strength of Australian higher education*" (A. Dobele et al., 2010). The study shows that same number of qualified lecturers (senior academic) in one university results same level of workload among them, rather than another university whose qualified male are more than the qualified female, the work of the male group are more loaded. However, from the other point of view, there is another

thing, which could be considered on the case. Workers' qualification somehow plays quite a big role on the equity of workload distribution. There is also another consideration, related with gender equity, about the gap between genders.

Another case related with gender and unequal workload is sometimes occurred in household environment. In an article entitled *Chore Wars* written by Konigsberg (2011), she emphasized there is an unequal workload in a household environment with working husband and wife. Even the wife has technically helped husband as the provider, she sometimes feels she has more workload assigned than her partner. It was the tradition in 1950s and '60s, that women have more responsible to look after the kids and home. But since they throw themselves also as a working parent, it seems that women sometimes feel they have more work loaded than their partner. On the other hand, 68% of men who have been playing a big role for a long time as providers, have experienced problems with their employer because of conflicts between their job and their duties as a parent (Families and Work Institute; Boston College Center For Work and Family; Workplace Options).

Even there is an emotional factor that is influenced by unequal workload, study literally shows that working husbands and wives with or without kids have almost equal workload (Social Forces, December 2009; 2010 American Time Use Survey, Bureau of Labor Statistics; 1965-66 and 1985 Americans' Use of Time Study). Still, there is a strong proof shows that

workload would have also affected mental and emotional factors of workers, even the workload has been equally allocated.

Related with mental and emotional factors, despite the workload allocation that could have affected the workers' performances, motivation is also involved through the performance assessment after workload has been considered. Several external motivators that are workers likely to be expressed are appreciation and recognition from colleagues (D. Houston et al., 2006).

There is not any much different with the gas station work system in this research, the equal workload allocation is established to maintain operators' performances, achieve an optimum level on their mental and psychological factor and make them satisfy with their own works.