

Work Intensification : Examining Its Association With Employee Vitality And Perceived Quality Of Work

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Abstract:

Work Intensification has emerged as a significant reality in contemporary workplaces, especially in IT sector where employees face heavy work demand and frequent deadlines to complete the task. This study analyzes the association between levels of work intensification, employee vitality and quality of work. Data was collected from 110 employees through a structured questionnaire and analyzed with IBM SPSS. The findings indicate a significant association between higher work intensification and lower vitality along with reduced perceived quality of work. The insights of the study highlight the significance of understanding work intensification in contemporary workplace. The findings help companies create organized work procedures that sustain employee vitality and perceived quality of work in contemporary workplaces.

Keywords: Work Intensification, Employee Vitality and Perceived Quality of Work

Introduction:

Employees face mounting demands to achieve more within increasingly tight deadlines. Rapid advancements in technology have been a major factor in this increased expectation. Such realities reflect the essence of work intensification. Work Intensification refers to the amplification of effort required from employees, resulting in increased task density without a corresponding increase in resources such as time, staff or support. It results in increased pressure, task complexity and reduced downtime, often requiring multitasking without breaks. It's not just about working longer hours it's about doing more within each hour. It is recognized as significant sources of job related stress.

Green (2001) identifies two distinct aspects of work intensification that are becoming more and more important in modern organizational contexts. The first, referred to as 'intensive intensification' is the quickening of work tempo, where workers are required to do jobs faster and frequently balance several activities at once within set time constraints. A growth in the overall number of working hours including longer shifts and intrusion of work into personal time is the second referred as extensive intensification. Both types show a larger trend towards higher standard of productivity, which is frequently fueled by changes in management techniques and technology.

The study will investigate key dimensions of work intensification and explore how intensified work conditions affect employee's vitality and the perceived quality of their work. Firstly , Employee vitality is about how an employee feels energized, enthusiastic and resilient in their job. It's all about being mentally & physically vibrant and staying motivated even when things get tough and then, Perceived Quality of Work means how employees evaluate the quality,

effectiveness and worth of their work. It shows their personal view on whether they are performing well, achieving significant outcomes and fulfilling expected goals or standards. Most of the study has extensively examined the negative outcomes of work intensification such as stress, anxiety and poor well-being of the employees. However, there is limited empirical evidence on how work intensification impacts on employee vitality and perceived quality of work. It is necessary to understand these aspects, as it is a key indicator of organizational health and employee engagement.

This study is both timely and relevant one. This research is crucial for understanding the effects of intensified work conditions on employees. It provides important insights into both psychological and performance-related outcomes by measuring the level of work intensification and examining its association between employee vitality and perceived quality of work. The findings can help organization to create work environment that safeguard employee vitality while ensuring high quality work performance.

Literature Review :

Alsaad et al., (2025) examined the effect of work intensification in hybrid workplaces has an impact on negative work outcomes and employee- organization relationships. The results showed that employee cheating is not directly caused by hybrid work intensification but indirectly influence them through perceived exploitation . The study highlights the importance of managing workload and fairness perceptions in hybrid work environments.

Claudia Andrade and Paula C. Neves., (2024) This study explains that Work intensification due to organizational and technological changes leads to lower employee engagement. The study was conducted with 480 employees from Portugal. The findings revealed a negative relationship between work intensification, illegitimate tasks and work-family conflict. It was also observed that this effect occurs mainly because of increased unfair tasks and conflicts between work and family life, which act as mediators in reducing work engagement.

M. Blanco-Donoso et al., (2024). Their study revealed that work intensification is linked to higher stress, anxiety and depression. The study sample comprised 766 Spanish employees. The research emphasized that personal traits such as workplace curiosity can influence how individuals cope with pressures of intensified work.

Aiman Niazi et al., (2023) conducted a systematic review of studies on work intensification from 1989 to 2022. The review found that work intensification through workload, long hours and time pressure has both positive and negative effects on employees and organizations. The study emphasized the importance of managing intensified work demands to reduce negative impacts and enhance positive outcomes for staff and organizations.

Creagh, S et al., (2023) aimed to synthesize research on teachers' and school leaders' experiences of workload and work intensification. The study highlights negative impacts on teachers' health. Wellbeing and retention as well as on their ability to support student learning and it emphasizes that understanding this work pressure is essential for developing effective strategies to reduce stress and improve teaching outcomes.

Tumo Kele and T. Nyanga., (2023) explored work intensification among domestic workers in rural Zimbabwe and effects on job satisfaction. The research found that employer demands

and unpaid overtime increase workload pressure. This study reveals that intensification lowers job satisfaction and harms employer- employee relations which leads to exhaustion and decline in productivity over time.

Fei Wanga et al .,(2022) This study examined the impact of WI on school principal’s emotional experiences. The findings showed that huge time demands including fast work pace and long hours negatively impact their wellbeing and the functioning of their schools. These unmanageable demands evoke negative emotions , leaving principals feeling frustrated and vulnerable

S. Mauno et al .,(2022) examined 44 qualitative and quantitative studies from 2000 to 2020. The review found that WI often leads to negative outcomes like decline in wellbeing and motivation . Other aspects like learning demands did not always have negative effects.

Prem Borle., (2020). This study aimed to examine associations between work-related ICT exposure ,physical health, mental health and work ability. The finding revealed that digital work intensification was associated with worse mental health and lower work ability. These adverse effects were similar across all socio – economic groups.

Research Methodology:

The study adopted a quantitative research design to examine the association between levels of work intensification, employee vitality and perceived quality of work. The population consisted of employees in IT firms, chosen for their exposure to intensified workloads. A structured questionnaire was used to gather 110 responses using a convenience sampling technique.

Objectives:

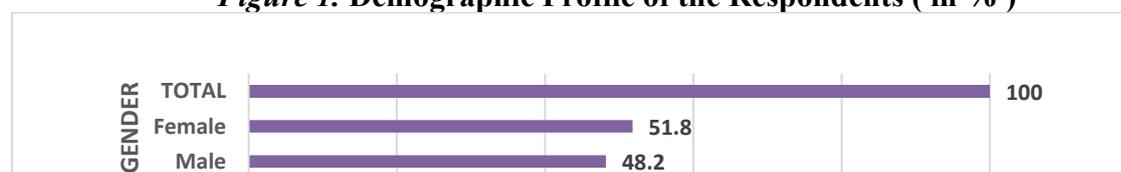
1. To examine the association between levels of work intensification and levels of employee vitality
2. To assess the association between levels of work intensification and perceived quality of work levels
3. To analyze the association between gender and work intensification levels among employees
4. To assess the connection between mode of work and level of work intensifications
5. To evaluate the differences in the mean ranks of employees’ working hours per day across vitality levels

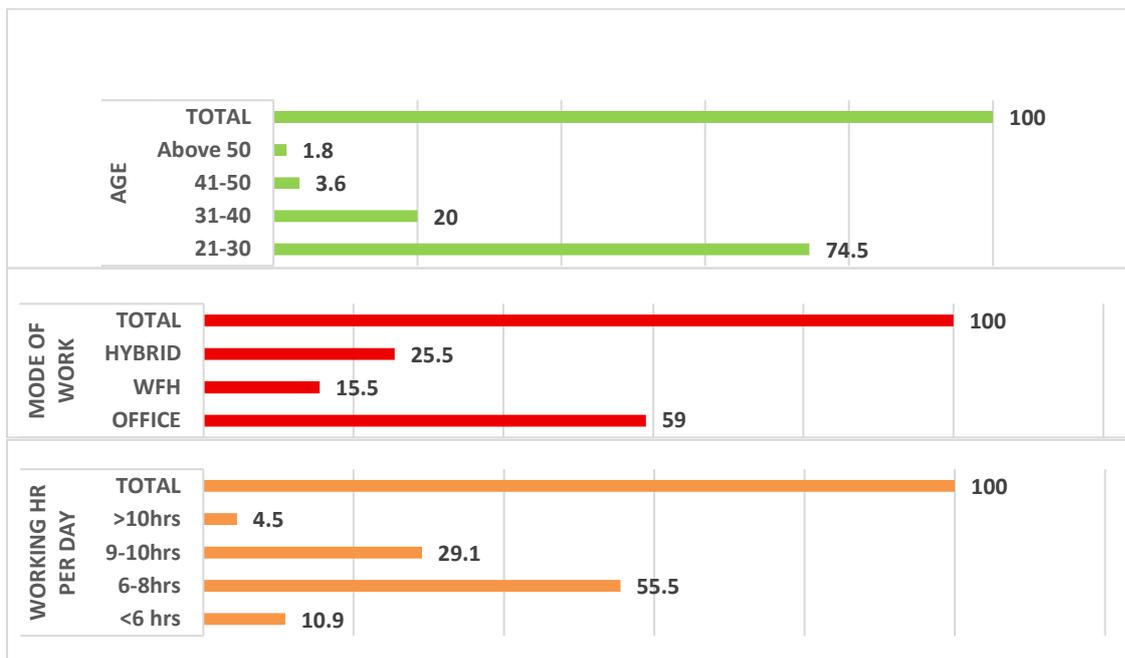
Techniques Of Data Analysis:

- Simple Percentage analysis
- Descriptive Statistics
- Bivariate Crosstabulation Analysis
- Chi-Square Test
- Kruskal-Wallis Test

Data Analysis And Interpretation

Figure 1. Demographic Profile of the Respondents (in %)





Source: Primary Data

Based on the demographic analysis of the respondents, 51.8 % of the respondents are female. Most of the respondents fall within the age group of 21-30 years accounting for 74.5%. Additionally, significant portion of these employees work from office and most of them report working between 6-8 hrs per day.

Reliability Analysis:

TABLE : 1

Cronbach's Alpha	No of Items
0.878	21

Source: Primary Data

- ✓ The above value indicates a high degree of internal consistency, confirming the reliability of the scale.

Descriptive Statistics:

TABLE 2- Work Intensification

S.NO	WORK INTENSIFICATION	MEAN	STD. DEVIATION
1	I feel that pace of my work is becoming more intense	4.18	0.826
2	I frequently have to work under constant time pressure	4.04	0.856
3	I find it increasingly harder to take time for breaks during the workday	3.95	1.012
4	I have less time to complete tasks than I did previously	3.83	0.994
5	I am expected to be available even during the non working hours	3.67	1.033
6	I feel that number of responsibility assigned to me keeps growing	4.15	0.897
7	I receive more tasks without a corresponding increase in resource	3.95	0.902

Source: Computed Data

From the above table, it is evident that respondents experience high work intensification with mean scores ranging from 3.67 to 4.18. The respondents express strong agreement with the statements, “the pace of my work is becoming more intense” (Mean - 4.18) and “the number of responsibility assigned to me keeps growing” (Mean – 4.15) indicating increased workload and pressure among employees.

TABLE 3-Employee Vitality

S.NO	EMPLOYEE VITALITY	MEAN	STD .DEVIATION
1	I am satisfied with my work-life balance	3.22	1.252
2	My workplace supports my physical and mental well-being	3.14	1.215
3	I am able to sustain high level of energy throughout the day	3.18	1.198
4	I am able to recover quickly from work-related stress	3.18	1.190
5	I can disconnect from work during my personal time	3.15	1.225
6	I feel mentally alert and focused while working	3.40	1.228
7	I feel emotionally resilient even during busy periods	3.19	1.177

Source: Computed Data

From the above table, it is inferred that respondents show a moderate level of employee vitality with mean scores ranging from 3.14 to 3.40 , reflecting reasonable work-life balance and stress recovery.

Table 4 – Perceived Quality Of Work

S.NO	PERCEIVED QUALITY OF WORK	MEAN	STD. DEVIATION
1	I am able to maintain high quality work even under pressure	3.75	0.851
2	Even with multiple responsibilities, I maintain work standard	3.36	0.788
3	I consistently meet or exceed expected performance	3.65	0.829
4	I complete my task with accuracy and attention	3.81	0.873
5	I take initiative to improve the quality of my work	3.75	0.840
6	I feel my work contributes meaningfully to my organization	3.84	0.830
7	I have the opportunity to use my abilities at work	3.75	0.913

Source: Computed Data

The table indicates the respondents’ perceptions of quality of work with mean scores ranging from 3.36 to 3.84 indicating generally positive self-reported work quality.

Chi Square Test For Association:

(A). Association between levels of work intensification and employee vitality

Null Hypothesis: There is no significant association between work intensification level and employee vitality level

TABLE - 5

WORK INTENSIFICATION	EMOLOYEE VITALITY			TOTAL	CHI SQUARE VALUE	P VALUE
	L	M	H			
Low	10 (33.3)	4 (13.3)	16 (53.3)	30 (100.0)	18.523	<0.001**
Medium	15 (28.3)	1 (1.9)	37 (69.8)	53 (100.0)		
High	18 (66.7)	0 (0.0)	9 (33.3)	27 (100.0)		
TOTAL	43 (39.1)	5 (4.5)	62 (56.4)	110 (100.0)		

****Reject Null Hypothesis @1 %**

The value within () denotes row percentage

From the above table, it can be inferred that employees experiencing high work intensification predominantly reported low employee vitality (**66.7%**), whereas employees with low work intensification more frequently reported high vitality (**53.3%**). This indicates distribution indicates a negative association between work intensification and employee vitality.

(B) . Association between levels of work intensification and perceived quality of work

Null Hypothesis : There is no significant association between work intensification level and perceived quality of work level

TABLE - 6

WORK INTENSIFICATION	PERCEIVED QUALITY OF WORK			TOTAL	CHI SQUARE VALUE	P VALUE
	L	M	H			
Low	10 (33.3)	13 (43.3)	7 (23.3)	30 (100.0)	27.848	<0.001**
Medium	3 (5.7)	29 (54.7)	21 (39.6)	53 (100.0)		
High	16 (59.3)	7 (25.9)	4 (14.8)	27 (100.0)		
TOTAL	29 (26.4)	49 (44.5)	32 (29.1)	110 (100.0)		

****Reject Null Hypothesis @1 %**

The value within () denotes row percentage

The findings indicate that among employees experiencing high level of work intensification, a substantial proportion **59.3 %** reported a low quality of work, whereas only **14.8%** reported high quality of work. This distribution reflects a unfavorable association between level of work intensification and perceived quality of work .

(C) Association between Gender and Levels of work intensification.

Null Hypothesis : There is no association between Gender and Level of work intensification of employees.

TABLE - 7

GENDER	LEVEL OF WORK INTENSIFICATION			TOTAL	CHI SQUARE VALUE	P VALUE
	L	M	H			
Male	20 (37.7)	19 (35.8)	14 (26.4)	53 (100)	19.629	<0.001**
Female	9 (15.8)	33 (57.9)	15 (26.3)	57 (100)		
TOTAL	29 (26.4)	52 (47.3)	29 (26.4)	110 (100)		

**** Reject NH at 1% level**

The value within () denotes row percentage

The chi square test shows a statistically significant association between Gender and Level of Work Intensification of employees.

(D) Association between Mode of Work and Levels of work intensification

Null Hypothesis : There is no association between Mode of Work and Level of work intensification of employees.

TABLE :8

MODE OF WORK	LEVEL OF WORK INTENSIFICATION			TOTAL	CHI SQUARE VALUE	P VALUE
	L	M	H			
Office	22 (33.8)	36 (55.4)	7 (10.8)	65 (100)	23.018	<0.001**
WFH	4 (23.5)	9 (52.9)	4 (23.5)	17 (100)		
Hybrid	4 (14.3)	8 (28.6)	16 (57.1)	28 (100)		
TOTAL	30 (27.3)	53 (48.2)	27 (24.5)	110 (100)		

**** Reject NH at 1% level**

The value within () denotes row percentage

A Chi square test for association shows a very highly significant association between mode of work and work intensification levels. Hybrid workers exhibit a higher proportion of work intensification (57.1%), possibly because they often feel pressure to be constantly available both online and in the office, which increases workload, expectations, and the pace of work, leading to higher perceived work intensification.

(D). Kruskal Wallis

Null Hypothesis: There is no significant difference among mean rank of working hour per day of employees in hour with respect to employee vitality

TABLE :9

FACTOR	WORKING HOUR PER DAY				CHI-SQUARE VALUE	P VALUE
	< 6 hrs	6-8 hrs	9-10 hrs	> 10 hrs		
Employee Vitality	74.58	56.30	52.52	19.00	11.246	0.010*

***Reject NH at 5% level of significance**

The Kruskal-Wallis test indicates a statistically significant difference in employee vitality across different working- hour categories. This suggests that longer working hours may negatively impact employee vitality.

Major Findings:

- Most of the employees experiencing high work intensification reported low employee vitality (66.7%), while employees with low work intensification reported high vitality (53.5%), shows a association between levels of work intensification and employee vitality. This indicates that increased workloads, time pressure and extended availability expectations associated with reduced energy and work-life balance among employees.
- The findings shows that high level of work intensification associated with a decline in the perceived quality of work, denotes excessive demands reduce employees' ability to deliver their best output
- The Chi square test revealed a statistically significant association between gender and level of work intensification.
- A chi square test shows a very highly significant association between mode of work and work intensification levels ($X^2 = 23.018$, $p < 0.001$). Hybrid employees show the highest proportion of work intensification compared to other modes.
- Employee vitality changes with working hours. Employees working less than 6hrs per day shows the highest vitality (mean rank = 74.58) and employees working more than 10 hrs shows the lowest vitality (mean rank = 19.00)

Suggestions Of The Study

- ❖ Organizations should allocate responsibilities efficiently and defines role clearly to prevent excessive work intensification. A systematic allocation of tasks helps employees maintain vitality and stay engaged in fast-paced work environments.

- ❖ Hybrid employees experience the highest work intensification, which insists the establishing of clear expectations for online and office work can reduce stress and support employee vitality.
- ❖ Policies such as equitable task allocation and access to support system can assist balance between workload constraints and increase well-being.
- ❖ Employee can manage workloads demands and sustain engagement by implementing initiatives such as mindfulness sessions and wellness activities.
- ❖ Employees who work long hours experience lower vitality. Fixing reasonable daily working hours will paves a chance to sustain energy.

Conclusion:

Modern workplaces frequently involve work intensification and influences how employees feel at work. According to the study, work intensification reduces employee vitality and affects the perceived quality of work. This study underscores the importance of better workload planning. It is necessary that organizations should maintain reasonable expectations and provide adequate supports. These steps can sustain the employees vitality and leads to efficient contribution.

Scope For Further Research:

- Sector-wise comparison can be done to know the difference in work intensifications and its outcomes.
- Work Intensification can be linked with turnover intention, job satisfaction, innovation and mental health outcomes.
- Moderating factors like leadership style, organizational support and flexible work arrangements can be connected.

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