Determinants of Shift Work impacting Job Satisfaction: A study on Service Sector Organizations in Pakistan

Wasim Abbas Awan*

*Khadim Ali Shah Bukhari Institute of Technology, Karachi, Pakistan

Abstract

This study aims to investigate the impact of determinants of shift work on job satisfaction in service sector organizations of Pakistan. History reveals that the invention of Thomas Edison brought the change in working environment and industrial revolution results in the birth of shift works. A great number of theories in Management are there to define Job satisfaction. All of them show the relationship between ability to perform and the productivity. In order to investigate their impact descriptive study is taken in to account in which survey research method is used to collect data. On the basis of quantitative analysis this study reveals that determinants of shift work has positive impact on job satisfaction. Finally recommendations are made to increase shift work in service sector organizations of Pakistan so that people may upraise their standards of living.

Keywords: Job Satisfaction, Shift Work; Efficiency; Management; Service Sector

1. Introduction

Different sources defines it in variety of manner, shift work is a second name of the concept 24/7. People work regardless of hours and schedules in shifts, normally which may differ from regular working hours (900hrs-1700hrs). It is observed that the day is to be divided in three chunks (shifts) in shift work, in service sectors of Pakistan. Other than the normal practices there may be some others shift works aspects as on call, casual shifts, 24 hour shifts, irregular schedules and other non-day schedules.

History reveals that the invention of Thomas Edison brought the change in working environment and industrial revolution results in the birth of shift works. Henrik Boggild contradicted with that and had provided an strong
statement for thought by recalling the age of darkness when castle ware guarded by the soldiers and the seas were sailed by the sailors in different capacities of time and responsibilities (Boggild, 2000).

Henry Ford has got urged to introduce the shift work first to auto mobile industry in 1900’s and later on shift work was observed at the time of world wars. Post effects of world war-II had given rise to 24 hours working adopted by many of the manufacturing and service sectors widely. The rise of 24 hours working is today’s modernized as 24/7 (Tripod).

Job is associated with the level of satisfaction of employee. Employees working in all sectors and cadres strive for job satisfaction. It is defined as the level of pleasure gained by an employee from his overall job. Different Models of job satisfaction are being given by different scholars timely. It is originated by the studies on working conditions related to productivity, Elton Mayo of the Harvard Business School, is the man behind the Hawthorn studies (1924-1933) who laid the building block of conceptualizing job satisfaction. Industries strive hard to increase the productivity by utilizing available resources. Working in shifts is another aspect of increasing productivity by making most of human resource and forms a relationship with job satisfaction.

The principal rapid growing sector of the world’s economy is the service sector which bears the highest share in most of the developed countries. Over the period of time, Pakistan has also grown visibly greater in service sector. Service sector is contributing 54 percent of the GDP and possesses strong linkage with other sectors of Pakistan’s economy (Ahmed & Ahsan, 2011).

The growth of service sector in Pakistan is giving rise to employment, shift work is increasing and employees’ job satisfaction level is affected by the new horizon in Pakistan’s economy. This research is being done to determine those determinants of shift work which are creating direct relationship with job satisfaction in growing service sector of Pakistan.

Working in shifts have numerous outcomes, as British Broadcasting Corporation (BBC) Health reported that lifestyle is affected and health is at risk in shift work (Islamabad, 2012). The work schedules is of great meaning, working evenings like retailers and restaurants normally are at lower risk as they are off by the midnight. The higher risk is at once who see the next day rising sun, once quantum of work is doubled or even tripled. As in service and manufacturing sector, employees are asked to work in swing and graveyard shifts at cost of their health (sleepdex).

The physical health, efficiency and psychological wellbeing are the right of every employee (Violanti, 2012, March). What determinants are there giving promotions to the work holism (shift working) at cost of natural right of every human being and its relation with job satisfaction in a culture where every Pakistani is taught as "Early to bed, and early to rise, makes a man healthy, wealthy, and wise" (Franklin, 1789).
2. Literature review

2.1. Job Satisfaction

Job satisfaction is a positive emotional response of job assessment (Locke, 1976; Smith P, 1969). Providing the effective services in the prime responsibility of the human resource for the better health and growth of organization and services provided by them are affected by the job satisfaction experienced by employees (Hyz, 2010). Researchers define job satisfaction as the part of organizational behavior, while some classify it in three stages

1. As response which can not be seen,
2. Level of expectation meet and

The most crucial part on account of management is to generate the sense of satisfaction, it generates the tremendous change in the output of employee by raising the confidence and loyalty (Tietjen & Myers, 1998).

A great number of theories in Management are there to define Job satisfaction. All of them show the relationship between ability to perform and the productivity. Numbers of researches are conducted on Job satisfaction in related to service sector which contradict with the eastern world and reports the misleading results (Abu Rumman, 2011).

It is not necessary that the happiest man will be the one who is highly satisfied with job neither the most unhappy person can not be the satisfied one. It the level of inner multiple forces of interest, belief, feelings and actions that generates the sense of satisfaction from job (Locke, 1976).

I conclude the Job satisfaction as the inner binding force of emotional achievement generated by the work identity and work significance.

2.2. Shift work

Modern societies have brought many changes one of the observed change in society is working twenty-four hours a day. Essentially these services were provided by police, fire brigade and hospitals as are required to be operated twenty-four hours a day. Similarly to facilitate those night workers petrol stations, groceries and medical stores were seemed to work twenty-four hours a day (Geliebter, 2000; Zhao). Last several decades analysis shows that shift work is increased globally (Sudo, 2001). Australian Bureau of Statistics states that in 2003 fourteen percent of the population had shift work in last month out of which forty-six percent had rotated shift work (ABS, 2004; Zhao).

International labor organization describes the shift work as organization of working hours where establishment can support more than the work of individual worker (Night Work Convention, 1990a); While European Council Directive
describes it as any schedule work for worker is shift work. The literature contradicts with these definitions by defining shift work as any arrangement other than normal day light working hours (9-5) (Certain Aspects of the Organization of Working Time, 1993) (IARC, Vol: 8).

Different types of shift work are highlighted by the literature which can widely be classified in following:

- **Permanent**: One shift working round the week as only in morning or evening.
- **Continuous**: Discontinuous, different schedule working hours round the week except night.
- **Inclusive/Exclusive Night**: Schedule of extended working hours in all possible chunks of night, period of the night is variable in different parts of globe.

While in service sectors concept of split shift is on the board i.e. shifts at very early mornings and very late afternoons. Looking forward in organizational context, shift system may vary in it as well on following grounds (IARC, Vol: 8):

- **Length of shift Cycle**
- **Duration of shift**
- **Available alternate workers during**
- **Speed of shift rotation**
- **Fix or flex time schedule**

Besides shift system there are other factors as well which affects the tolerance to shift work as family, working and social conditions and individual characteristics (Costa, 2003).

Shift work is a strong following tradition in service sector. It is mostly observed that all those work which required attention on round the clock basis or the profession which demands on call duty are mainly enrich with the working in shifts. Considering medical field from a clerk to a surgeon all are required to work either on shift or on call. Not just in medical, military, police, security agencies, fire fighters they are also being observed working in shifts. A high rate of shift work is required by police, fire fighters and health care. In modern advancement shift work is not just restricted to only previously mentioned professions rather it has scattered its root to many other service providing professions as fast food restaurants, coffee shops etc (Gilda, 1997).

Researches also discussed that this type of working preferences of twenty four hours a day and seven days a week are mainly to permit the occurrence of continuous production. Before that it was mainly restricted to health care and security agencies (Monk & Folkard, 1992). Researches also claim that managers are found eager to have working
shifts in their companies because it improves business and results in rise in production by satisfying the public demands (Bohlander & Hinman). Managers also are found in preferring shift work because of a random decrease in short term absence. It is also stated that there may be many employees who prefer to work in only morning or evening shifts only that is because they feel themselves more comfortable or even more productive at time (Monk & Folkard, 1992). As a result the employees will be having more focus on job then in time, job orientated-ness is significantly found in up rising trend then time oriented-ness. Allowing the employees working their desired shifts helps to increase their productivity because they just don’t need to adjust their life style by traditionally imposed office timings (Silverstein & SRB). Not just only these advantages are gained by organizations, shift working also increases the cooperation among employees, increases the know-how of one another work when they share skills with each other which helps at the time when any of the workers is absent (Bohlander & Hinman).

(Jane) discussed that the reasons of working in night shifts by most of the shift workers are mainly because of the following reasons:

- To earn better and greater pay as working in night shifts remunerates higher pay.
- Employee remains unobserved by higher clientele.
- Freedom from supervisors
- To have a freedom in work pace and working method
- Flexibility in working conditions as there is found quietness in night shift which results them to focus more easily towards their work.

Furthermore, other researcher (Bohlander & Hinman) has also contributed on this in a way that they are of the opinion that people follow their own rhythms which make them comfortable to work in the shifts. Working by focusing their own rhythms creates greater enthusiasm, enjoyment and concentration in employees. Literature also addresses convenience, less working hours and training opportunities as advantages of shift work (On the job behavior).

- Convenience: It is the freedom of selecting and tailoring the working hours as per requirement of the employee. It may be considered as the flexibility in working hours given by employer on weekly or monthly basis.
- Less working hours: It is the fixed duration of the shift which need not to be covered by the over time. As the time of the shift is over the next shift is responsible to continue the cycle of work. Hence the pressure of over time is eliminated to its minimum.
- Training opportunities: Organizations widely are responsible to provide training opportunities to their employees. Shift workers have the opportunity to make most of it either on job by the organization or on their own respective arrangements after the shift to update and upgrade their skills.
In addition, part time working in service sector is considered as strong gesture of creating shift working as uprising trend. It is discussed in literature that part time working is mostly associated to the young earner who are perusing for education and wishes to bear own expenses (Finn, 1981).

It is widely being observed by the author and less discussed in literature that in service sector employees are being offered the part time jobs for the sake of increasing the reputation of the organization. It is done on the basis of relationship with the management or to strengthen the relationship with management.

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3. Research hypothesis

The researcher has drawn the theoretical framework of this research after reviewing available literature as:

<table>
<thead>
<tr>
<th>Table 1: Description of Variables</th>
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<tbody>
<tr>
<td><strong>Independent variables</strong></td>
</tr>
<tr>
<td>Shift work</td>
</tr>
<tr>
<td>a. Management relationship</td>
</tr>
<tr>
<td>b. Increase of income</td>
</tr>
<tr>
<td>c. Training opportunities</td>
</tr>
<tr>
<td>d. Less Working Hours</td>
</tr>
<tr>
<td>e. Part time Arrangements</td>
</tr>
<tr>
<td>f. Convenience</td>
</tr>
</tbody>
</table>

Source: This Study

From the above Table-, following hypothesis were formed:

**Hypothesis: 1**

H₀: There is no impact of shift work on Job satisfaction

H₁: There is a positive impact of shift work on Job satisfaction

**Hypothesis: 2**

H₀: There is no impact of increase in income on Job satisfaction

H₁: There is a positive impact of increase in income on Job satisfaction

**Hypothesis: 3**

H₀: There is no impact of management relationship on Job satisfaction
Hypothesis: 4

Hₐ: There is a positive impact of management relationship on Job satisfaction

H₀: There is no impact of training opportunities on Job satisfaction

H₁: There is a positive impact of training opportunities on Job satisfaction

Hypothesis: 5

H₀: There is no impact of less working hours on Job satisfaction

H₁: There is a positive impact of less working hours on Job satisfaction

Hypothesis: 6

H₀: There is no impact of part time arrangements on Job satisfaction

H₁: There is a positive impact of part time arrangements on Job satisfaction

Hypothesis: 7

H₀: There is no impact of convenience on Job satisfaction

H₁: There is a positive impact of convenience on Job satisfaction

4. Method

Population and Sample

All shift workers from the service sector organizations of Pakistan were invited to participate in this descriptive study. In total, a sample of 300 persons located in different areas of Karachi is selected randomly. Convenience sampling is being used by researcher.

Research Instrument

A self administered structural questionnaire obtained responses from professional working in shifts on several issues including shift work and job satisfaction. The scale is comprised of 30 Likert-type questions that vary from (5) strongly agree to (1) strongly disagree. The 30 questions can also be evaluated separately.

Data collection
The researcher with due permission from the organization planned to collect data from respondents as per their convenience. Researcher explained the purpose of conducting research to the respondents and confirmed their anonymity concerns before filling questionnaire.

**Data Analysis**

Z-Tests of hypothesis for mean were conducted to examine the statistical significance of the relationships between the variables studied at 5% level of significance.

### 6. Discussion and Results

<table>
<thead>
<tr>
<th>Variables</th>
<th>Sample Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>P- Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management relationship</td>
<td>3.366666667</td>
<td>1.3107</td>
<td>0.0757</td>
<td>0.0000</td>
</tr>
<tr>
<td>Increase of income</td>
<td>3.433333333</td>
<td>1.1762</td>
<td>0.0679</td>
<td>0.0000</td>
</tr>
<tr>
<td>Training opportunities</td>
<td>3.166666667</td>
<td>1.3509</td>
<td>0.0780</td>
<td>0.0326</td>
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<tr>
<td>Less Working Hours</td>
<td>3.25</td>
<td>1.2805</td>
<td>0.0739</td>
<td>0.0007</td>
</tr>
<tr>
<td>Part time Arrangements</td>
<td>3.546666667</td>
<td>1.0089</td>
<td>0.0582</td>
<td>0.0000</td>
</tr>
<tr>
<td>Convenience</td>
<td>3.22</td>
<td>1.4089</td>
<td>0.0813</td>
<td>0.0068</td>
</tr>
</tbody>
</table>

*Source: This Study*

The study reveals that shift work has a direct impact on job satisfaction. The results of the tested hypothesis-I show that there is a significant relationship between shift work and job satisfaction, which means both variables are related to each other. It was also hypothesized that the increase in income (hypothesis-II) and management relationship (hypothesis-III) have correlation that leads to job satisfaction. The test results of hypothesis-II&III show that increase in income and management relationship have impact on job satisfaction. There are other factors as well involved for job satisfaction for a shift worker those have tested in hypothesis-IV. Furthermore, it was analyzed that training opportunities is one reason for job satisfaction for shift workers. The hypothesis-IV shows that there is an impact of training opportunity on job satisfaction. Quantitative analysis of hypothesis- V reveals that less working hours has also an impact on job satisfaction, the more we decrease duration of the shift greater will be the job satisfaction. In hypothesis- VI results shows that part time arrangements have impact on job satisfaction, this adds up in the clarification of hypothesis- V. In addition, hypothesis- VII result shows that convenience has also an impact on job satisfaction, which leads to conclusion that flexible timings have greater impact on job satisfaction.

### 7. Conclusions

In countries like Pakistan it is considered that the shift work is one of the tools for increasing level of income. Generally people feel working in shifts is for better well being of their living standards and our tested hypothesis supports it as well. Another reason for working in shifts is the better use of their skills in the related fields of interest.
In the quantitative analysis it was also observed that the level of satisfaction with job is high. The main reason behind this are satisfaction of the usage of their personal skills, ensure the creativeness they posses, flourish in their related fields of interest they prefer working in shifts etc. The shift workers have greater level of commitment with the jobs they perform in shifts. It is the generally observed that graduating students strive hard to bear their personal expenses that’s why they prefer to work part time in order to make both streams in line (Education & Work). Part time workers search for the job which is inhabited by two factors commonly; less working hours and flexible timings (Convenience), both the factors leads to job satisfaction as revealed by the results of the tested hypothesis. Another observed characteristic of developing countries workers are to pursue for training opportunities. Similarly, being one of the developing countries, workers also follow the same inclination which leads to job satisfaction. Moreover, due to economic circumstances it is the normal perception of people that shift workers are unemployed ones but shift workers are not always unemployed rather they are the people who welcome themselves to support (Intentionally or unintentionally) the national growth of a nation by working in odds timings.

On the consequences of this quantitative study, there are some recommendations as followed:

- In order to increase the job satisfaction service sector should increase the shift work.
- Service sector is currently focusing on commitments to make their employees satisfied, it is suggested that they should rather focus on level of income.
- Training programs should be increased with proper procedures for the employees in service sector.
- Companies should introduce and encourage the flexible timings for their workers.
- Companies are suggested to introduce over time payment schemes so that employees may be retained for longer period.

Being a developing country Pakistani Business industry should encourage shift workings in service sector organizations as it is the need of the modern era. This will raise nation’s progression, strength and soon it can become a part of developed nations.

References


Bohlander, G. W., & Hinman, F. *Flextime- A new face of the work clock- A policy and practice publication*. California, Los Angeles: Institute of Industrial Relations.


