



A research on Quality of Work Life and Stress among Day shift and Night Shift Employees

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Abstract:

The aim of this paper is to study the Quality of Work Life and Stress employees working in Day Shift and Night Shift. The variables used in this study were Quality of Work Life, Stress and Coping Strategies. Quality of Work Life as an organization's ability to meet the individual's essential needs. Stress refers to psychological stress requires a judgment that environmental and/or internal demands exceed the individual's resources for managing them. The sample consisted of age range of 25-30. The purposive sampling technique was used. 2 psychometric tools were used which were, Walton's QWL and Perceived Stress Scale. The descriptive statistics and the independent t test were done. A significant difference was found for Quality of Work Life between employees working in the Day Shift and Night Shift. This study can be used to assess and study how rotational shifts effects the stress levels among employees and how the organization can work on their Quality of Work Life. For future research on this topic, the amount of experience can be considered as a controlled variable and a through qualitative research can be made. The hypothesis stating that "Quality of Work Life is higher in employees working in the Day Shift than Night Shift" was not accepted. The hypothesis stating that "Stress will be higher in Night Shift employees than Day Shift employees" was accepted.

Keywords: Quality of Work Life, Stress, Night Shift Employees, Day Shift Employees

Introduction:

The following research is a comparative study on Quality of Work Life and Stress and coping strategies among people working in day shift and night shift. Quality of Work life is an important aspect in today's time and is vastly prioritized by every industrial organization. Stress is a key aspect that may be caused due to the lack of quality of work life and hence the two are very closely related. Employees working in the Customer Service sector have to be available throughout the clock and hence are required to work in erratic shift timings. Employees are expected to work in rotational shift or at times even in the same single shift at times owing to the requirement

Basic Concepts**Quality of Work Life**

Quality of work life (QWL) refers to the favorableness or unfavorableness of a job environment for the people working in an organization. The period of scientific management which focused solely on specialization and efficiency, has undergone a revolutionary change.

Origin of Quality of Work Life (QWL) is dated back in industrial revolution¹ where higher production was the main concern. During this period, ordinary working people found increased opportunities for employment in the new mills and factories. But, strict working conditions with long hours of labor dominated by a pace set of machines exist. In the year 1930, the concern for QWL evolved during Hawthorne studies by George Elton Mayo where he studied the impact of level of workplace illumination on workers' productivity-that workers are not motivated solely by pay but also by total work situation, psychological and social factors. Also, one of the pioneering insights into the real study of human beings at work was F.W Taylor's scientific management principles where it ignores the human element in production, social and ego needs of people.

Laaret.al. (2007) indicates that QWL is that part of overall quality of Work Life which is influenced by work. It is the widest context in which an employee would evaluate the influence of work on their life.

Quality of Work Life and Stress among Day shift and Night Shift Employees

1. Adequate and fair compensation
2. Safe and healthy environment
3. Development of human capacities
4. Growth and security- the opportunity to achieve personal identity and self esteem
5. Social Integration in work environment
6. Constitutionalism- It is the degree to which a worker has rights and can protect it.
7. The total life space-It is the extent to which a person's work has a balanced role in his or her life, so as not to disrupt leisure and family time.
8. Social relevance- It is the degree to which the worker views that the organization does as socially responsible and, therefore, sees his or her contribution to the organization as being of social value.

Stress

Stress generally refers to two things: the psychological perception of pressure, on the one hand, and the body's response to it, on the other, which involves multiple systems, from metabolism to muscles to memory.

The term stress was borrowed from the field of physics by one of the fathers of stress research Hans Selye. In physics, stress describes the force that produces strain on a physical body (i.e.: bending a piece of metal until it snaps occurs because of the force, or stress, exerted on it). **Hans Selye** began using the term stress after completing his medical training at the University of Montreal in the 1920's. He noticed that no matter what his hospitalized patients suffered from, they all had one thing in common. They all looked sick. In his view, they all were under physical stress. He proposed that stress was a **non-specific** strain on the body caused by irregularities in normal body functions. This stress resulted in the release of stress hormones. He called this the "General Adaptation Syndrome" (a closer look at general adaptation syndrome, our body's short-

Quality of Work Life and Stress among Day shift and Night Shift Employees

term and long-term reactions to **stress**). Drawing heavily from the theory of evolution, Walter Cannon and Hans Selye are credited with establishing stress as legitimate scientific phenomena.

Statement of the Problem

To study the Quality of Work Life between employees working in Night Shift and Day shift

Rationale of the study

The following research has been conducted to better understand how Quality of Work life and Stress are important for employees working in the BPO sector, in this case specifically Customer Service department. With the growing demand in the field of Industrial Psychology, it is important to understand the drawbacks of working in rotational shifts and specifically night shifts and the stress that it adds to their life not only at work place but in their personal lives as well. This study will help in looking at the amount of stress the employees deal with help to improve the quality of work life by incorporating ways in which they cope up with the shift changes and the strategies they use.

Significance of the study

A healthy Quality of work life is something that all organizations make sure is provided to their employees so that they can focus on their work and increase or have a stable productivity, employees deal with a lot of stress which may hamper their personal well-being as well. Hence, it is important to understand the amount of stress they deal with and the ways they use to cope up with the same at work and outside of it as well. The same can help the employers to come up with various ways to deal with the issues they employees face and have various employee engagement programs and other programs to help their employees have a better Quality of Work life and reduced amount of stress. It will also help for a better understanding of what the employees expect from the company when it comes to the betterment of their own Quality of Work Life.

Objectives:

To study the Quality of Work Life among Day Shift and Night Shift Employees

To study Stress among Day Shift and Night Shift Employees

Literature Review:

S. Krishnaraj and Dr. A. Ramachandran conducted a research on Quality of Work Life among BPO employees in 2005. The objective was to evaluate the demographic factors and perception towards quality of work life among employees working in the BPO sector. There is a significant positive correlation found among the employees towards quality of work life at 1% level between the factors namely, physical wellbeing and work culture ($r=0.909$, sig. 0.000). The study concludes that the research objectives were analyzed taking different dimensions deciding quality of work life from which there is a significant correlation found with few attributes and there is no correlation with some of the attributes perceived by the BPO sector employees working in Coimbatore.

Skinner and Ivancevich (2008) conducted a research on Quality of Work Life and Stress on people working in the Night shift at the convenience stores. The aim was to assess the correlation between Quality of Work Life, Stress and Work Life Balance on the employees working in the Night Shift. The result was found to be significant positive relationship between QWL and Work Life balance. However, there was a relatively low positive correlation between Stress and Quality of Work Life. They found that there was a low correlation as the better the QWL, lesser the Stress. It was also the approach of the employees towards the job that was a factor. There was a .1 significant correlation between Work Life balance and Quality of Work Life, no significant correlation between Quality of Work Life.

Ramya. U and Dr. B. Poornachandran conducted a study on Quality of Work life and stress among female employees. The primary data is collected through the structured questionnaire from various organizations in the Chennai city. The sample size is 100. The questionnaire is divided into four parts: Demographic profile, job stress, psychological stress and Quality of Work Life. The simple random sampling technique was used. Primary data was collected through questionnaire. Secondary data was collected through internet, journals and magazines. The total of 100 samples collected through the questionnaire. The ages of responded was between 22 to 55 years. The result of this study concluded that there is an impact of stress on

Quality of Work Life and Stress among Day shift and Night Shift Employees

Quality work life among women employees. It is found that marital status of the women employees towards “Lack of recognition in your organization” ($f = 2.710$, $p = 0.048$) is statistically significant at 5% level.

Methodology:**Quality of Work Life:**

Quality of Work Life refers to the favourableness and the unfavourableness of a job environment working in an organisation. The period of scientific management this focused solely on specialization and efficiency. According to Khanka (2005) and Robbins (1989) refers QWL as a process by which an organization responds to employees’ needs in developing mechanisms to allow them to share fully in making the decisions that design their lives at work.

Stress

Stress generally refers to two things: the psychological perception of pressure, on the one hand, and the body's response to it, on the other, which involves multiple systems, from metabolism to muscles to memory. Occupational stress is one of the major health hazards of the modern workplace. It accounts for much of the physical illness, substance abuse, and family problems experienced by millions of blue and white-collar workers.

In 1990, Steinberg and Ritzmann considered that “stress can be defined as an under-load or overload of matter, energy or information input to, or output from, a living system.”

Stress is the negative effect that the work load might create on the employee due to various reasons including professional and personal life pressure. It may be physical or psychological stress that may in turn hamper the work input and the productivity.

Variables:

IV: Working Employee (Day Shift & Night Shift)

DV: Quality of Work Life and Stress

CV: Age range, years of experience

Hypotheses:

H1: Stress will be more among people working in Night Shifts as compared to Day shift employees.

H2: QWL will be better among day shift employees as compared to night shift employees.

Sample:

The following study included a sample of 100 employees (50 males and 50 females) working in the customer service sector. The participants were all graduates or post- graduates and their age ranged from 25-30. All the employees were from Pune. The sampling technique employed was purposive sampling.

Psychometric Tools:

Walton's QWL Model:

Walton (1975) comprehended eight dimensions which directly influenced the employee. His choice is justified because its eight criteria addressed broadly covers basic aspects of the working situations, and for being widely used instrument in the QWL evaluation. The listed criteria that compose the Walton's QWL model (1975) are not in priority order and can be arranged in distinct manners to assume other importance, according to the reality in each organization.

1. Adequate and Fair compensation
2. Safe and Healthy Environment
3. Development of Human Capacities
4. Growth and Security
5. Social Integration
6. Constitutionalism
7. The Total Life Space
8. Social Relevance

Reliability and Validity:

To ensure the internal consistency of the present instrument, Cronbach's Alpha coefficient was used. Developed by Lee Cronbach in 1951, the Cronbach's alpha coefficient is a statistical tool that evaluates the reliability through the inner consistency of a questionnaire. Concurrent Validity was used to establish the Validity for the same. Age and Gender norms were used for the same.

Perceived Stress Scale

The Perceived Stress Scale was devised by Sheldon Cohen. Perceived Stress Scale (PSS) is a classic stress assessment instrument. The tool, while originally developed in 1983, remains a popular choice for helping us understand how different situations affect our feelings and our perceived stress

Reliability and Validity:

Internal consistency coefficients for the scale have ranged from .86 to .95; test-retest reliability coefficients have ranged from .65 to .75 over a 2-month interval (Spielberger et al., 1983). Test-retest coefficients for this measure in the present study ranged from .69 to .89. Considerable evidence attests to the construct and concurrent validity of the scale (Spielberger, 1989).

Statistical Analysis:

The statistical methods applied are Mean, Median, Standard Deviation, Variance and t-Test for comparison between two groups for the study.

Result and Discussion:

Table showing the Mean, Standard Deviation, variance and Standard error of mean for Quality of Work Life and Stress among Night Shift Employees and Day Shift employees (N= 100).

Quality of Work Life and Stress among Day shift and Night Shift Employees

Table 4.A focuses on Descriptive statistics of the study. The Mean and Standard deviation for Quality of Work Life and Stress

	N	Mean	Std. Deviation	Std. Error Mean
PSS Night Shift	50	24.86	3.451	.546
	50	24.98	3.902	.712
QWL Night	50	25.07	17.661	2.792
Day	50	24.68	11.269	2.057

Table 4.B

Table showing the Independent t test ($N = 100$)

Variables		T	Df	Sig.
Stress	Day Shift	19.294	68	.891
	Night Shift	18.955	58.129	
Quality of Work Life	Day Shift	-9.866	68	.016
	Night Shift	-10.487	66.487	

Discussion:

H1: The first hypothesis stating “Stress will be high among Night Shift employees than Day Shift.” was rejected. The $df = 58.129$ and t value = .891 ($t = .891$, $p > 0.05$) indicating no significant difference.

Quality of Work Life and Stress among Day shift and Night Shift Employees

H2: The second hypothesis stating “Quality of Work Life will be high in Day Shift Employees than Night Shift.” was accepted as the t value= .016 was significant at .001

Limitations:

1. The sample was taken only from one company and one domain.
2. The sample age criteria was 23-28, it could also be used to assess employees working in an older age group.
3. The sample research could have been a complete qualitative to have a better understanding of the Quality of Work Life and Stress as well.
4. The experience was not considered as a controlled metric here.

Implications:

1. In today’s time where employees are expected to work around the clock owing to meet the optimum productivity requirement, it is important to keep in mind the Quality of Work Life and the Stress they go through.
2. This study help us find the coping strategies used by the employees in their daily lives, it can help the employers set up new programmes in the company for the well-being of the employees.
3. It also helps us see the maladaptive practices that an employee may adopt due to the stress in their lives and the same can be eradicated or reduced for a better health.
4. As the personal stress levels have also been considered here, it can help the employees to engage the employee accordingly.

Future Suggestions:

1. The study can be conducted on other sectors as well where employees are expected to work in rotational shifts.

2. The research can be made a complete qualitative research.
3. A correlation between the two variables can be done to see how Stress and Quality of Work Life correlate.
4. It can be divided into two groups of people with experience and people non-experienced employees.

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Quality of Work Life and Stress among Day shift and Night Shift Employees

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