

Impact of Shift Timings and Income on Work Life Balance of Employees in Shipping Organization

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Abstract: *Work Life Balance (WLB) is defined as the perfect management between work and life both not interfering with each other. In recent years, several approaches to Work Life Balance and improving productivity have captured the imagination of Indian organisations. Global competition requires that Industries in India undertake the primary role in improving productivity and one way to achieve this is by enhancing the Work Life Balance (WLB) within the organizations. Some occupations are more commonly associated with shift work. Work Life Balance (WLB), where family life and work life influence each other, due to shifts, employees lives get disturbed in their family sphere and leads to unbalanced relations with family members and relatives. There is a need to adopt a strategic work life balance (WLB) initiatives that should be coherent with the HR policy framework at the firm level. The present study is an attempt to investigate the how shift timings and Income affects the work sphere and personal life of employees working in shipping organization.*

Keywords: Work Life Balance (WLB), Global Competition, productivity, Indian organisations, HR policy framework, shift timings

1. Introduction

The expression "Work Life Balance (WLB) was first used in the late 1970s to describe the balance between an individual's professional and personal life" (New ways to Work and Working Mothers Association in the UK). According to Jim Bird, CEO of worklifebalance.com, WLB is meaningful achievement and enjoyment in everyday life. As the Work/Life movement has gained momentum, studies of the "Best Companies to Work For" have shown that company provided programs produce measurable bottom line results. Such initiatives, policies and benefits support individual work-life balance. This allows the workforce to focus better while on the job, because external life issues are made more manageable (worklifebalance.com).

An expression of "work life balance (WLB)" is currently a topic of debate and discussion amongst employees, employers, academicians, researchers, government agencies, and the policy makers. The debate on adopting a work methodology that would help employees balance the life and work has intensified in recent times (Doherty & Manfredi, 2006; Lockwood, 2003). Organizations are striving to adopt more comprehensive approach towards the workforce management that would address the work- life needs of all employees (Harrington & Ladge, 2009).

2. Work Life Balance and Shift timings

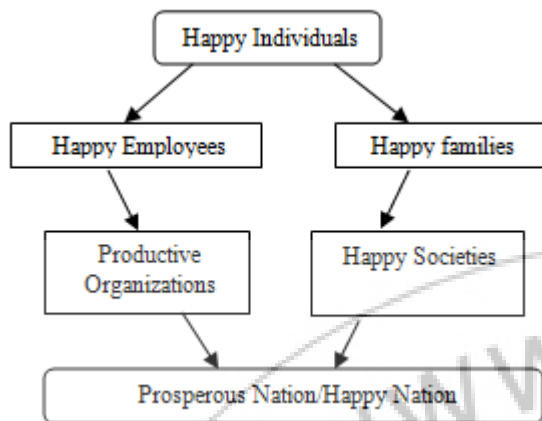
In recent time, CEOs and managers across the world of the view that the companies offering better Work Life Balance add value to the company. As the separation between work and home life has diminished, Work Life Balance has become more relevant than before. However, in a global economy some occupations demands shift work. All shift employees spent less time with their family than those who worked in regular day shift. The cumulative effect of shift is

having an important effect on the lifestyle of a huge number of employees and creates negative health effects which disturb their family as well as social life. Generally Shift employees are slightly dissatisfied with their work life balance than regular day shift employees. Most of the organizations taking initiatives to implement better work life balance programs to attract and retain good shift employees and improve their image as a better employer.

3. Work Life Balance and Income

The term "work" is being used is referring to paid work or employment. The term "Work life balance" is a contested term, with many alterations suggested, such as "work life integration", "Work life interface", "Work life Masonic", "Work life reconciliation", or "Work life coordination"(Mc Pheron,2007). The balance is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as a room, to the mutual benefit of the individual business and society (Narendranath, 2007). A satisfied work force is essential for the success of organization. Employee's happiness from their job critically depends on the earnings they earned from their job. Income is the major factor affecting the work life balance. Work life balance differs with Income. Income security is a one reason behind work in a smooth and effective manner.

4. The importance of maintaining Work Life Balance



(Source: HRM Review, Sept. 2009)

5. Literature Review

Friedman and Greenhaus (2000) argued that the dominant work and life roles for most employed women and men in the contemporary society could either help or hurt each other's role. Thus, there is a strong need for the organizations to provide widespread WLB benefits to all instead of adopting a myopic approach for select segments of the workforce.

The Whitehall Study I and II (Council of Civil Services Union, 2004) attempted to investigate the relationship between work, stress, and health. The Whitehall Study II suggested that flexible work hours, better leave arrangements, and reduction in work-related commuting by encouraging work from home could help balance work and personal lives of the employees.

Galinsky et al.(2001) opined that the costs of creating WLB is increasing sharply for the employers in terms of providing health care, retention, productivity, safety, recruitment, and personal satisfaction. There is a commitment requirement on the part of the organization, and a long-term strategy needs to be drawn not a piecemeal approach to fully appreciate the efficacy of a WLB initiative.

White and Keith (1990) studied the effects of shift work on marital quality using a sample of 1,668 married couples that were interviewed in 1980 and again in 1983. They found, in the cross-sectional data, that shift work had a significant negative effect on marital quality and increased sexual problems, but no effect on marital interaction. Results of longitudinal analysis showed that leaving shift work increased marital quality while adding shift work decreased marital quality.

Tausig and Fenwick (2001) discussed the effects of shift work by suggesting that shift work may contribute to achieving a better balance between the demands of work and family life. This can happen when working alternative shifts is voluntary, or when workers have some control over the hours or days worked. They conducted survey in 1992 of the National Study of the Changing Workforce indicates that perceived work-life balance is lower for persons working

non-Monday–Friday shifts, but that perceived schedule control increases work-life balance.

Robert Perrucci et al. (2007) studied the significance of shift work on current status and future directions. He has pointed out that Shift work, especially nights and rotating shifts, has negative effects on physical health. He has been conducted most research on the effects of shift work with samples of white employees. Results showed that Shift work can have different impact for employees from a variety of racial and ethnic backgrounds. He has also found that Workers on non-standard shifts, compared to regular day time workers, report greater negative effects on family life, marital quality, and divorce.

Yutaka Ueda (2012) focused on The Relationship between Work-life Balance Programs and Employee Satisfaction with respect to Gender Differences in the Moderating Effect of Annual Income. This study found that Work Life Balance program comprehensiveness is greater for higher-income employees than for lower-income employees. He has also pointed out that Female employees had significantly higher WLB satisfaction and job satisfaction than did male employees. In contrast, male employees worked with significantly higher mean numbers of other employees, had more years of employment, and had more annual income. WLB program comprehensiveness is also higher for male employees than for female employees.

Shiva Sayah and Stefan (2013) emphasized on Conflict between Work and Life: The Case of Contract Workers in the German IT and Media Sectors. Research gap of this study found that medical condition or illness can be particularly serious for contract workers who have a one-person business because they result in a direct loss in income, which can in turn endanger their livelihood. This study also showed that the number of working hours has a strong influence on the work life conflict of contract workers. In contrast, findings suggest that the income of contract workers reduces work life conflict and therefore has an opposite influence than supposed for employees.

6. Data Interpretation

Table 1: Shows Shift Timings of the Sample

	Frequency	Percent	Valid Percent	Cumulative Percent
Day shift	32	64	64	64
Night shift	8	16	16	80
Other	10	20	20	100
Valid Total	50	100	100	

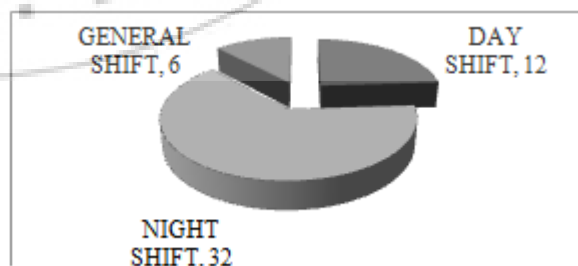


Figure 1: Shows Shift Timings of the Sample

Table 2: Shows income of the sample

Income Balance	Frequency	Percent	Valid Percent	Cumulative Percent
No	23	46	46	46
Yes	27	54	54	100
Valid Total	50	100	100	

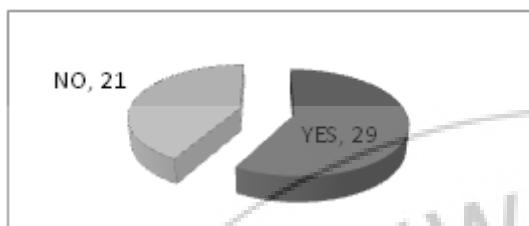


Figure 2: Shows Balance all needs with income of the sample

Report WLB_Score

Shift	Mean WLB	N	Std. Deviation
Day shift	77.1205	32	4.24126
Night shift	72.3214	8	5.96088
Other	70.7143	10	6.25425
Total	75.0714	50	5.61178

7. Research Objectives

- 1) To study the impact of the shift timings on Work Life Balance of the employees in shipping Organization.
- 2) To study the impact of income on WLB of the employees in shipping organization.

Hypothesis

Based on the above objectives following hypothesis are initiated:

H₀₁: There is no significant difference in WLB of employees of different shift.

H₁₁: There is significant difference in WLB of employees of different shift.

H₀₂: There is no impact of income on WLB of the employees in shipping organization.

H₁₂: There is impact of income on WLB of the employees in shipping organization.

8. Research Methodology

The research is based on primary & secondary data. This study used both quantitative & qualitative techniques of data collection. The primary data was collected through quantitative survey through structured interview approach. Random sampling method was adopted to collect data from employees. A structured questionnaire was used as the tool of data collection. The questionnaire was distributed to 50 skilled & semi-skilled employees of shipping organizations located in Mumbai and Navi Mumbai. The secondary sources of data collection include book, journals, magazines of related topics of research & the related websites. SPSS is used for Data Analysis.

9. Data Analysis

Classification of data: Opinion about WLB:

Que No.	Question Details	Yes	No
Q.1	Are you satisfied with the working hours of the organization?	44	6
Q.2	Are you satisfied with the number of working days of the organization?	33	17
Q.3	Due to the shift timings have you ever come across sexual harassment in & outside the organization?	12	38
Q.4	Do you find yourself thinking about work instead of focusing on home/pleasure activities?	25	25
Q.5	Are you able to cope up with the attitude your boss carries?	37	13
Q.6	Are there hindrances in fulfilling the household responsibilities?	31	19
Q.7	Do your family members have a positive attitude regarding your employment?	47	3
Q.8	Is your husband/wife co-operative?	25	25
Q.9	Do you have more pressure of work in the organization	37	13

To test WLB following Hypothesis is designed:

H₀₁: There is no significant difference in WLB of employees of different shift.

H₁₁: There is significant difference in WLB of employees of different shift.

To test above hypothesis ANOVA is obtained and F-test is applied. Results of test are as follows.

ANOVA WLB_Score

	Sum of Squares	Df	Mean Square	F	p-value
Between Groups	384.71	2	192.355	7.804	0.001
Within Groups	1158.402	47	24.647		
Total	1543.112	49			

Above table indicate that p-value is 0.001 which is less than 0.05. Therefore test is rejected. Hence null hypothesis is rejected and alternate hypothesis is accepted.

H₀₂: There is no impact of income on WLB of the employees in shipping organization.

H₁₂: There is impact of income on WLB of the employees in shipping organization.

ANOVA- WLB Score

	Sum of Squares	Df	Mean Square	F	P-value
Between Groups	42.858	1	42.858	1.371	0.247
Within Groups	1500.255	48	31.255		
Total	1543.112	49			

Above table indicate that p-value is 0.247 which is greater than 0.05. Therefore test is accepted and hence null hypothesis is accepted and alternate hypothesis is rejected.

10. Major Findings

Above analysis shows that, Work-life balance satisfaction varies somewhat with shifts. All shift employees spent less

time with their spouse than those who worked a regular day schedule. Respondents of Day shift have maximum WLB satisfaction and Least is for other shift respondents. Not surprisingly then, satisfaction with work-life balance varies somewhat by type of shift. It indicates that there is significant difference in WLB of employees of different shift.

Second hypothesis results show that, income does not affect on the work life balance of the employees working in the shipping organization. For those with high incomes, the purchase of time through attending different recreation clubs, having meals in outside restaurants, shopping in malls may be one way to reduce the time burden and thereby find balance or reduce overload. Lower incomes were associated with a lower likelihood.

From the above analysis, it is found that shift timings are positively affected on the work life balance of the employees. There is an immense need for the shipping company to facilitate congenial work environment with good working conditions, consolidated working hours and work relaxation policies for attaining work-life balance.

11. What Does The Organization Need To Do?

- 1) Organizations should have well defined policies and innovative approaches like flexi work timings, convenient transportation facilities, communication of success stories, education programs that helps employees to manage work/life/flexibility issues within their teams etc. which help to build trust between employee and manager. When workers have some control over their shifts, it is much easier to reduce the conflicts relating to family and work (Halpern 2005).
- 2) Organizations should apply innovative techniques like Ergonomics to reduce work stress of employees. Ergonomics is a study of the relationship between people and their work environment wherein, the workplace, tasks and tools are designed to fit individual capabilities and limitations, so that people can do their jobs safely.

12. Conclusion

As the economy shifts more towards the service sector, work life balance assumes greater significance. Right balance of work and family life enables the employees to gain more job satisfaction. Poor work-life balance adversely impacts employees' productivity, quality of work life and level of engagement at work. Hence successful Work Life Balance (WLB) is important to both individual employee as well as organizations. It boosts productivity and makes for better quality of work life.

13. Limitations of Research Study

- 1) Scope of the study is limited only to the area of Mumbai and Navi Mumbai.
- 2) Analysis will be given on the basis of information given by respondents.

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