

The Impact of Working Shifts on Employees Engagement among Manufacturing Sectors

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Abstract

The objective of the present study was to find out the working shift variance in employees engagement in manufacturing Industries. The sample for the current study consisted of 120 employees having low monthly income and 120 employees having high monthly income. Employees were selected randomly from various organization of Rajkot city in Gujarat. The Utrecht Work Engagement Scale created by Schaufeli, W.B., Bakker, A.B., and Salanova, M. (2006). The instrument reflects three underlying dimensions. It was also included in the measurement instrument. This scale encompasses 17 items, it were scored on a 7-point scale (endpoints 1 = complete disagreement to 7 = complete agreement). Response on items were scored on a 7-point likert Scale fluctuating from never (0) to always (6). High score indicates high level of employee engagement and low score indicates low level of employee engagement. Scale was used to measure among monthly income (high and low) and manufacturing sector (agro and mineral based) employees. The data was analyzed in terms of mean, SD, and F-test. The result of F-test revealed significant difference in employee engagement between employees having Day shift and having night shift. Employees having day shift were having high level of employee engagement than employees who having night shift. Further analysis was carried out to know manufacturing type effect on employee engagement, result revealed significant difference between employees whether working in agro based and mineral based manufacturing.

KEYWORDS: Employee Engagement, working shift, Manufacturing

INTRODUCTION

On The Basis of Raw Materials Industries are divided into two types, agro based and mineral based. So that researcher's aim to find the Employee engagement in raw based manufacturing industries. Individual factor was monthly income (high and low) and raw based manufacturing Industries (agro and mineral).

Organizations have been involved in how employees reflect and feel about their jobs and what employees are eager to dedicate to the organization. Many organizations were rational on emerging a successful reward structure to remain employees engaged and fruitful. Job design, career growth are all closely influenced by management behaviors which have a vast effect on employee engagement (Amble, 2006). Research

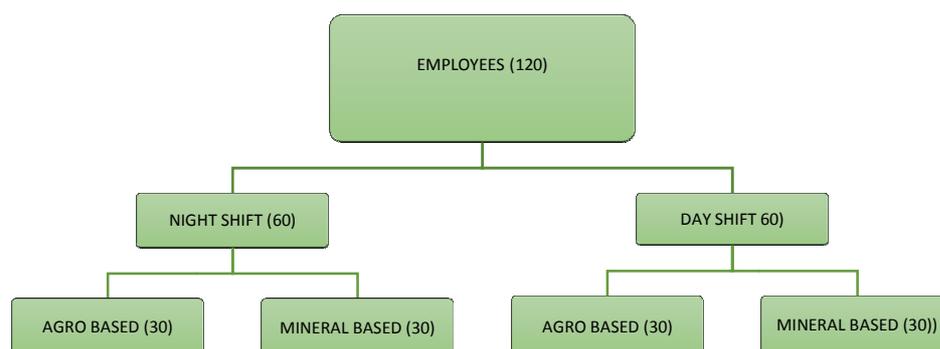
undertaken on behalf of the CIPD (Alfes et al 2010) exposed that Positive perceptions of management are meaningfully related to employee engagement.

OBJECTIVES:

1. To find out the difference in Employee Engagement level between employees having night shift and day shift.
2. To study the difference in Employee Engagement level between agro based and mineral based manufacturing industries.
3. To find out the interaction effect of night/ day and raw based manufacturing industries in employee engagement.

METHOD Participants: The Participants for the present study comprised of 120 employees. 60 employees having night shift/ day shift (30 agro based & 30 mineral based) and 60 employees having low salary (30 agro based & 30 mineral based). Employees were selected randomly from various industries of Rajkot city in Gujarat.

RESERCH DESIGN



INSTRUMENTS:

The following Instruments were employed in the present study:

Personal Data Sheet:

Personal data sheet was prepared to collect some personal information such as age, sex, salary whether they working in agro based or mineral based company etc.

Scale:

The Utrecht Work Engagement Scale developed by Schaufeli, W.B., Bakker, A.B., and Salanova, M. (2006) having 17 items was used to assess work engagement (the Utrecht Work Engagement Scale – UWES). The instrument reflects three underlying dimensions including Vigor, Dedication and Absorption. Response on items were scored on a 7-point likert Scale ranging from never (0) to always (6). High score indicates high

level of employee engagement and low score indicates low level of employee engagement.

PROCEDURE:

Participants were communicated on an individual basis at their place of existing and at their place of exercising i.e. centre. Respondents were clearly wise concerning the purpose of the study. Once founding the empathy with the participants, he/she was asked to comprehend the final directions, but the directions for express tests were provided individually. Once the topics were comfortable with directions and ready for testing, questionnaires got. She/he was requested to answer each item of all the administered questionnaires and was ensured that the responses given by him/her would be unbroken confidential.

RESULT AND DISCUSSION:

In order to the take a look at hypotheses outlined with regard to objective of the study knowledge was examined exploitation F-test. Once the applied math analysis concerning the impact on Employee engagement among manufacturing industries employees was distributed arresting results were obtained. These result conferred in table no.1, 2 and 3

Table 1, The Mean for independent variables on Organization commitment according to 2x2 factorial design.

Salary	Day shift=A1 n=60	Night shift=A2 n=60	Total N=120
Organization type			
Agro based = B1	<i>M=18.28 n =30</i>	<i>M=07.37 n =30</i>	<i>M=12.825 n =60</i>
Mineral based = B2	<i>M=23.88 n =30</i>	<i>M=11.18 n =30</i>	<i>M=17.53 n =60</i>
Total	<i>M=21.08 n =60</i>	<i>M=09.275 n =60</i>	<i>M=15.17 N =120</i>

Table 2, The Mean and Mean Deference for independent variables on employee engagement according to 2x2 factorial design.

	Variables	N	Mean	Deference
A1	Day shift	60	21.08	11.805
A2	Night shift	60	09.275	

B1	Agro based	60	12.825	4.705
B2	Mineral based	60	17.53	

We have seen the table no.2 the Mean and Mean Deference or independent variables on Employee engagement that the averages mean score for employees having day shift were high than employees having night shift. The highest mean score 21.08 was high employee engagement of employees having day shift and lowest mean score 09.275 was low employee engagement of employees having night shift. So we have seen the all mean result and conclude that employees having day shift and employees having night shift differ on employee engagement and the deference was 11.083 between them. In organization type variable, agro based employees (M=12.825.) employees were low level of employee engagement than mineral based industries employees (M=17.53). The mean in table 2 shows that employees agreed that good salary package increases employee engagement.

Table 3, F calculation for Organization commitment (2x2 factorial designed)

Source of Variation	Sum of Squire (S.S.)	df	Mean of Squire (M.S.)	F-Values	Sig.
<i>Ass(Income)</i>	21918.80	01	21918.80	116.33	0.01
<i>Bss(Agro – Mineral)</i>	1372.70	01	1372.70	62.58	0.01
<i>ABss</i>	359.10	01	359.10	13.63	0.01
<i>Wss</i>	8548.79	116	21.58	-	-
<i>Total</i>	32199.39	119	-	-	-

Significance levels 0.05* = 3.89 and 0.01** = 6.76

We have seen the table no.3 that F-value of working shift variable was 116.33, which was significance at all level. Result revealed that there is a significant difference between having day shift and night shift employees. According to table no.1 employees having high salary was high employee engagement than employees having low salary. Results of a few studies are in support of current result as they revealed salary differences in employee engagement.

Further analysis was carried out to know if agro based and mineral based employees differ on employee engagement, F-value of organization sector was 62.58 which was significant at 0.01 level. Similar analysis was carried out for interaction of salary and organization type among employees. F-values (13.63) have been obtained.

It portrayed that there is significant interaction between variable of salary and type of organization.

Chart: 1 Employee engagement



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