

Working Night Shift and Organisational Productivity: Evidence from selected Organisations in Lagos, Nigeria

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ABSTRACT

In fast moving industries, companies indulge in different forms of work arrangements to meet the market demands. A major practice in these organisations is to engage workers who have the potentials to work in the night. Clearly, it is the substantive major innovation that will assist both the employees and organisations to increase earnings and productivity simultaneously. In this study, perceptions of employees working in organisations that operate shift work were examined to determine the workability and usefulness to both the employees and organisations. A questionnaire survey was designed and administered to a sample size of five hundred and twenty (520) drawn from a population figure of one thousand and three hundred (1300) that constitute the entire workforce of the organisations. Ranking of data was made with the aid of Likert five scale point of strongly disagreed (1) to strongly agreed (5). Data analysis and testing of hypotheses were made possible with Pearson Correlation and chi-square test statistics. Inferences were made and it was found that working night shift has the potential to enhancing their earning capacity of the employees while increasing the productivity of the organisations. This study therefore, recommends that organisations that are confronted with production emergency, overbooking, night services and fluctuating orders during seasons should engage the services of night shift workers.

INTRODUCTION

It must be recognized at the outset that working night shift is both a specific task initiative and a contribution to the desired level of industrial productivity in an organization. Understanding the reasons and causes, conditions, determinants and consequences of working night shift is thus central to understanding the nature, character and environment of its practice and to formulating policies and designing structures that can influence positively the scope of its operation especially to those who may found it socially desirable as a major source of income and productivity. A simple yet crucial step in defining the centrality of the relevance and popularity is to recognize the fact that

any economic and social exigency that necessitates the choice of working in the night will directly or indirectly influence the pattern of organizational operation, working conditions and skill of those that may desire the night shift.

Working night shift is a major critical determinant of the level of industrial development of a country. It has been discovered to possess the strength of an income- balancing framework and an increase in the industrial output which can be taken as a sign of a strong economy. Working night shift is a fragment of a concise history found in the evolution of growth theory (Stern, 1991). It pertains to working activities beyond the daily hours and could be cited between the hours of 9pm to 4a.m individuals who are engaged in night shifts are regarded as nocturnal workforce and they could be splitted into two distinct groups; those who work at night at regular intervals as part of a rotating shift system and a smaller group who permanently work at night (Norman, 2011). They work at night to satisfy the organization's needs such as production emergency, overbooking, fluctuating orders during seasons (Ji-Won Seo, 2011).

The impact of night shift system of working is numerous and could be strategically managed to bring about high productivity in the workplaces while sustaining the well-being of the employees. Three key reasons are responsible why some people prefer to working at night. Firstly, night shifts are much shorter than their daytime counterparts; secondly working at night allows workers to do other jobs or to study during the day. Thirdly, those that work at night receive higher wages than they might receive during the day, fourthly, working at night provides an opportunity for employees to carry out those types of tasks that cannot be executed or done with ease or less distraction in the day time.

Statement of the Problem

Working night shift addresses the initial challenges of transition to 24 hours work period. It is a work system that has been met in different countries and how they may be met in others has remained the most comprehensive discussion of the overshooting question about the essence of good working conditions and the need to achieve a desirable level of productivity. Introducing working night shift in an organization looks beyond the need to provide jobs but seeks to create opportunity where those who want to work at all times can have a platform to engage their skills and earn incomes to meet their well-being and that of their families. Efforts to encourage the practice of night shift should be seen as a successful transition that tends to expand the working opportunities taking into considerations the longer-term agenda of consolidating and sustaining productivity by developing infrastructures and policies which will help new work systems like this type to develop and prosper over time.

The unsatisfactory nature of the work environments in most of the organizations in the country and the poor health facilities coupled with the ineffective labour market restrictions make the operation of the work system doubtful and incapable of adjusting instantaneously to the expectation of the global night shift work system. It is therefore open for discussion whether consistent policies bothering on working conditions and environments, combining extraneous problems such as vulnerability, isolation, deprivations and health hazards, work content and reasonable pay can achieve a great deal in influencing both the organizations and workers in the country to accept the working night shift phenomenon.

Research Questions

In the context of developing working night shift in business organizations in the country where work activities are carried out for 24 hours a day the following questions have been designed to elicit vital information about its popularity and application.

1. Is there any significant relationship between working night shift and organisational productivity?
2. Do working night shift employees earn higher salaries?
3. Does working night shift provide alternative employment arrangements?
4. Is there any significant relationship between working night shift and employees health hazards?
5. Does the availability of care responsibility in the organization serve as strong impetus to attract night shift workers?

Hypothesis Formulation

The following hypothesis have been developed to determine the statistically relevance of the study.

H_{01} : There is no significant statistical relationship between working night shift and organisational productivity

H_{02} : Working night shift employees do not earn higher salaries.

H_{03} : Working night shift does not provides alternative employment arrangements

H_{04} : There is no significant statistical relationship between working night shift and employee's health hazards.

LITERATURE REVIEW

Developing countries cannot offer to waste their very limited material and skilled human resources due to poor management of working hours. Working arrangement remains a critical factor to affects the productivity of employees (Ng and Tsang, 2014). Different work periods enhance the productivity of an individual and provide much more earnings to both the worker and the organization. Vernon (2009) explained that flexible working arrangements and work life balance were not very popular in Hong Kong and many employees felt unsatisfied. Working hours must be chosen not solely on the basis of partial productivity analysis dictated by individual industrial capital-output ratios but also in the context of an overall development programme that requires the consideration of

total national industrial production needs, workers well-being and safety, infrastructural development and long-term objectives of the organizations. Different types of skilled workers must be employed where and when their contribution will be mostly needed. Working at different time periods creates inter-linkage which is supported by advanced technology, employees ability and productivity. Technology is aimed at boosting the productivity of the workers if it was applied appropriately even if the knowledge and skills of the employees were outstanding, if the job characteristics did not match the productivity and quality would not necessarily be enhanced (Anderson, 1989).

In trying to bring into focus the essence of working shifts into the production process, the human resources planning of the organizations should be designed to help modify the restraining influence of time such as during the nights and by choosing and coordinating the hours of night work so as to channel the scarce time and resources involved into their most productive areas of the operation. Working night shifts is not a new phenomenon. Norman (2011) explained that evidence of working night shifts goes back at least as far as roman times and it was the transformation to heavily mechanized industrial processes during 20th century and the proliferation of electric lighting which saw dramatic increases in round- the-clock working made it a veritable condition for its development in most developed economies the existence of expensive equipment that have been adjudged cost effective if it operates 24 hours a day make sit mandatory for these organizations to engage workers for night shifts.

Night shifts working is described as working hours spanning or falling between 10pm to 5a.m and it is arranged to meet the changing life styles of workers who may like to take the day opportunity to attend to any other activities such as schooling and organizations that may like to meet the numerous demands of their customers such as those who like to shop in the night, club owners, hospitals, cleaning and maintenance

agencies. More so, working night shift developed so fast in developing economies as a result of the need to obtain satisfying wages and felt safe and desire to enhance productivity (Halkos & Bousinakis, 2010).

Working night shift in itself is a culture. Some people generally prefer to work in the nights irrespective of the risks and the time. What an organization should be bordered with is the opportunity to identify such persons and tap into their desire and skills. Vaid (2003) argues that the performance of the organization is often impeded by problems that could be successfully solved by tapping into their culture and the relationship between the workforces. Working night shift creates a strategic interpersonal relationships in the organization defined as productivity. Productivity is a measure of the efficiency of a person, machine, factory, system in converting inputs into useful outputs. Productivity in a factory is measured based on the number of hours it takes to produce a good while in the service sector productivity might be measured based on the revenue generated by an employee divided by his or her salary (Saxena, 2014). Recognizing this fact is essential in designing workforce arrangement that can keep the organization busy for 24 hours a day.

Like organizations in other parts of the world that make use of night shifts, organizations in Nigeria should develop perceptions that are alluring to different work shifts through value and behaviour analysis that have the potentials to expand the benefits of interpersonal relationships. Sanchez-Burks and MorBarak (2005) are of the view that one's perceptions, values and behaviour in such situations such as night shifts are developed it reflects deep-seated beliefs about the nature of interpersonal work relationships.

Introducing night shift working has many advantages especially in the country. Primary among this is the decongesting of the roads, reducing crimes through night work for those who may not have opportunity to work in the day, increasing industrial productivity to meet both local and

international markets and providing a great opportunity for those who are presently training themselves in higher institutions. It can also be used to bring about gender balance at the work place. The night work force is predominantly male who are commonly found in the construction firms or security and hospitals. Large involvement of males in the night shift may free some jobs for females in the day time.

Norman (2011) again revealed that night shifts may be a good work alternative for young men and females. In his study it was disclosed that young people are increasingly doing shift work- men aged 16-19 rose from 10% (1993) to 18% (2003), women aged 16-19 rose from 12% to 20%. One in five women aged 16-24 report doing shift work as their regular work. This rise in shift work as disclosed by him may be associated with the need to finance higher education and if so the increasing cost of university courses will result in more people taking on bar work and other night jobs (Norman, 2011). Night shift work varies according to the choice and needs of the organizations. The labour force survey data (2008) categorizes into three shift working representing morning, afternoon and night. It involves one or more weeks of mornings, followed by one or more weeks of afternoon, followed by one or more weeks of nights. Another form of night shift is described as continental shifts which are described as a continuous three shift system that rotates rapidly such as mornings, then two afternoons then two nights. The other form is called sometimes nights and sometimes day shifts. Finally, the night shift which is regarded as the full time, most commonly between 1800-0600 and usually continuing after midnight, it is regarded for permanent night work operators.

A growing economy with job characteristics such as in the country may not appreciate the rich economy that abound in night shift work mainly due to its unpopularity, riskiness and poor working conditions. But a cursory look into the practice suggests that a huge resources both man and materials are at work in the nights occasionally, cleaners, hospital

staff, emergency services personnel, security guards, night bus drivers, postal workers, min-cab drivers, prison staff, factory workers, call centre, operators, transport engineers, old people's homes, hawkers, market workers, power stations, computer server hubs etc are seen at their places of work.

In spite of all its numerous advantages there are the teething problems of health hazards such as different cancers, gastro-intestinal conditions, cardio-vascular disease and pregnancy, tiredness and fatigue, lowering of cognitive performance and one's ability to concentrate, industrial accidents, impact on family and social lives. This is a dangerous trend or development that must be reconciled against its benefits.

RESEARCH METHODS

The study adopted a descriptive research design and a case study. The method is relevant in the determination of the different behavioural patterns of the employees at the chosen work places and during different work periods. This research design was useful in generating qualitative data that assisted the researcher to form a good opinion of the suitability of the data and allowed for the presentation of the information in a meaningful holistic way (Zeytinoghi, Seaton, Lillevik, & Moruz, 2005).

Questionnaires and interviews were integrated in the study process as primary sources of data: the questionnaires were structured basically close-ended to restrict the respondents within the desired areas and in some aspects; questionnaires were kept open-ended to allow for more additional information. The questionnaires were designed to elicit vital information relating to the importance of working night shift and its impact on organisational productivity. Questions were asked on items such as organisational productivity, care responsibility, pay satisfaction increase, ability to execute responsibility, working conditions, suitability of work contents, were meant to identify working night option and its impact on productivity while family-life balance, physical and

physiological effects of sleeplessness and fatigue, difficulty in organising social lives and personal relations, stress and health hazards were designed to target the negative effects of working night shift. The outcome of the study may help in disclosing why night shift workers demand higher pay and better working conditions.

The following organisations such as Punch Newspaper, Sheraton Hotels and Suites and St Nicholas Hospital all based in Lagos State with a total estimated population of one thousand and three hundred workforce; Punch Newspaper (280), Sheraton Hotel and Suites (650), and St Nicholas Hospital (370). Out of this number, a sample size of five hundred and twenty (520) employees was selected with the aid of probability random sampling technique; Punch Newspaper (112), Sheraton Hotel and Suites (260), and St Nicholas Hospital (148). Only those workers that have experienced work night shifts were targeted for the study. The responses were categorised in five-point Likert scale of strongly disagree (1) to strongly agree (5).

The model for study centred mean score, standard deviation and chi-square statistical test measure, a high or average mean score indicates the acceptance or approval of the proposition while a lower score below the mean score is rejected. A higher standard deviation indicates the riskiness of the circumstance which may call for more benefits or salary while a lower standard deviation does not. The chi-square test statistics measures association. A positive relationship between working night shift and organisational productivity indicates that the higher productivity the more the number of working night shift employees to be employed and the negative relationship represents lower or absence of working night shift employees.

Data Analysis and Results

This section precisely dealt with the analysis and interpretation of data obtained from respondents on the administered questionnaire. The data

obtained from the questionnaire was used in answering the research questions. The tables below contain data from 520 respondents that constituted the sample size.

Table 1: Working night shift will increase organisational productivity

	Response	Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	10	1.9	1.9
	Disagree	43	8.3	10.2
	Indifferent	110	21.2	31.3
	Agree	197	37.9	69.2
	Strongly Agree	160	30.8	100.0
	Total	520	100.0	

Source: Field Survey, 2016

Table 1 shows that out of 520 respondents, about 163(31.4%) respondents are either indifferent, strongly disagreed or disagreed that working night shift will increase organisational productivity, 357(68.7%) were of the view that working night shift will increase organisational productivity. This implies that a higher percentage of the employees were of the view that working night shift will lead to organisational efficiency.

Table 2: Higher product demands will increase the need for more working night shift employees

	Response	Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	5	1.0	1.0
	Disagree	8	1.5	2.5
	Indifferent	120	23.1	25.6
	Agree	201	38.7	64.2
	Strongly Agree	186	35.8	100.0
	Total	520	100.0	

Source: Field Survey, 2016

Table 2 reveals that out of 520 respondents, about 133(25.6%) respondents are either indifferent, strongly disagreed or disagreed that higher product demands will increase the need for more working night shift employees,

387(74.5%) were of the opinion that higher product demands will increase the need for more working night shift employees. This implies that a higher percentage of the employees were of the view that higher product demands will increase the need for more working night shift employees.

Table 3: Majority of the employees that engage in night shift do so because of higher pay rise

	Response	Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	7	1.3	1.3
	Disagree	3	.6	1.9
	Indifferent	20	3.8	5.8
	Agree	170	32.7	38.5
	Strongly Agree	320	61.5	100.0
	Total	520	100.0	

Source: Field Survey, 2016

Table 3 shows that 30(5.7%) respondents are either indifferent, strongly disagreed or disagreed that employees that engage in night shift do so because of higher pay rise, 490(94.2%) were of the opinion that employees that engage in night shift do so because of higher pay rise. This implies that majority of the employees that employ in night shift do so because of higher pay rise attached and vice versa.

Table 4: Availability of care responsibility in the organisation buoys up the demand for night shift working opportunity by employees

	Response	Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	7	1.3	1.3
	Disagree	72	13.8	15.2
	Indifferent	66	12.7	27.9
	Agree	140	26.9	54.8
	Strongly Agree	235	45.2	100.0
	Total	520	100.0	

Source: Field Survey, 2016

Table 4 shows that 145(27.9%) respondents are either indifferent, strongly disagreed or disagreed that availability of care responsibility in the organisation buoys up the demand for night shift working

opportunity by employees, 375(72.1%) were of the opinion that accessibility of care responsibility in the organisation buoys up the demand for night shift working opportunity by employees. Thus, majority of the employees were of the view that availability of care responsibility in the selected organisations buoys up the demand for night shift working opportunity by employees.

Table 5: Working night shift provides employment opportunity for those that cannot secure daily jobs

	Response	Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	10	1.9	1.9
	Disagree	20	3.8	5.8
	Indifferent	80	15.4	21.2
	Agree	211	40.6	61.7
	Strongly Agree	199	38.3	100.0
	Total	520	100.0	

Source: Field Survey, 2016

Table 5 shows that 110(21.2%) respondents are either indifferent, strongly disagreed or disagreed that working night shift provides employment opportunity for those that cannot secure daily jobs, 410(78.9%) were of the belief that working night shift provides employment opportunity for those that cannot secure daily jobs. Therefore, this infers that respondents were of the view that working night shift provides employment opportunity for those that cannot secure daily jobs.

Table 6: Working night shift can reduce the rate of unemployment in the country

	Response	Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	17	3.3	3.3
	Disagree	80	15.4	18.7
	Indifferent	65	12.5	31.2
	Agree	173	33.3	64.4
	Strongly Agree	185	35.6	100.0
	Total	520	100.0	

Source: Field Survey, 2016

In Table 6 above, 155(31.22%) respondents are either indifferent, strongly disagreed or disagreed that working night shift can reduce the rate of unemployment in the country, 358(68.9%) were of the belief that working night shift can lessen the rate of unemployment in the country. Therefore, this infers that respondents were of the view that working night shift can moderate the rate of unemployment in the country.

Table 7: Vulnerability to health hazards and family-life imbalance can be more due to working night shift

	Response	Frequency	Percent	Cumulative Percent
Valid	Disagree	20	3.8	3.8
	Indifferent	80	15.4	19.2
	Agree	187	36.0	55.2
	Strongly Agree	233	44.8	100.0
	Total	520	100.0	

Source: Field Survey, 2016

In Table 7 above, 100(19.2%) respondents are either indifferent, or disagreed that vulnerability to health hazards and family-life imbalance can be more due to working night shift, 420(80.8%) were of the belief that vulnerability to health hazards and family-life imbalance can be more due to working night shift. Therefore, this infers that respondents were of the view that weakness to health hazards and family-life disparity can be more due to working night shift.

Table 8: Working night shift can increase cost of staff welfare packages and environmental maintenance

	Response	Frequency	Percent	Cumulative Percent
Valid	Strongly Disagree	8	1.5	1.5
	Disagree	15	2.9	4.4
	Indifferent	105	20.2	24.6
	Agree	214	41.2	65.8
	Strongly Agree	178	34.2	100.0
	Total	520	100.0	

Source: Field Survey, 2016

Table 8 shows that 100(19.2%) respondents are either indifferent, or disagreed that vulnerability to health hazards and family-life imbalance can be more due to working night shift, 420(80.8%) were of the belief that vulnerability to health hazards and family-life imbalance can be more due to working night shift. Therefore, this infers that respondents were of the view that weakness to health hazards and family-life disparity can be more due to working night shift.

From the below tables, the output of the Pearson Product Moment Correlations Coefficient (PPMCC) and chi-square statistical tool are shown. The SPSS version 20.0 highlighted the correlations that are significant with the output indicating significant correlation at 95% level. Reject the null hypothesis if p -value ≤ 0.05 .

Table 9: Pearson Product Moment Correlations Coefficient (PPMCC) Test of Hypothesis One

		Working night shift	Organisational productivity
Working night shift	Pearson Correlation	.922**	.000
	Sig. (2-tailed)		
	N	520	520
Organisational productivity	Pearson Correlation	.922**	.000
	Sig. (2-tailed)		
	N	520	520

** . Correlation is significant at the 0.01 level (2-tailed).

From Table 9, the Pearson correlation coefficient is .922(**) while the p value is 0.000. The H_0 that there is no significant relationship between working night shift and organisational productivity in Lagos state is rejected since p value (0.000) is less than 0.01. This is further confirmed by the result which was flagged with two stars showing that there is a significant relationship between working night shift and organisational productivity of selected organisations in Lagos state.

Table 10 Majority of the employees that engage in night shift do so because of higher pay rise

Response	SA	A	IND	DA	SD	Total	X ² cal	X ² crit	DF	P	Rem
	320	170	20	3	7	520	746.904	9.49	4	0.05	Accepted

Source: Field Survey, 2016

SA: Strongly Agree, A: Agree, IND: Indifferent, DA: Disagree, SD: Strongly Disagree, X²Cal: Chi-square calculated value: X²Critt: Chi-square tabulated value, DF: Degree of Freedom, P: Level of Significance, REM: Remarks

The chi-square value is 746.904 while the tabulated value is 9.49. Since calculated value is greater than the tabulated value at 0.05 (representing the level of significance) it implies that we should accept H₁. Accepting H₁ means that working night shift employees earn higher salaries in Lagos state.

Table 11 Working night shift provides employment opportunity for those that cannot secure daily jobs

Response	SA	A	IND	DA	SD	Total	X ² cal	X ² crit	DF	P	Rem
	199	221	80	20	10	520	355.212	9.49	4	0.05	Accepted

Source: Field Survey, 2016

SA: Strongly Agree, A: Agree, IND: Indifferent, DA: Disagree, SD: Strongly Disagree, X²Cal: Chi-square calculated value: X²Critt: Chi-square tabulated value, DF: Degree of Freedom, P: Level of Significance, REM: Remarks

The chi-square value is 355.212 while the tabulated value is 9.49. Since calculated value is greater than the tabulated value at 0.05 (representing

the level of significance) it implies that we should accept H_1 . Accepting H_1 means that working night shift provide alternative employment arrangement in Lagos state.

Table 12: Pearson Product Moment Correlations Coefficient (PPMCC) Test of Hypothesis Four

		Employees health hazards	Working night shift
Employees health hazards	Pearson Correlation	.903**	.903**
	Sig. (2-tailed)	.000	.000
	N	520	520
Working night shift	Pearson Correlation	.903**	.903**
	Sig. (2-tailed)	.000	.000
	N	520	520

** . Correlation is significant at the 0.01 level (2-tailed).

From Table 12, the Pearson correlation coefficient is .903(**) while the p-value is 0.000. The H_0 that there is no significant relationship between working night shift and employees health hazards in Lagos state is rejected since p-value (0.000) is less than 0.01. This is further confirmed by the result which was flagged with two stars showing that there is a significant relationship between working night shift and employees health hazards of selected organisations in Lagos state.

DISCUSSION OF FINDINGS

The key to understanding the workability and importance of working night shift to organisational productivity is found in the findings of this study. The decisions, conditions and usefulness of working night shift are paramount in the choice behaviour of the employees and organisations that engage in this practice. The opinions of the respondents were ranked according to their strength. Majority of the respondents believed that working night shift would increase the productivity of the organisation. This outcome supports the view of Halkos & Bousinaiks (2010) who posited that working night shift

developed so fast in every developing economies as a result of the need to obtain satisfying wages and desire to enhance productivity.

The finding that working night shift provides employment opportunity for those that cannot secure daily job agrees with the research findings of Norman (2011) who disclosed that young people with the ages of 16-19 years and 16-24 years adopted working night shift as an alternative work arrangement to solve their immediate financial needs. On the areas of significant relationship between working night shift and employees' health hazards, the study found that significant relationship exists and this was buttressed by Vernon (2009). He said that working hours must be chosen not solely on the basis of partial productivity analysis dictated by individual capital-output ratios but also in the context of an overall development programme that requires the consideration of total national industrial production needs, workers well-being and safety, infrastructural development and long term objectives of the organisations.

CONCLUSION

Working night shift has been developed as an alternative working arrangement for those who are not opportune to work in the day or for those who may like to attend to other activities during the day. Organisations that engage employees in the night do so in order to satisfy production emergency, overbooking, and fluctuating orders during seasons (Ji-Won Seo, 2011). As business organisations anticipate new growth, technology adaption and competitive pressures there are many reasons to widen the operating periods and reduce skill shortages by embracing working night shift as a viable working alternative in an emerging and dynamic economy such as Nigeria.

RECOMMENDATIONS

Clearly, global economics have caused business strategies to increase their reliance on talent (Fersht, Filippone, Pennington, & Youden, 2012).

By this expression, emphasis is being placed on skill and competencies which are relatively becoming scarce, what business firms now do is to adjust their working hours and periods so that they can attract the skills they want to meet the required level of production. Therefore, it is suggested that organisations that are unable to meet their daily skill needs can rely on working night shift employees to increase the tempo of their business activities. Also, individuals that are largely engaged during the day can as well effect a desirable switch to the night periods so as to meet their financial needs.

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