

## Investigating Problems And providing solutions to generate motivation among shift work staff of Gachsaran Oil and Gas exploitation company

Roohallah Fathi <sup>\*1</sup>, Forough Farzan <sup>2</sup>, Sakineh Asadi <sup>3</sup>

<sup>\*1</sup>. Department of Management, Dehdasht Branch, Islamic Azad University, Dehdasht, Iran

<sup>2</sup>. Department of Management, Science and Research Branch, Islamic Azad University, Arak, Iran

<sup>3</sup>. Department of Management, Azna Branch, Islamic Azad University, Azna, Iran

Roohallah.fathi@yahoo.com

**Abstract:** Now days the most considerable Part of production Systems has been dedicated to shift work. Consequently, considering the situation of shift workers Will be of great importance. In Iran, these systems are used in production industries such as oil, gas and petrochemical, and also in service departments such as hospitals and police. On the other hand, There are more problems in shift Hours such as stress, fatigue and job dissatisfaction Particularlly in the operation units of oil and gas Exploitation company. Some industrial countries have adapted the shift system as Their strategy to the maximum efficiency of human Resources and ensure the sustain ability of industries as Well as manufacturing activities. so, shift working population is continuously growing more rapidly then they did in the past. in this paper we briefly introduce the shift systems, the stress resulting from such conditions and the destructive consequences of shift working, we also articulate some strategies for improving work conditions, employees satisfaction and some suggestions about this research.

[Roohallah Fathi, Forough Farzan, Sakineh Asadi. **Investigating Problems And providing solutions to generate motivation among shift work staff of Gachsaran Oil and Gas exploitation company.** *Life Sci J* 2013;10(7s):88-91] (ISSN:1097-8135). <http://www.lifesciencesite.com>. 15

**Keywords:** Shift, stress, stress at work, motivation, Work Tension

### 1. Introduction

Human beings are biological, intellectual and social. Psychological traits play the most important role in his performance and work. Among these psychological characteristics, job stress Is one of the most important and effective factors on people[1]. The discipline of maintenance of human resources involve Several dimensions which can be divided in to two Categories. the first category is concerned with the Preservation and strengthening the employees body such as Maintaining health and safety at work, performance of health and sport programs and other similar services.

The second category involves the items which reinforce Employees interests in work and working environment such as insurance, as well as retirement and personal services. taking into as consideration and employing these items leads to the job safety and job satisfaction among employees, which is of great importance Working is the necessity of development; and development Provides benefits for whole people of the society. Working people make the productive sector of the society; So, paying attention to the conditions of the workplace and mental health is very important[2].

### 2. Shift working

Industries like power plants, steel and refinery systems Can not be stopped at night and restarted next day.

A: Economic problems

Companies and factories are more determined in making Shift programs for the employees due to less labor staff Recruitment, employing new employees and spending more expenses on manufacturing more production machines.

B: Service sector requirements[3].

There are jobs that require delivery services through day and night, for example nurses, physicians and the police and etc. The shift system is defined as 24 hour Intervals as people are busy working, 8 hours morning Shift, 8 hours evening shift and 8 hours night shift or two 12-hour shifts. The most widely used shift system is the 8-hour one, Which is known as morning, evening and night shifts. But the term shift is used when work is set on the morning Shift or when of work hours happen out of a typical Week days such as evening, night or weekend shifts [4,5]. Since 2004, one fifth of working people population have Worked as shift hours[6]. In general, the research shows that shift workers Compared to day workers are getting less sleep about 5 to 7 hours per week. There fore, in as much as the central neural system is of High sensitivity to sleep deprivation and sleep is necessary For revitalization, so being deprived of sleep can affect Adversely on employee health, safety and the performance Of the individuals body of night workers. It is consequences not only have impacts on

shift workers But also on non-shift workers of the society[7].

### 2.1 The problems of shift systems

#### 1. Fatigue

Fatigue and depression of work hour been reported as the Main problem in about 88 percent of the American and Canadian shift – work companies common factor in Shift work systems, is due to the lack of activity, doing

Repetitive job, requiring high precision and high stress full Job.

#### 2. Physical problems:

Physical problems result form disturbance in the daily Schedule of the employees which is also seen in rotational Shift hours, including heart disease, digestive disorders such as anorexia, stomach ulcers, drug and alcohol addiction, high blood pressure and soon.

#### 3-Job stress:

4-lack of job satisfaction, feeling the sense of inferiority.

5-vulnerability against physical and mental problems.

6- difficulties in interacting with other people such as family Members[8].

### 3. Stress:

The word stress originally means pressure and power. In physical world when some thing is pressured it will cause an interaction on it.

In engineering, it is said that when the pressure on an object Is excess of it is resistance it is disintegrated and de formed. That the accumulation of life events that disturbs one s compatibility with his \ her situation causes stress and Anxiety[1].

### 3.1 Stress and Job performance

when there is no stress, There are no challenges of work illness and disability Increase and will have a negative impact on the Performance. if the stress increases the performance will improve, and the staff will be highly prepared mentally and Intelletually the meet the challenges However, if the stress exceeds the particular limits, the performance gets worse and the staff are faced with physical and men to deficiencies[9].

### 3.2: How to change the organization to prevent stress.

1- make sure that work load is equal with the employees talents and abilities.

2- Job must be designed in a way that provides motivation And makes it possible to use all the skills of people about The job.

3- The duties and responsibilities of employees must be Clearly assigned.

4-The employees must be given the opportunity to Participate in making decision at their work.

5-Im provement in communication, career development And the employees decisive hope to being employed by the company.

6- To provide the possibility of social interaction between employees[9].

### 4. Work Tension

There are stress factors almost everyone s life. If these factors are out of control, they will lead to serious problems. There fore, it is the managers duty, especially in shift Systems, to identify the roots of stress and / or eliminate and control them.

The factors that cause stress are divided into two groups Physical and organizational. The physical causes of stress Include too low noise and temperature, intensive vibration: Or even rotational and unfixed shift hour system.

The organizational cause of stress include cases such as fatigue lack of variety at work, lack of job satisfaction, lack of job security, ambiguity in responsibility, isolation and level of job risk [10].

### 4-1. There are some significant points about work stress.

A: several factors must be considered in identifying job stress. Facilitating factors and cause of stress, frequency and intensity of stress factors, the extent of problem.

B: several indicators such as illness,medical leave,transfer Rates,reports of health and immunization department and job risk claim must all be given attention.

C: it is necessary that managers and employees work together eliminate the problems.

D: The shift workers situation and problems need to be evaluated carefully once a month [9].

### 5. Motivation

Motivation or requirement is an inner state that persuade Human beings to perform activities [11]. motivating or Maintaining motivation in personal is the basic foundation Of a successful business. Because only the personal of a Motivated department are able to help commercial Organizations reach their goals through increasing the Benefits of productivity.

### 5-1. Strategies to motivate the employees

1- the appointment of qualified and competent managers.

2- the management stability in the organizational system

3- to attach importance to the expert opinions

4- to apply the expert board in basic, middle and senior Managerial ranks.

5-to distribute fascilities equally among employees.

6- to recruit qualified staff through the exam administration. The employment of required staff of an organization through tests leads to the attraction of more qualified and motivated forces.

7- to the hold on – the – job training courses (long term and short term)

8- to consider the individual differences of employees.

#### **6. Recommendation for shift workers:**

- Allocate a very quite and relaxed place for sleep; Try to the eliminate any thing which causes disturbance and Unrest in the environment.

If you work an the night shift, get more daily physical exercise; or at least keep going walking and doing activities with friends. make sure that you are on an approved diet and follow it regularly. Try to get more fresh vegetables and fruits. -Add variety to your work, for example take walk, moist your skin and breathe deeply or listen to a cassette or the radio.

- Go on a trip with your family on weekends to compensate for deficiency of communication. - Do not drive immediately after a night shift

- Use less of sleeping pills; in other words try not to have a habit of taking sleeping pills. - try not to work extra hours as much as possible after shift work.

#### **7. Suggestion for the management of shift system:**

1-If possible, not to assign individual on two consecutive night shift.

2- divide the holidays and leave days among weekdays, in of the words avoid not to use your leave became it increases the likelihood of accident.

3- Give the individuals the permission to take a rest, have fun and communicate with other employees.

4-In form the staff initially, about the possible complication - of shift work. And teach them about the shift lifestyle including meals, sleep mode, Exercise.

5-run the ergonomic principles at work place

6- post the health advices and notes on the walls around the Organization and send them the employees via salary Pockets as well.

7- allow the employees to have a nap between work hours.

8-provide the environment for employees particularly Those who work on night shifts to do gentle exercises and Physical activities.

9- use the wireless communication system at night shift hours To fascilitate safety and communication.

10-check the employees over annually.

11- substitute the forward rotating shift (day, evening, night) for backward rotating shift(day, night, evening)

12-Allocate different rewards for various night shifts increase The rate of rewords for night shifts.

13- implement the security programs about the in dividualls Behavior.

14-make safety groups to consider issues from different shifts.

15-Install a stereo system at work place to play light music or the radio programs.

16- Increase the educational materials of shift workers.

17-Make a plan so that the managers of human resources attend more night or afternoon shifts.

18-Besides coffee and tea, add eating nourishing foods like Chocolates to their eating program.

19- Avoid a lot of extra work.

20- give good rewards to the people who have attended at work with no absence for the period of season.

21- Reward individuels for changing their shift hours from morning to night.

22-make small rooms equipped with comfortable Seats and quiet atmosphere reedy for a nap between work hours.

23- let the employees participate in decision-making.

24-Employ the employees as the trainers.

25-publish s news letter containing important and useful points for shift workers.

26-use a set of programs to help employees adapt with stress factors.

27-use the job rotation among the employees to create and increase diversity, efficiency and job sat is faction.

28-improve the lighting, dining and entertainment conditions.

29-revise the annual valuation of shift personal.

30-launch the clinics of remedy for chronic disease at work place.

31-using training work shops for consultation between shift workers and supervisors [8,12,13].

#### **8.Suggestions for managers to reduce stress among shift employees:**

1-Free and open discussion of employees with each other. When the employees of an organization are allowed of talk Freely with each other, there would be better productivity And ability to solve problems.

2- Reducing contradictions among personal at work. To minimize the conflicts at work the employees shouted consider 3 stages.

A: Educate managers and employees of solve contradictions through communication, negotiation and respect.

B- Dealing with employees fairly.

C- clearly define job duties.

3- the employees must be authorized to do their job. When they are empowered to do their job and there is Flexibility in the way they do their job,

productivity gets Higher and they face easily with the stress.

4-Make sure that personal budget is sufficient excess loads of work would result in diseases,desertion of work and accidents and it decreases the productivity as well.

5- Talk about the employees freely the principals of the Organization must in form the employees of bad news as Well as good news. It is very important to give the employees an opportunity to express their concerns.

6-to support the employees efforts, if the managers are encouraging, wise and energetic, the employees will adapt themselves to the amount of work loads. Paying attention to the employees opinion and consulting them would be very helpful.

7- providing competitive personal leave and staff benefits the employees who receive enough time to rest and recover after doing heavy works, have fewer stress- related illnesses.

8-To determine the levels of common employees benefits: when the intended benefits for employees reduce, their stress level will increase.

The employers must take in to consideration the kinds of Activities which reserve benefits for employees: otherwise And in the case of reducing the benefits, they will face energy loss.

9- To reduce the amount of red lines (limiting laws) for the employees: the employers can lessen the rate of energy Loss by not doing unnecessary activities and redundant approaches.

10-encouraging and rewards for their achievements and Collaboration. Disregarding their achievement will make them disappointed and also provoke the skilled and experience staff [9].

## 9. Conclusion

Using the techniques and principles of stress management increases the Level of satisfaction and safety of shift workers. Rate and manner of positive distribution and use of power and authority in the organization definitely have impact on employees.

In companies where there is implementation of positive Support of employees with respect and appreciation their staff will suffer less of disease and violence. The participatory management strategy and team work will cause less conflicts, higher satisfaction greater efforts and increasing productivity due to making individuals participate in

personal and organizational decision- makings and motivating them.

## Corresponding Author:

Roohallah Fathi

Department of Management, Dehdasht Branch, Islamic Azad University, Dehdasht, Iran

E-mail: Roohallah.fathi@yahoo.com

## References

1. Randall, R. Ross and Elizabeth M. Ltmayr (1997). "Stress". Tehran: Management of Technology.
2. Dibaj, F.. (2009). Pathology jobs. The Qom. Publications Slsbyl.
3. Hlandr, M,( 2011),"Book of Human Factors Engineering and Production Technology Compilation".
4. Homayounfar, F, (2002 )," Relationship of on performance shift nurses, Masters's thesis, Iran University of Medical Sciences.
5. Kumar atanu et al (2001) shift work. Consequences and Management. Current Science vol 1-10.
6. Suzuki, kenshu et al. (2004) mental health status, shift work, and occupational accidents among hospital nurses in Japan. Occupational Health. Pp.448-454.
7. Dadvar, Abdullah,( 2003)," shift, safety messages", Third Year, No. 9, pp. 46-52:
8. Stone, (2004), "Human Resource Management", Vol 665-672
9. Mirjalili, SM,( 2009)," does the job cycle is appropriate for your unit?", New Management, Volume III No. 10 and 11.
10. Rezaeian, A. (2002), Principles of Management, Tehran University of humanities studies and writing books Data (side) Fourteenth Edition
11. The annual, (2000)," steve mardon shift work practices survey, circadian technologies,inc
12. Some causes and suggested solutions for shift work problems" (1999) National occupational health and safety commission•commonwealth of australla.
13. Magurran AE. Ecological Diversity and Its Measurement. Princeton University Press, Princeton, New Jersey, 1988;179.

4/18/2013