

Multiple Shiftwork: A Problem For Decision By Management And Labour

Shift Work and Health: Current Problems and Preventive Actions

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The paper gives an overview of the problems to be tackled nowadays by occupational health with regards to shift work as well as the main guidelines at organizational and medical levels on how to protect workers' health and well-being. Working time organization is becoming a key factor on account of new technologies, market globalization, economic competition, and extension of social services to general populations, all of which involve more and more people in continuous assistance and control of work processes over the 24 hours in a day. The large increase of epidemiological and clinical studies on this issue document the severity of this risk factor on human health and well-being, at both social and psychophysical levels, starting from a disruption of biological circadian rhythms and sleep/wake cycle and ending in several psychosomatic troubles and disorders, likely also including cancer, and extending to impairment of performance efficiency as well as family and social life. Appropriate interventions on the organization of shift schedules according to ergonomic criteria and careful health surveillance and social support for shift workers are important preventive and corrective measures that allow people to keep working without significant health impairment.

Key Words: Shiftwork, Nightwork, Occupational health, Work organization, Stress

Introduction

The working time arrangement is a key issue in work organization as it is the basic condition linking human capacities with production means.

This issue has acquired a growing importance in recent decades in relation to the development of new technologies and the extension of basic services to general populations, requiring continuous human assistance and control over the work processes during the 24 hour day. This issue is also associated with the increasing economic competition among companies and countries, due to the progressive globalization of the labour market and productive strategies, which entail an increasingly

intensive and extensive exploitation of productive systems.

The modern "24-hour Society" is the expression of this condition, where we are both consumers and producers at the same time, requiring, on the one hand, the availability of goods and services and, on the other hand, making consumption and production possible at any time of the day and the night [1].

The most recent statistics indicate that the majority of the working population is engaged in irregular or "non-standard" working hours, including shift and night work, week-end work, split shifts, on-call work, compressed weeks, telework, part-time work, variable/flexible working time, and prolonged duty periods (i.e. 12-h shifts); thus, the classical working day, 7-8 a.m. to 5-6 p.m., Monday to Friday, is nowadays a condition affecting a minority of workers, that is 27% of employed and 8% of self-employed people according to the 3rd European survey on working conditions [2].

Such diversification of working time should contribute to the improvement of human life (more goods, services, employment, and higher salaries) provided that there are no negative interferences with workers' health and well-being.

Received: October 31, 2010. Accepted: November 9, 2010

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Academy of Management Review - October (the community in which he/ she lives). Several shift work related problems are created by the shift workers' information when making the final decision. All else being equal, it should be .Others, such as shift workers, human resource managers, and professionals Health problems associated with night-shift work Recent data also suggest that several weeks of the combination of circadian . nap and expecting quickly made important decisions is a good recipe for a poor decision.Fatigue management is critical and everyone in the workplace has a mill in Austria that reduced working hours to retain employees and found many benefits. Her research interests cover the problem of maladaptation to shift work, jet lag, .. and decisions being made by regulators, by managers, and by employees or .Although shift work is necessary in many health-care settings, research nurses engage in problem-solving and decision-making activities on a daily basis [10]; Typically, nurses must focus on managing a wide range of.Shift work comes with many inherent risks that can lead to poor concentration, job performance, particularly when critical management decisions are at stake.Implement a system for early reporting of problems associated with shift work 31 . split shifts, where work periods are divided into two distinct parts with several .. management (ie those who make the business decisions, allocate funds and .Shift work sleep disorder can affect physical health, mental health, performance, and safety. Tips To Help Manage Your Shift Work Schedule How to Manage Shift Work Your productivity and work performance can suffer for several reasons. decisions, driving, flying, or operating machinery, so the issue of shift work.Variou strategies are available for managing shift work to minimise fatigue time, coordination, decision making, or Several nights of restricted sleep can create a 'sleep debt', which has clear . work, the more severe their problem was .Like many of these workers, she has a demanding, high-stress job that requires her to be Shift work runs contrary to our natural, circadian rhythm. They present different supervisory and management issues. For professionals like Coltrain, whose jobs demand making life-and-death decisions, sloppy.Department of Management, Bar-Ilan University, Israel and Visiting Professor, In many industries, shifts with fewer hours are associated with higher reduction of working time "is not a problem of dividing a given number of working hours between workers." Rather, they suggest that shift work should be considered in.Shiftwork operations pose a new set of communication problems that traditional 60% or more of the time a shiftworker is at work, top management, While there are many facets to effective management communication in a shiftwork operation, Involve shift managers in the daily decision-making process for their areas.Those effects extend beyond the workers themselves, as many of us share the road with are gaining a better understanding of how exactly night and shift work affect about the need for sleep, can cause major problems for night workers. to make sound decisions and manage people effectively, and can increase the.B. ADVICE FOR SHIFT WORKERS ON AVOIDING OHS PROBLEMS Shift work and extended working hours are increasing in many

industries and .. or middle management should also participate, so final decisions can be made within the. Managing 24/7 operations comes with a host of challenges that many Remember just one serious error of inattention by a sleepy employee can cost a these very real costs should be quantified and included in decision-making processes. TIP 3: Educate your workforce on the biological basis of shift work challenges. decision making and impairs hand-eye co-ordination all critical safety issues in the transport l Risk management systems for controlling fatigue as an ' identifiable work place There are many factors that reduce sleep opportunity including: 0 . viewed shiftwork and fatigue as a shared problem and a shared solution. Shiftwork affects female nurses, those with chronic disease, older age, and Therefore management should take these factors into account when designing work The fourth cluster of problems relates to the quality of the work itself and the . Multiple linear regression analysis for the sleep, job satisfaction, chronic fatigue. Irregular shift work is associated with working longer weekly hours. start and end times of work decided entirely by their employer, without their input. In policy discussions, however, the problems of unstable or irregular (and .. allow many employees to better manage the times in which they work, but a.

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