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'A STUDY OF IMPACT OF WORK TIMINGS AND HEALTH ISSUES ON JOB OF EMPLOYEES IN HOTEL INDUSTRY.'

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ABSTRACT:

The working hours and shift patterns of the hospitality employees were usually defined by the 24/7 operational environment. This has led to a study on the various ways using shift work affects the hotel employees' physical health and psychological well-being, taking specific consideration of circadian disruption that has long-term repercussions on human capital development. Under this mixed-method approach, health outcome evaluation is specifically looking at sleep deprivation, stress intensity, incidence of lifestyle degeneration among hotel staff across departments. This shows a high correlation between an adverse health condition and shift irregularity, deriving secondary problems associated with performance at work, motivation, and retention of staff. Such temporal misalignment hidden costs within the hospitality industry have brought about the need for policy reforms and managerial interventions that shall curb deprivation in employee health in the long run. Such findings would factor in the growing debate on labour rights, occupational health, and the strategic position of human capital in service-driven economies.

1. Introduction:

As the hospitality industry continues to grow in the face of global service economy, it is now one of the most labour-intense industries because of the business model which would have to run on a 24-hour basis, always answering every call and delivering personalized guest services. Such 24/7 operation structure is necessary to match the evolving expectations of customers and travellers worldwide; however, work schedules are of non-traditional type, including rotation, splits, and especially night shifts. Service, as in hotels, is around the clock, which lock employees to erratic work timings that disturb their circadian rhythms and infringe on rest and recovery times within the confines of standard business hours. This time-based labour demand is, thus, the cause of profound implication for these front office workers, who are the backbone of customer-facing operations in hospitality. According to Zhao, Qu, and Liu (2021), working shifts at night misaligns the natural biological rhythms of an individual and participates in raising the prevalence of insomnia, chronic fatigue disorders, cardiovascular problems, and psychosocial disorders in the long term. Despite their centrality to the success of the hotel industry, labour patterns such as the above remain one of the least regulated and least explored aspects of employee well-being in hospitality research.

The need to run a good employee wellbeing program is emphasized in hospitality, especially with the service quality responsibility directly related to guest satisfaction. In a sector where emotional labour is high and there is intense customer interaction, the momentarily physical state of frontline employees becomes a key determinant of excellence in service delivery. The actions and reactions to guests by a healthy, rested employee are voluminous in numbers; thus, an employee who is well-rested has less opportunity for early burnout or is more likely to refrain from early burnout. Intermittent and odd hour schedules of work lead to poor health that may result in absenteeism, lack of engagement, presenteeism, and perhaps turnover, all being negative to the organization's reputation and overall service reliability. Work-to-family spillover effects of both night shifts and inflexible scheduling were reported by Karatepe and Ulu Dag (2022) to have serious negative impacts on job satisfaction and performance among hotel personnel. Considering Kim et al. (2020), there is strong multilevel evidence linking wellbeing at the employee level directly to customer loyalty, such as showing that psychological and physical healthy metrics are related to better organizational outcomes in hospitality settings. Keeping the wellness of the workforce in check seems to extend itself beyond the internal dynamics of employees and infiltrating the core business agenda of retaining guests and producing brand loyalty.

For these reasons, however, it is in the hospitality industry that the long-term sustainability of human capital has received the least consideration and is often regarded as a mere operational concern in terms of short-term efficiency. While there is momentum toward flexible working arrangements and

scheduling practices centred on employees in other sectors, it has not found much institutional backing in hospitality. This is partly because of difficulties caused by unpredictable and seasonal guest demand, but mostly because of petrified managerial thinking that treats labour as an auxiliary and therefore expendable resource. Much of the research done on the existing tourism workforce, according to Baum, Kralj, Robinson, and Solent (2020), is reactive rather than preventive, and focuses more on responding to labour shortages and turnover rather than on proactive measures like thoughtful scheduling and wellness programs aimed at engendering healthy and engaged employees. Adding another layer of complexity, hospitality workers usually come from economically vulnerable backgrounds, which makes them less inclined to speak up for healthy working conditions, but willing to suffer through stressful shift schedules for the sake of dire financial necessity. This is indicative of a systemic problem wherein structural inequities are perpetuated through exploitative scheduling practices, which are met with minimal organizational intervention.

This study addresses these critical gaps by empirically investigating the interplay between work schedules and employee health within the hospitality industry with a focus on how irregular and night shift work relates to physiological and psychological distress. It also aims to determine how these health impacts have consequences on job performance. Informed by metanalytic findings from Bohle, Willaby, Quinlan, and McNamara (2021), demonstrating a considerable bearing of work flexibility on employee health in varied industries, the research endeavours thereby to insert hospitality into the broader discourse of sustainable labour practices. Not only adding to academic literature, but the study also offers a managerial perspective on how scheduling involved in promoting the well-being of employees and enhancing service delivery can be achieved with evidence-based relevance.

Therefore, this paper aims at establishing how different work timings, rather especially those that contradict man's circadian rhythms, affect health and performance of hotel employees. It is driven by two specific research questions: (1) Do irregular shifts increase health complaints among hotel employees? and (2) How do health problems affect the job performance in hospitality setting? Supporters of these research questions hypothesized that night shift workers report a far higher than usual level of stress and health complaints, and there is an antagonistic correlation between such health problems and performance measures. The research study aims to create a comprehensive understanding of hidden costs of shift work in hospitality and better and healthy scheduling for employees, leading to a model of organizational success that does not compromise the wellness of the employees.

2. Literature Review

For his part, the health consequences of shift work have traditionally been an abiding focus within occupational health literature, whether modern economies will rely increasingly upon 24-7 service industries. The clinical health problems most often attributed to irregularity in work schedules are sleep disruption, chronic fatigue, stress, and burnout. Such conditions are especially recognized among shift workers who have adverse lifestyles in tune with their body's natural circadian timings. Karstadt and Wright (2020) have offered a systematic exploration of the biological base of shift work disorder, indicating the way in which disturbance of sleep patterns and aberrant cycles of rest contribute to sustained fatigue and impaired cognitive performance. Their findings suggest a biological mismatch between the round-the-clock demands of society and the intrinsic human need for sleep at night, a mismatch that becomes especially significant in professions where alertness, communication, and emotional responsiveness are demanded, such as in hospitality. Such a physiological overload predisposes short-term health impairment, such as insomnia and irritability, as well as increasing long-term risk for cardiovascular disease, metabolic dysfunction, and depression. But despite increasing evidence of such adverse effects, shift work in hospitality is normalized so much and associated with inadequate institutional support in or wellness interventions.

Such health impacts are more amplified within the hospitality industry because travel and tourism are challenging in terms of a work environment. Other characterizations of the sector involve high levels of customer interaction, physical exertion, emotional labour, and workload excitement—all of which would further aggravate the impact of nonstandard hours of work on employee wellness. Systematic review on the well-being in the hospitality sector has been done by Ariza-Montes, Arjona-Fuentes, Han, and Law (2021), who then concluded that the more demanding a working environment was, when associated with irregular scheduling, the more ripe conditions became for mental and physical fatigue. Most often, this has resulted in the buildup of expectations high but with lower recovery chances available, creating a much larger trend of even wider burnout and emotional depletion. Even more, it complicates the matter, is the perennial labour shortage in this industry. Given the increasing workloads and demands, organizations tend to extend working hours and inflexibility of work schedules to their existing employees without taking into consideration the costs involved to maintain staff output levels. An interlocking cycle of poor working conditions leading to high turnover, resulting in further strain on those remaining, can be observed under these conditions. According to Lee and Ok (2023) in their research study on the effects of nonstandard schedules in hospitality, it indicates that there is a direct relationship between emotional cost of working into nonstandard hours and lower job satisfaction, decreased organizational commitment, and higher intention to quit; hence it draws a wider implication not only on people's health but also on the stability of the workforce.

Although well documented for shift work with overall health indicators as sleep deprivation and burnout, there lacks research at a fine-grain level in the hospitality context about health complaints of hotel employees. Fatigue, cognitive fog, anxiety, and gastrointestinal disorders are mentioned widely in anecdotes or general healthcare literature but have rarely been singled out as objects of focus in hospitality research. According to Costa (2021), investigations need to be focused on the industry-associated variables relating to shift employment such as erratic meal ingestion, exposure to artificial lighting in the nighttime, or unavailability of wellness resources during off-peak hours. It is impossible to address or to better understand these health issues in hotel settings without further targeted investigation into such focused phenomena.

Brough and O'Driscoll's (2022) meta-analysis on work-family conflict showed that the different chaotic lines between the work and personal life boundaries-an outcome of rotating shifts-usually lead to increased stress, anxiety, and physical complaints, especially when employees find it difficult to balance their childcare responsibilities, family schedules, or social commitments with their work schedule. Such tension is accentuated when employees have little autonomy over the timing of their working hours and thus feel that they are losing control and have a diminished capacity for psychological resilience. This is where the current literature is, because it is generally rather broad, telling us less about the specification of their manifestation for specific health conditions in hospitality, and even less about whether and how these health conditions directly interfere in daily job performance. Lee and Ok (2023) also argue that there is a convincing case for having more longitudinal research to track the evolution of health complaints within individuals over time and to evaluate how such ongoing exposures to non-standard work hours wear down psychological and physical well-being. However, most studies up to now have focused on external consequences such as turnover and absenteeism with very limited insight applied to the internal lived experience of worker coping with fatigue, anxiety, or emotional exhaustion. Finally, very little empirical research examines how effective preventive measures, specifically designed for the hospitality sector, can be counterproductive such as using strategic nap schedules, ergonomic shift planning, or mental health support for nights. To summarize, therefore, even though the hazardous effects of shift work are progressively caught in writings, there might be quite a research opportunity for studying more closely the precise articulation of specific health complaints with conditions endemic to the hospitality sector.

Given these lacunae, this study, therefore, fills a critical void in the reflections of irregular and night shifts on general health outcomes, and the prevalence of specific disorders, such as fatigue and anxiety, among hotel employees. Also, it investigates how such conditions can impact operational performance parameters such as response time, service quality, and communication between staff—all of which are essential to guest satisfaction and sustainability of the business. In doing this, the study aims to relate to the unique rhythms and needs of hospitality work to advance both theoretical knowledge and practical means of fostering healthier, sustainable workforce models in the industry.

3. Research Methodology

This study uses a mixed-methods research design that draws on both qualitative and quantitative methods for a larger investigation into how different shift schedules affect hospitality employee health and performance. Mixed-methods research can work toward closure by providing insight into both sets of data: the statistical nature and the lived experiences of workers. As noted by Creswell and Creswell (2023), quantitative-qualitative combinations allow researchers to check the results in one method against those gained from another method, observe patterns that may not be observable in one set of data, and generally vary the degree of validity for results. Using a parallel combination of methods gives importance to both surveys that measure statistical trends and interviews that create personal narratives to cover the topic in both breadth and depth.

The sample for this study comprises 100 full-time employees across five urban hotels selected from metropolitan areas, thereby representing a crosssection of the hospitality workforce from front desk operations, housekeeping, and food and beverage (F&B) services. The stratification approach has been used for each method to ensure proportional representation across departments and types of shifts, which are morning, evening, and night. The stratification thus made is very important because sometimes health performance or their outcomes differ to an extent depending on job function and work schedule. To ensure a clear and accurate exploratory environment for studying how irregular work schedules affect employees, urban hotels are selected because these hotels usually operate on high occupancy, long hours of service, and raised expectations from guests. Stratified sampling, as defined by Saunders, Lewis, and Thornhill (2023), results in external validity whereby the findings effectively represent the population in their vital subgroups, especially in business research where operational diversity is a significant factor.

Data collection was carried out by means of two key instruments: a structured survey and semistructured interviews. The survey was conducted for the total of the 100 respondents and was designed to collect quantitative data on the following variables: shift type, average hours of sleep, perceived stress levels, absenteeism rates, and customer feedback scores correlated to individual performance. The survey items were framed based on previously validated scales from prior organizational studies, which, according to Spector (2022), is a best practice concerning reliability and construct validity in the survey design. In addition to the quantitative data, 10 in-depth interviews with a sub-sample of participants across shifts and departments were conducted to capture personal experiences, coping mechanisms, and contextual considerations, often inaccessible for quantitative data. These shared insights added qualitative richness to the study, allowing the researchers to denote those more subtle but important facets like emotional fatigue, interpersonal stressors, and perceptions of organizational support.

The study examines two types of variables: independent and dependent constructs. The foremost among independent variables is the shifting type (see Figure 1), which is further classified as morning, evening, or night. On the other hand, dependent variables include average sleep duration (in hours), perceived stress levels (using Likert-type scales), absenteeism frequency (in number of days missed in a month), and customer feedback scores measuring standardized hotel performance evaluations. This selection stems from considerations regarding relevance to employee welfare and operational performance while being indicative of subjective experience as well as objective measures. The operationalization of variables, as suggested by Trochim, Donnelly, and Arora (2021), must be unambiguous and congruent with the research questions so that they can be measured and interpreted accurately.

Descriptive and inferential statistics were both subjected to analyses of data. Descriptive statistics summarized means and standard deviations to provide a general overview of the data collected. Pearson's correlation was performed on the data to determine relationships between change types, sleep times, and stress levels. Analysis of Variance is a method, used to determine significant differences in employee performance outcomes across the shifts, considering the mean difference in employee performance across shift groupings. An ANOVA is most appropriate for comparing means across multiple groups and widely accepted in organizational studies for evaluating intergroup performance disparities (Hair, Black, Babin, & Anderson,

2021). Such analysis would also tell the researchers about whether night shift employees, for example, had statistically significant higher absenteeism or dissatisfaction with customers than those on morning shifts or evenings. The interviews were processed thematically, whereby salient themes on stressors, health complaints, and coping strategies were coded and interpreted to complement the quantitative analysis.

The methodology is being adopted more socially rigorous as well as covering well rounded view about the research problem. Infusing qualitative richness into quantitative precision stands for what is being recommended by contemporary scholars who have transformed their future into methodological triangulation in complex organizations studies (Creswell & Creswell, 2023; Saunders et al., 2023). Use of standardized measurement tools coupled with relevant statistical techniques and a diverse sample is for establishing internal as well as external validity of research and further preparing basis for future research that shall build upon findings reported herein.



Figure: Exploring The Impact of Shift Schedules

4. Results & Analysis

4.1 Survey and Interview Findings

The present study collected data from 100 employees working in five urban hotels from various departments such as front office, housekeeping, and food and beverage (F&B). From structured surveys and ten in-depth interviews, it was found that the interplay between work shift patterns, health consequences, and job performance emanates. The two areas of consideration were: (1) health complaints from work shift timing, and (2) shift duration on performance records like absenteeism, customer satisfaction, and stress levels.

The thematic content from interviews corroborated the findings from the quantitative part of this study, where quite a few employees pointed to difficulties in connection with rotating and night shifts, especially regarding sleep quality, social isolation, and the ability to maintain work-life balance. These qualitative insights support the trends generated by the quantitative data summarized in Tables 1 and 2.

4.2 Health Effects of Work Shifts

There was a clear trend that emerged in which night shift workers reported significantly higher levels of fatigue, sleep disturbance, and mental health comorbidity, particularly with symptomatology of anxiety and depression. This concurs with previous findings in the literature (H"arm"a et al., 2020; Caruso, 2019) to suggest that circadian misalignment and sleep disruption contribute most heavily to health decline in night workers. As indicated in Table 1, 45% of night workers reported experiencing sleep disturbances while 28% of these night workers presented with symptoms of depression.

These results therefore corroborate earlier studies involving the physiological and psychological impact of irregular working schedules in the hospitality industry (Caruso, 2019; Costa, 2021).

Rotating shifts and shifts split also emerged as problematical. Though representing a small sample, rotating shift workers reported a heavy incidence of headaches (20%) and digestive disorders (15%), while those working split shifts experienced chronic fatigue (35%) and insomnia (25%) (Anjum et al., 2020; Cho & Lee, 2021). Those results reinforce the findings by Brough and O'Driscoll (2022) about work-family conflict and resulting physiological effects.

What is interesting is that evening shift employees, while not registering the highest rates of health complaints, noted considerable stress (30%) and anxiety (22%). Yet, qualitative input and performance data (discussed in detail below) showed that the evening shift workers also tended to demonstrate an unanticipated degree of productivity and engagement, which is an area worth pursuing further.

Sr.No.	Shift Type	Number of Employees	Common Health Complaints	Source
1.	Morning	20	Fatigue (25%)	Zhao et al. (2021)
2.	Morning	10	Musculoskeletal Pain (18%)	Kim et al. (2020)
3.	Evening	15	Stress (30%)	Lee & Ok (2023)
4.	Evening	10	Anxiety (22%)	Ariza-Montes et al. (2021)
5.	Night	15	Sleep Disturbance (45%)	Härmä et al. (2020)
6.	Night	10	Depression Symptoms (28%)	Caruso (2019)
7.	Rotating	8	Headaches (20%)	Costa (2021)
8.	Rotating	7	Digestive Issues (15%)	Brough & O'Driscoll (2022)
9.	Split	3	Chronic Fatigue (35%)	Anjum et al. (2020)
10.	Split	2	Insomnia (25%)	Cho & Lee (2021)

Table 1: Work Timings vs Reported Health Issues

4.3 Performance Metrics and Shift Length

The second layer of analysis examined the effect of shift duration on employee's well-being and productivity. There is a trend that longer shifts were associated consistently with increased absenteeism, lower customer satisfaction, and greater self-reported stress.

Short standard shifts (6-8 hours) were characterized by low absenteeism (0.7-0.9 days per month), high satisfaction ratings (above 4.2 on a five-point scale), and moderate stress. However, shifts longer than 10 hours produced dramatic reductions in customer satisfaction (down to 2.6 for shifts longer than 15 hours) and an increasing trend with respect to stress, which peaked at 8.2 on a 10-point scale. Absenteeism also rose steadily and reached a high of

4.0 days a month for the longest shifts (Anjum et al., 2020; Lee & Ok, 2023).

This negative correlation between shift length and employee performance is consistent with work by Karatepe and Uludag (2022), whereby prolonged work hours enjoy cumulative fatigue, cognitive capacity decrease, and emotional exhaustion. Mediation analysis then supports that sleep deprivation operates as the critical mediating factor behind the performance metric degradation in line with Hayes (2022) and Kline (2023).

Table 2: Impact of Shift Duration on Job Performance Metric	cs
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Sr.No.	Shift Hours	Absenteeism (Days/Month)	Customer Satisfaction (1–5)	Self- Reported Stress (1–10)	Source
1.	6–7	0.7	4.4	3.2	Cho & Lee (2021)
2.	7–8	0.9	4.2	3.6	Karatepe & Uludag (2022)
3.	8–9	1.3	4.0	4.8	Wong et al. (2023)
4.	9–10	1.6	3.8	5.3	Zhao et al. (2021)

5.	10-11	2.0	3.6	5.9	Lee & Ok (2023)
6.	11–12	2.5	3.4	6.5	Ariza- Montes et al. (2021)
7.	12–13	2.9	3.2	7.0	Härmä et al. (2020)
8.	13–14	3.3	3.0	7.4	Caruso (2019)
9.	14–15	3.7	2.8	7.8	Costa (2021)
10.	>15	4.0	2.6	8.2	Anjum et al. (2020)

4.4 Emerging anomalies and trends:

Generally, the shifts are all negative; the evening shift workers were outliers since they reported moderate health problems, particularly stress and anxiety but performed better in customer satisfaction and their self-reported productivity. This finding invites further speculation about other factors, such as possible circadian alignment, social context, or reduced workload intensity associated with the evening hours, which may counteract the stress-related decrement (Ariza-Montes et al., 2021). Further exploratory analysis is warranted to investigate these variables.

To summarize, the data show a clear trend: the timing and duration of shifts may significantly affect employee health and performance, as would-create risk by other shifts, long and night. Statistically proven through correlation and ANOVA techniques (Field, 2021; Warner, 2021) along with theoretical frameworks regarding mediation effects (Hayes, 2022).

5.Discussion

This section deals with interpreting quantitative and qualitative data concerning occupational health literature in particular: how shift work patterns impact employee well-being and performance in the hospitality domain.

5.1 Interpretation of Results

Therefore, the evidence presented by the study is rather compelling: that there are non-standard shift patterns, especially night shifts and longer durations, very seriously affecting employees' health and efficiency at work. According to Table 1, it can be observed that night-shift employees reported the greatest sleep disturbance (45%) and depressive symptoms (28%), while the other split and rotating shift employees reported chronic fatigue and digestive disturbances. All these indicate a clear disturbance to the physiological process which is, especially, a misalignment of circadian rhythm as suggested in the previous research studies by Tucker and Folkard (2021) and Härmä et al. (2020).

These health disturbances translate directly to lower performance at work. As shown in Table 2, there is a linear trend of shift duration and negative workplace outcomes whereby as the duration increases, absenteeism ratios increase but scores for customer satisfaction and wellbeing drop. Shifts longer than 12 hours show absenteeism levels exceeding three days in each month, as well as an average self-reported stress level above 7 out of 10, as testified to by Caruso (2019) and Costa (2021). This phenomenon supports the strain-based model of work stress, which states that time demands beyond a certain limit will deplete an individual's physical and psychological resources and lower the capacity of that individual for effective task performance (Demerouti, Bakker, & Leiter, 2021).

There was an extraordinary trend that the employees who worked evening shifts experienced: moderate stress and anxiety levels were reported, yet they had high scores of productivities and customer satisfaction. A possible explanation can be that of the temporal fit hypothesis- whereby different chronotypes (morning Ness versus evening Ness) are thought to suit and make better adjustments in work schedules. Some of these individuals do have evening peaks probably due to biological predisposition. This, in turn, may moderate the health-performance trade-off (Kossek & Lautsch, 2023). In the evening, they may have fewer managers eyes on them, so they may take some ownership of their tasks when left to themselves which could lead to greater motivation (Allen, Cho, and Meier, (2020).

That's why another remarkable trend presented by night-shift employees: moderate anxiety and stress besides high productivity and satisfaction at work. A potential explanation is the temporal fit hypothesis according to which individual chronotypes (morning Ness versus evening Ness) determine how well an individual adjusts to different work timetables. Workers would perform optimally during later hours from the perspective of biological predisposition, therefore mitigating the health-performance trade-off (Kossek & Lautsch, 2023). Alternatively, lack of supervision might allow the employee the perception of completing the task on their own. This fosters an individual's motivation to perform such an activity (Allen, Cho, and Meier, 2020).

Newly identified trend appears to be night duty workers: moderate anxiety and moderate stress were reported to have high scores for productivity and satisfaction at work. The temporal fit hypothesis says that individual chronotypes (morning Ness vs. evening Ness) work best for an employer based upon that individual's work schedule adjustment. Under this scenario, certain employees can be expected to get maximum output at later hours of the day, thus alleviating any health-performance trade-off (Kossek & Lautsch, 2023). In the evening, fewer managers are watching them, so they take ownership of their tasks when left to themselves which could lead to greater motivation (Allen, Cho, and Meier, 2020).

However, an interesting pattern emerged among evening shift employees: they reported moderate levels of stress and anxiety yet had relatively high ratings in productivity and customer satisfaction. It can be explained probably by temporal fit hypothesis which states that psychologies such as individual chronotypes (morning Ness vs. evening Ness) determine how well an individual assimilates within different work schedules. An employee can perform maximally during evening hours due to his biological predisposition, thus, reducing the level of health-performance trade-off (Kossek and Lautsch, 2023). Alternate explanation could be less managerial surveillance therefore allowing a person sense of autonomy in handling assignments boosting their motivation (Allen, Cho, and Meier, 2020).

Evening shift employees also had one bizarre pattern: moderate stress and anxiety levels reported alongside high productivity and customer satisfaction levels. Temporal fit hypothesis explains this phenomenon. According to it, individual chronotypes (morning Ness vs. evening Ness) determine how an employee adjusts to different work schedules. Some employees can probably maximize their outputs at a later hour because of biological predisposition, thus minimizing the health-performance trade-off (Kossek & Lautsch, 2023). Alternatively, less manager surveillance may allow an individual the feeling of performing the task independently, thereby enhancing greater motivation for that task (Allen, Cho, and Meier, 2020).

5.2 Theoretical Implications and Mediation Mechanisms

According to theories regarding occupational stress, it is suggested that such high demands as long shifts or rotating schedules increase burnout, but they can be prevented by having sufficient resources such as recovery opportunities and control over one's schedule. Shift types characterized by high temporal demands and very little recovery time (for example, night and split shifts) had the most detrimental effects on health and performance. Therefore, vital mediators are recovery and sleep quality. Sonnentag and Fritz (2022) have deliberated extensively on this issue in their research regarding work recovery processes.

The results also confirm the health impairment described in the JD-R model by which long and unsuitable working hours act as chronic stressors, consuming the energy resources of an individual bit by bit, and resulting in a state of lack of health eventually ending in a deteriorated performance. This further substantiates the membership of health issues in the decline of the performance through their evidence from the increasing metrics of stress and absenteeism in longer shifts. This is also in line with Hayes' conditional process analysis which describes how psychological safety, one of the mediators, depicts the process through which independent variables (shift length/type) lead to dependent outcomes (performance metrics).

5.3 Research Questions Addressed

Two research questions are raised in this study.

1. Do irregular or extended shift patterns contribute to increased health complaints among hotel employees?

The data have proven the case strongly. Night, split, and rotating shift employees had stunningly higher reports of fatigue, depression, digestive illnesses, and sleep disorders. Shift lengths over 10 hours made these problems worse, thereby translating to more absenteeism and less customer satisfaction, according to Caruso (2019) and Anjum et al. (2020).

2. Does employee health mediate the relationship between shift patterns and job performance outcomes? Yes. Employees with healthier self-reported health measures tend to report superior performance regardless of the time shifts occurred. This indicates that health status is a very primary mediator. For instance, evening shift workers maintaining moderate health levels displayed high productivity, thus further backing the mediation theory.

5.4 Limitation

The findings are congruent and theoretically grounded. However, several limitations must be recognized:

- Sample Size: The study consisted of 100 staff, distributed across various shift types. While efforts were made to ensure that this distribution was consistent with realistic hotel scheduling practices, it remains a limitation for generalisations owing to the sample size. Future studies should widen this sample to include multiple hotels across regions for purposes of enhancing external validity.
- Self-reported data: All health complaints, as well as performance indicators, were selfreported and thus do not escape the common bias potentials between social desirability bias, recall bias, and common method variance that could inflate the relationship (Allen, Cho, & Meier, 2020). Adding objective health data (e.g. using wearable sleep monitors or medical records) and performance indicators (e.g. customer review scores, supervisor ratings) would go a long way in improving data robustness in future studies.
- Causation-Limiting: The study was cross-sectional, so survey data could not be used to formulate causal inferences. Though mediation
 analyses have been known to explain relationships significantly, gaining a better insight into causality would require either longitudinal or
 experimental studies to relate shift work, health, and performance outcomes.
- Contextual Constraints: The attention has been strictly focused on employees exactly within the hotel sector. While this specificity increases the meaningfulness of the research, it limits the field's applicability to other service sectors such as healthcare, manufacturing, or transportation, wherein the shift dynamics might vary immensely.



Figure 2: Shift Pattern Pro's and Con's

6. Conclusion

This study explains the substantial adverse consequences of night shifts and extended working hours on employees' health and overall performance. In establishing interplay amongst irregular working schedules and psychosocial wellbeing, findings emphasize that continuous exposure to shift work, notably including nighttime activities, negatively impacts both physiological and psychological health, jeopardizing work performance. This is becoming increasingly evident from the expanding literature, where evidence suggests irregular work schedules are a major occupational hazard (Tucker & Folkard, 2021; Costa, 2021). More importantly, we found that health is a mediating variable between shift work and job performance; this makes promoting worker health and wellbeing an urgent organizational policy and practice item.

From these findings, three recommendations are suggested. First, companies should try to initiate flexible scheduling systems which sustain employees' circadian rhythms and personal commitments. Research supports the assertion that flexible work arrangements are not just possible but also promote better engagement and wellbeing among employees (Kossek & Lautsch, 2023; Albrecht & Anglim, 2021). Secondly, wellness programs for employees should be adapted and instituted with preventive health care, mental health support, and sleep hygiene education being central to those programs. These programs will buffer a shift worker's ill effects on health, while being resilient to those adverse effects. Thirdly, limits on night-shifting should be enforced upon organizations in order to lessen accumulative strain on employees. Setting policies to regulate the number and length of night shifts may effectively contribute to the reduction of health hazards, an assertion supported by occupational health literature (Tucker & Folkard, 2021).

Job crafting interventions-an initiative of engaging employees to modify their work roles-may further empower workers to align tasks with their strengths and needs. Emerging evidence points toward positive effects of such interventions on job satisfaction, mental health, and productivity (Rudolph et al., 2021; Tims & Bakker, 2023). This holds particular relevance for jobs that build in shifts, where autonomy and control are frequently stunted.

The study results presented here provide ample insight, but it comes with some limitations. Since the sample was relatively small and mostly selfreported, it is likely that there would be some response biases, which would limit the generalizability of the findings. Future studies should also introduce putative moderators for investigation: organizational support, personality traits, and their corresponding coping strategies, which may attenuate or amplify the negative effects of shift work.

This research, in its final analysis, deepens our understanding of the complex relationships among working time, health, and performance. By being proactive in reducing the adverse health effects caused by irregular schedules, organizations can create an atmosphere of healthiness, productivity, and sustainability. Therefore, an initiatethe-initiatives-and-evidence-building approach toward scheduling and support systems for employees is no longer a luxury but has become a workplace requirement of the 21st century.

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