



ISSN Print: 2394-7500
ISSN Online: 2394-5869
Impact Factor: 5.2
IJAR 2016; 2(3): 28-30
www.allresearchjournal.com
Received: 21-01-2016
Accepted: 23-02-2016

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Challenges faced by career women in attaining work life balance

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Abstract

Financial benefits obviously motivate employees to work harder and better. This study concludes that for the modern generation other factors are also important. Data was collected through a structured questionnaire consisting of several questions via email and Internet, and hence responses were obtained.

Keywords: commitment, youth, monetary, experience.

Introduction

Over the last ten years, commitment has been studied with respect to many fields by researchers to get insights about different sectors. This has helped in conceptualizing employee commitment and various human resource practices intended to increase it.

The effective functioning and success of a company highly depends on the commitment of its employees in this modern world. Because of growing competition and constant implementation of new technologies. A company needs to hire the best and reliable people to have goodwill in the market. At the same time, the effectiveness and productivity of work of employees still remain the major factors that can contribute to the progress of the company.

Employee Commitment

As defined by Poter (1974) Employee commitment is the relative strength of the individual's identification with and involvement in a particular organization. The following factors affect employee commitment:

Workplace values
Subordinate - supervisor interpersonal relationship
Job characteristics
Demographics
Organizational Justice and Trust
Growth
Work-Life balance
Health and Safety
Promotion
Job Satisfaction.
Pay and Reward

Methodology of the study

To ascertain certain research issues, questions were raised and explored utilizing multivariate frame-work. The sampling procedure was purposive. Professionals as well as interns and beginners in Mumbai belonging to lower, middle and upper level of hierarchy working in the primary, secondary and tertiary sector, i.e. manufacturing and service sector organizations have been contacted and questioned. The age group the above correspondents belong to varies from 18 years to 35 years. Data was collected through a structured questionnaire consisting of several questions via email and Internet, and hence responses were obtained.

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Analysis of Data

Table 1: Number of years committed to a company.

Number of years	No. of people
0-3	23
3-6	15
6-9	07
9 and above	05

From the data above, we can see that the maximum number of people have worked for a particular company only up to a period of 3 years whereas the least number of people have stayed committed to a company for 9 years and more than that. 30% of the total employees have stuck to a company for 3-6 years and 14% people for 6-9 years. So it shows that less number of employees have been successful in being committed to a company than the ones who probably must have changed jobs due to various reasons.

Table 2: Reasons for switching jobs.

Reasons	Yes	No
Perks	26	24
Respect	03	47
Work Load	21	29
Environment	13	37

We see that ‘perks’ have almost equal chance of swaying the decision in either direction. ‘Respect’ is something which most of them feel that they are getting it where they are working hence they won’t switch their job. Because of ‘Work Load’ 42% people said they want to leave their jobs whereas 58% people said they were okay with the work they were getting. Also, environment being a very important factor, we can see that 74% people are maybe exposed to a positive environment whereas 26% of them are not liking the environment. Here we can draw a conclusion that more than 70% of people are happy with their jobs considering all the factors.

Table 3: The most important to the least important factors of work commitment.

Options	1st	2nd	3 rd
High Salary	36%	18%	46%
Less Work Load	26%	44%	30%
Positive Environment	38%	38%	24%

According to the survey the highest no. of people think that high salary is the third most important thing. Second highest number is that of less work load, they think it is the second most important thing. A fair number of people think that a positive environment does matter for being committed to the company. So, positive environment, less work load, high salary is the most preferred order.

Table 4: The role of health factors affecting work commitment.

Health Importance	
Yes	No
43 employees	7 employees

86% of the employees surveyed opined that health factors during work matter a lot. If the company provides calorie free breakfast, evening snacks, fat free milk, tea, etc. it improves concentration and gives a person more energy to work. ‘Health is Wealth’ as the saying goes. Some

companies also build gyms for the employees to stay fit. Only a mere 14% of the employees that the health factors at work do not matter.

Table 5: Whether the attitude and behaviour of colleagues affects the work commitment (where 1 is the most and 5 is the least).

Scale	1	2	3	4	5
No. of people	15	8	12	9	7

The maximum number of employees, i.e., 30% felt that their colleagues’ behaviour, their attitude, interpersonal relations, affect the work culture. If one has good relations with colleagues, it is a win-win situation for all. 14% of the employees feel that colleagues don’t matter during work. They have rated them as 5 on the scale. This sector thinks that it’s only their own work that matters and building relations or being with their colleagues is not useful or does not make sense.

Table 6: Preferred option for a new entrant.

Options	No. of responses
To do work that you like/ have an interest in with a salary package of Rs.20, 000 per month as a fresher.	22
To do work that you don’t like/ have an interest in with a salary package of Rs.40, 000 per month as a fresher.	15
To work at a good post in a start-up company with salary of Rs.20,000 as a fresher	10
To work at a junior level in a big company with salary of Rs.25, 000 as a fresher.	03

Clearly, highest number of people would prefer doing a job of their interest with a not a very high salary package for a start. Now-a-days, freshers do not want to join multinational companies and work at a low level. Everybody wants experience, exposure and wants to start afresh from a small company so that they get the knowledge required and do something on their own. Yet there were a good amount of people who said that they would not mind doing work they don’t like as long as they are getting a high salary package!

Conclusions and Inferences

It is possible to conclude that employee commitment is a very significant factor contributing to the positive organizational outcomes. It may increase productivity, effectiveness of work and motivation of employees, while low commitment leads to the opposite outcomes. At the same time it is necessary to maintain high level of employee commitment through leadership, development, empowerment, and supervision.

Radical organizational changes often lead to reduced commitment caused by increased job insecurity, increased stress, decreased trust and job redesign. Since organizational commitment has strong correlation with job performances it is very important to reinforce it by applying the right human resources policies.

In Mumbai, especially, the young people must consider the growth opportunities. It is very crucial to study that and then settle for a job.

The primary data collected by this researcher as well as the secondary data referred at the beginning of this study suggests that it is not only the monetary factors that affects the decisions of employees but also various other factors

which play a very important role in decision regarding job selection and retention. Growth opportunities, varied roles and empowerment are the key factors that make employees engaged to a particular company. In a fast-paced and fast growing city like Mumbai, it is very important that companies take care of the employees work-life balance. Ultimately we must understand that what do the employees work for their family. If they are not able to give time to their family then there is no point in working. Companies who understand these needs are the ones which end up having an amazing man power and they taste definite success.

Many youngsters also willing to travel for great job opportunities. They do not want to stick to India. If companies abroad offer more benefits and more facilities than the ones here, employees commit their energy and time to them. Work commitment solely depends upon how the company takes care and understands their employees. But, employees should also give their best to the company. Switching jobs frequently is not a good option. One must be sure of the kind of work one wants to do.

Recommendations of the study

The recommendation of this study to all young employees is to not just rush behind money. If a job gives a good salary but other factors like growth opportunities, working hours, life balance are not in favour then life will be full of tension and it gets difficult to survive. All factors required for healthy and proper work, employees and companies, both must study them and then go in for any decision making process.

For the companies, they must have a check on their competitors and study their strategies to make the employees committed. It is the best way to get maximum results out of the employees. Optimum utilization of human resources is very crucial and needs a lot of research and understanding.

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