



RESEARCH ARTICLE

A STUDY OF YOUTH EMPLOYEE WORK COMMITMENT

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ABSTRACT

Every organization needs to mobilize and sustain commitment which will give the team its strength. Professionals as well as interns and beginners belonging to lower, middle and upper level of hierarchy working in the manufacturing and service sector organizations were questioned and conclusions drawn.

Key words:

Job Commitment, Youth,
Compensation, Responsibilities.

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INTRODUCTION

The demands of the youth all over the world today have been increasing. With a load of qualifications in hand, when an employee enters the job market he expects a big compensation package. Besides this, each year, cities witness large scale migration from other parts of the country in search of high flying jobs. However, when reality strikes, a few may be disappointed and lose interest. On the other hand, another section of the youth from the rural areas may seek better jobs than what their native lands have to offer and may be extremely content with what the city has to offer in terms of a well paid job than otherwise. Hence, this study tries to gather varied responses from different sections of the youth based on their job satisfaction, demands being met and various other aspects that lead to work commitment.

Mobilizing and sustaining job commitment

Job commitment is the feeling of responsibility and a sense of devotion an employee has towards the organization he is working for. It also involves a sense of pride a person has

towards working to attain the mission and goals of an organization. In case an individual has job commitment, he is more likely to perform tasks and responsibilities that will help an organization achieve a goal. Every organization needs to mobilize and sustain commitment which will give the team its strength.

- The more committed people there are the more effective they are in influencing others. If the entire group acts with commitment, great numbers of people will really pay attention.
- People who are committed are the ones who do not take discouragement seriously. They set an example for several employees those either lack the confidence or experience to go through the difficult times and hold out for the rewards of success.
- When people share commitment, they can cooperate at a higher level. This fosters camaraderie and faith and sustains the group in the long run.

Research methodology

This study is set in the city of Mumbai and is restricted to the youth population. Data was collected through a structured questionnaire consisting of 20 questions via email and internet.

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The sampling procedure was purposive. Professionals as well as interns and beginners in Mumbai belong 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. Care was taken to ensure that interns, beginners and employees at the lower middle and high up in the hierarchy were represented.

Working in a different city or country

Table 1- How often employees would willingly travel for work related purposes

When respondents were asked how often they would willingly travel for work, the following responses were obtained:

Frequency of travel	Percentage
Once a week	14%
Once in a fortnight	14%
Once a month	54%
Once in 6 months	18%

On greater analysis of the data, it was observed that:

The younger section of the youth which claim to be more dynamic naturally opted to travel on a more frequent basis as compared to the older categories. The younger workers also would probably have fewer responsibilities in terms of other work and hence have higher energy levels. Males chose to travel for work more than females did. This could be the case because of safety issues regarding women in various places in the world, families maybe more apprehensive about sending their women out as compared to the males. Those working as interns or beginners opted to travel abroad more often than those at a higher post or level as they maybe seeking new opportunities as compared to those settled.

Table 2. Willingness to shift their residence or go abroad for a short period

Yes	70%
No	30%

70% gave positive responses to temporarily shifting their residence or to travel overseas for the company they work for. 30% of the respondents were not willing to do the same.

Table 2. Willingness to shift their residence or go abroad permanently

Yes(only shifting residence within the national boundary)	0%
No(only shifting residence within the national boundary)	5%
Yes(shifting abroad)	25%
No(shifting abroad)	NIL
Yes(for both)	45%
No(for both)	25%

It is seen that the number of people willing to shift abroad temporarily to complete their obligations towards their organization equates the total percentage willing to shift permanently(25%+45%) and remain loyal to the company they

work for. However statistics show that not a single individual would be willing to move out of their comfort zone and shift elsewhere within the national boundaries. This could be explained by the desire of the youth in Mumbai for going overseas for education or work purposes or settling down in a foreign country.

Compensation

When the employees were asked about switching their jobs for a higher pay interesting responses were noted. For a 10% higher pay, 82% answered that they would not switch jobs whereas 18% of the respondents gave a positive answer. On being asked if they would switch jobs for a 50% higher pay, 89% answered in the positive. Only interns or beginners are willing to switch jobs for a 10% higher pay. However, not even all interns are willing to do this. Not a single respondent at a comparatively higher level chose to switch jobs for a 10% higher salary. However when a 50% higher package was offered, most of the respondents approved of it regardless of their level in the organization. This signifies that a considerably good hike in salary could lure employees to switch jobs regardless of their post or level. However a small hike may not do the same. Also, salaries of those interns or beginners that the organization would want to retain should be revised at regular intervals to ensure commitment.

Higher salary vs. more fringe benefits vs. more time off

A majority of the respondents favored a higher salary as the topmost criterion while selecting a job. Around 22% of the respondents stressed on the role played by the availability of fringe benefits and 27% wanted some free time to themselves.

Stress related job with higher salary vs. tension free job with lower salary

64% opted for a stress related job with a higher salary whereas 36% claimed to prefer a tension free job with a lower salary.

Higher salary with fewer perks vs. lower salary with more perks

68% opted for a higher salary with fewer perks whereas 32% opted for a lower salary with more perks.

Salary focused job vs. status related job:

52% gave preference for a salary focused job whereas 48% would rather opt for a status related job.

A detailed analysis reveals that:

- The key factor that plays the highest role is the salary or pay package which is of prime importance to the present youth.
- Following this would be a status related job as the percentages come close to those opting for a higher salary over a status related job.
- As we can see, only a certain section of the youth would prefer a stress free job over a higher salary.

- Not much importance is given to perks offered by a company as compared to a higher salary. This could be the case because an employee can put to use the excess salary in whichever way he wishes to as compared to perks which may have a narrower scope.

It can be concluded from this study that salary plays the most important role in choosing the type of job.

Size of the organization

The responses given below were obtained when the youth were asked about the size of the organization they would like to start off with:

Size of organization	Percentage
Small firm	5%
Mid-sized firm	38%
Large firm	57%

Permanent job with a small company vs. temporary job with MNC:

45% opted for a permanent job with a smaller company whereas 55% opted for a temporary job with an MNC.

The study reveals that:

- Those concerned about job security would opt for a permanent job in spite of have choosing to work for a large firm such as an MNC, the reason for this being the high level of competition among the youth especially since statistics suggest that 45% of our country's population comes within the working age group that is between 14-59 years of age.
- Though, the younger segment of the sample group considered working for an MNC without being guaranteed a permanent position, the reasons could be many such as work experience with a large company, experiencing corporate life or hoping to move up the ladder and being guaranteed a permanent position in the near future.

Salary and size of the organization

Local company with higher pay vs. MNC with a lower pay

As is clearly seen in spite of the youth wanting to work with an MNC, when it boils down to the salary, 73% chose a higher pay even with a local company as compared to working for an MNC with a lower pay.

Sponsored further studies vs. higher pay with other company

When asked to choose between the above options, only 27% of these respondents chose a higher pay with a company as compared to being given sponsorship for further studies. This could be the case as further studies maybe an expensive proposition and when given a chance in their youth, some would add a few degrees to their bio-data hoping it would

increase their prospects for a better position with the same company or another at a future date.

Feedback

All the respondents claimed to appreciate if an employer considered feedback and suggestions. However, when asked whether the employees do give a feedback on a regular basis suggesting and explaining difficulties and offering solutions, a similar response was not obtained as 22% denied giving any feedback. Hence, a more approachable attitude at the employers end could increase work commitment.

Conclusions of the study

1. The younger section even amongst the youth, which includes interns or beginners who have just started off have different priorities as compared to those more well settled in their work. Passion to earn well and make it big in the world is the drive behind this section wanting to achieve more. Also, the opportunity to do so at a younger age with fewer responsibilities gives them a chance to explore more.
2. A range of demographic variables have been found to be related to employee commitment. For a variety of reasons, age has been found to be a powerful predictor of employee commitment. The older employees become, the less are the other employment options available. So, older employees may view their current employment more favorably. Also, if employees some kind of an investment and history with their organization, they may be more committed.
3. Women have to overcome more barriers than men to get to their position in the organization.
4. Work-Life Balance is also a key issue emphasized by this research and is the extent to which employees perceive they are able to achieve the right balance between leisure and work. In recent times, organizations are beginning to recognize this, and are making more concerted efforts to introduce a host of programs intended to ease employees' burdens. These include initiatives such as: flexible work schedules, crèches, generous leave, healthcare, financial literacy campaigns, and convenience services to name a few.
5. However, one conclusion that can be drawn throughout is the continuous search for a higher pay package, more opportunities and better prospects.

Recommendations of the study

Compensation certainly plays a huge role especially during initial stages to drive the employee to work for the organization and develop favorable attitudes towards the same. At an age where the youth is focuses on the pay more than anything else, it is important for organizations to realize this factor and regularly revise pay packages to retain potential interns or valuable employees. A competitive pay is needed to retain a competitive employee. However, ensuring job satisfaction is also an important feature to be considered to ensure work commitment and not just engagement in the long run. When employees are simply engaged into their job, they

may work without a purpose which would not necessarily lead to commitment to the job and towards the organization. Hence, the key would be to enhance work commitment and not only engagement into the job. In designing compensation plans, it is important to give strategic importance to employee engagement and commitment. Employees want clear line of sight on their careers, are flexible to the idea of adopting change at the right time but need to have this clarity always. For example, in spite of most respondents giving salary utmost importance, some even wanted stress free jobs or permanent jobs. Something as small as securing the employees position in the organization or approving of employees suggestions and giving a feedback to the employee could encourage job satisfaction.

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